

Name of Policy	Recruitment and Selection Policy	
Description of Policy	<i>This policy covers the arrangements for the recruitment and selection of staff at ACU</i>	
<input type="checkbox"/> New Policy		<input type="checkbox"/> Revision
Description of Revision		

Human Resources Directorate

Policy and Revision Number	
Original Effective Date	
Review Due Date	
Revision Effective Date	
Senate Approval Date	
Vice Chancellor's Approval Date	06 June 2008

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1. Background Information

Australian Catholic University wants to attract and retain the best available staff in order to achieve its strategic goals and implement its Mission. The University recognises that it must recruit staff with the knowledge, qualifications, skills and experience which will enable them to contribute to the achievement of its stated strategic goals and Mission.

In this context, the University aims to implement best practice through its staff recruitment and selection policy and procedures.

2. Policy Statement

The University supports the principle that staff are selected on merit as assessed against position requirements. These requirements are articulated as selection criteria for each position and shall include, for every position, evidence of the ability to make a contribution to the Mission of the University and to demonstrate commitment to the Catholic ethos of the University.

In the context of the merit principle, the University reserves the right to make no appointment to positions which have been advertised, to invite persons to apply for advertised positions, to appoint by invitation or to make a direct appointment to a position without recourse to advertisement.

In order to support the effective implementation of the recruitment and selection policy and procedures, the University will provide training for staff selection committee members. This will commence with training of Chairs of selection committees, for whom training in ACU's staff selection and recruitment policy and procedures shall be mandatory. This provision shall be phased in over a twelve-month period following the date of approval of the policy and procedures.

3. Policy Purpose

The aim of the University's staff recruitment and selection policy, and the related procedures, is to appoint the best possible staff through a competitive process which is underpinned by principles of justice, equity, merit, transparency and provision of career opportunities for existing staff. The University employs ethical, fair and impartial staff selection procedures which are free from conflict of interest and characterised by confidentiality and respect for the privacy of applicants' personal information in line with the provisions of the Federal Privacy Act 2000.

4. Application of Policy

This policy and associated procedures apply specifically to all continuing and fixed-term appointments of academic staff up to and including Level D, general staff up to and including HEW Level 9 and teachers in centres. For staff appointments above these levels the general principles outlined in the policy and associated procedures may be used as non prescriptive guidelines so as to allow for appropriate flexibility in senior recruitment and selection.

5. Definitions

"ACU": means Australian Catholic University Limited (ABN 15050192660), a company limited by guarantee. The term ACU symbolises the national outreach of the University.

"Academic staff": means any member of University staff employed as an academic and whose salary and conditions of employment are those which apply to academic staff in accordance with the relevant provisions of an Enterprise Agreement.

"Advertisement": means a call for written applications for a vacant position which is published in the press and/or a recruitment web site and/or the weekly newsletter of the Human Resources.

"Advertising agency": means the agency with which the University has a contractual obligation to be the sole agency for placement of advertising for vacant positions.

"Affirmative Action": means the systematic taking of steps, by means of legislative reform and management programs, in order to achieve demonstrable progress towards equal employment opportunity. It is action to correct the effects of past disadvantage, to eliminate discrimination, or to prevent discrimination in the future.

"Application": means a written response to an advertisement by an applicant for an advertised position.

"Casual staff": means a staff member of the University who is employed and paid by the hour.

"Catholic ethos": means the set of values that underpin the Mission of the University.

"Chair of Selection Committee": means the person who has overall responsibility for a specific staff selection process and the responsibility for ensuring that the staff recruitment and selection policy and procedures are implemented with respect to that process.

"Classification Committee": means a committee established in accordance with the University policy on classifying general staff positions.

"Continuing position": means an academic or general staff position which is to be filled on an ongoing basis.

"Executive Dean": means any person appointed to a position so designated at the University.

"Director": means any person holding a position so designated at the University.

"Eligibility List": means a list of suitable applicants developed after a competitive selection process has been held for an advertised position (or positions), which may be used to fill a vacant position(s) that has the same duties and level as the advertised position within six months from the date of the selection process.

"Enterprise Agreement": means any and all enterprise agreements in force and applicable to the University.

"Executive Staff member": includes Executive Deans, Campus Deans and Directors and shall be defined by the Vice-Chancellor from time to time and shall include Executive Dean, Faculty of Arts & Sciences, Executive Dean, Faculty of Education, Executive Dean, Faculty of Health Sciences, Executive Dean of Students, Rector, Aquinas Campus, Rector, Signadou Campus, Academic Registrar, Director, ACUcom, Director, Finance, Director, Information Technology, Director, International Education, Director, Libraries, Director, Marketing and External Relations and Director, Human Resources.

"Family relationship": means a relationship between a staff member and a member of her/his family or a member of her/his household and includes de facto relationships.

"Fixed term position": means a position which is filled for a specified and finite period.

"Functional unit": means a unit that is subordinate to an organisational unit as defined by the University structures as determined from time to time.

"General staff": means any member of the University staff employed in a position classified by the Higher Education Worker Classification Scheme operating in the University and whose salary and conditions of employment are those which apply to general staff in accordance with the relevant provisions of an Enterprise Agreement.

"Guidelines for Nominated Supervisors and Staff Selection Committee Chairs": means procedural guidelines for staff recruitment and selection developed by Human Resources.

"Head of School": means a person who was formally assigned to the role in accordance with the University's policy.

"Interview": means a staff selection interview as required under the University's staff recruitment and selection procedures.

"Manager": means the head of a functional or organisational unit as defined by the University structures, as determined from time to time.

"Mandate": means the authorisation given to a person involved in the teaching of theology in a Catholic institution by the competent ecclesiastical authority.

"Member of the University staff": means any persons employed or engaged by the University or assigned to the University, but not including persons working at the University who are employed on a contract for service or by an employment agency.

"Merit": means fitness for an advertised position as assessed through an interview or other process against the stated selection criteria for the position.

"Minimum Standards for Academic Levels": means the standards, duties and skill base required of academic staff for each academic classification level as set out in the relevant Enterprise Agreement and referred to in the associated policy.

"Mission": means the University Mission Statement as endorsed by the University Senate.

"New position": means a position which is newly created and established by the University.

"Nominated supervisor": means a member of staff who is formally assigned the responsibility of supervising one or more staff or a group of staff.

"Organisational units": means the core educational and administrative units that form the organisational structure of the University, headed by a member of the University Executive Planning Group or Executive Team.

"Position Description": means the document provided to potential applicants which outlines the responsibilities and selection criteria for an advertised position.

"Position Descriptors": means the classification descriptors as set out in the Classification Standards for Academic and General Staff Policy.

"Position Information Questionnaire": means the document which describes the position and its requirements when performed effectively.

"Privacy Act 2000": means the Commonwealth Privacy Amendment (Private Sector) Act 2000.

"Probation": means probationary employment as described in the relevant Enterprise Agreement and associated policies.

"Probationary period": means a specified reasonable period of probationary employment that is directly related to the nature of the work to be carried out as referred to in the relevant Enterprise Agreement and associated policies.

"Deputy-Vice-Chancellor": means any person holding such a senior academic leadership and management position so designated at the University.

"Qualifications": means within the Australian Qualifications Framework.

"Recruitment Agency": means an agency engaged by the University from time to time to provide recruitment services for a specific vacant position(s).

"Recruitment and Selection Kit for Nominated Supervisors and Staff Selection Committee Chairs": means a kit of recruitment and selection resource material for use by nominated supervisors and Chairs of selection committees.

"Redeployment": means the reassignment of a staff member, within the same or another organisational unit.

"Referee Report": means a written or verbal statement of an applicant's abilities against the selection criteria for an advertised position provided by a nominated referee of the applicant.

"Request to Appoint ": means the Request to Appoint form which must be completed and authorised in accordance with the University's Staffing Delegations prior to advertising and/or filling a vacant position.

"Selection Criteria": means the skills, knowledge and ability required of an appointee to an advertised position.

"Selection Committee": means a selection committee established in accordance with this policy.

"Short-list": means a list of applicants selected for interview.

"Short-listing": means the process of ranking applicants against the selection criteria in order to determine which applicants are to be invited to interview.

"Short-listing Report": means the staff selection committee's written assessment and recommendation regarding the applicants who are to be invited to interview and those who are not to be invited to interview.

"Staffing Delegations": means the Staffing Delegations Register as approved by the University Senate.

"Vacant position": means a position at the University which at the time of advertisement does not have a substantive incumbent or the current incumbent has provided notice of resignation, retirement or other termination.

"Vice-Chancellor": means the chief executive officer of Australian Catholic University.

"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.

6. 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. Breaches of confidentiality are regarded as serious matters for the University.

7. 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 and Selection Privacy Policy'.

8. Approvals

The approval authorities for filling positions, advertising, selection committee composition and selection committee recommendations are documented in the University's Register of Staffing Delegations as approved by Senate and available on the University web site.

Appointment by invitation can only be approved by the Vice-Chancellor. The Vice-Chancellor has the authority to waive the requirement to advertise a vacant position.

9. Selection Committees

Selection committees will be appointed for all advertised position vacancies in accordance with the University's Staffing Delegations.

9.1 Selection on Merit

Appointment must be based on merit assessed in relation to the selection criteria and position description. Applicants must meet all essential criteria in the position description to be eligible for appointment.

Outstanding individuals may be appointed to positions by invitation and without advertisement where it is in the interests of the University and contributes to the strategic direction of the University. Appointment by invitation can only be approved by the Vice-Chancellor.

9.2 Level of Appointment

Applicants may not be appointed at a classification above or below that stated in the advertisement.

The successful applicant is normally appointed at the first incremental step of the advertised salary range. The 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 knowledge, qualifications, skills and experience.

Negotiation regarding the incremental step on appointment shall take place before the offer of appointment is accepted and must be approved in line with University Staffing Delegations.

A successful applicant may be appointed above the first incremental step if 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 applicant, as a staff member, would have met the University's own criteria for incremental progression. A case may also be made for a higher increment than the first of the scale on the basis of relevant experience gained outside the University sector.

9.3 Probation

Where an appointment is to include a period of probation, it is the responsibility of the selection committee to identify any probationary requirements, including the length of the probationary period. In exceptional circumstances the selection committee may recommend that part or all of the normal probationary period be waived. The Vice-Chancellor (or delegate) must approve any waiver of the normal probation period.

Probationary requirements shall be attached to the Selection Committee Report for inclusion in the offer of appointment to the successful applicant.

9.4 Appeals

Eligible general staff of the University may appeal an unsuccessful application for a promotional opportunity that has been advertised internally only, under the provisions of the Policy on Staff Appeals.

9.5 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 applicant, which may lead to a potential or actual 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 such a situation becomes apparent 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 a person'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 person's ability to act impartially.

10. Procedures

10.1 Identification of Vacancies

The nominated supervisor identifies a new or vacant position and establishes, in consultation with the relevant Executive Staff member, whether the position is to be filled, the basis on which it is to be filled and advertised and whether funding is available.

For existing general staff positions, the nominated supervisor reviews the existing Position Information Questionnaire. For new positions, or for an existing position the duties of which have changed significantly, a current Position Information Questionnaire is prepared and forwarded to the General Staff Classifications Committee. General staff positions may not be advertised until they have been classified.

For academic staff positions, the nominated supervisor establishes, in consultation with the relevant Executive Staff member, the appropriate classification of the position by referring to the Minimum Standards for Academic Levels. In certain circumstances it may be appropriate to advertise academic positions at two adjacent levels. However, both the basis of selection and subsequent duties must be consistent with the Minimum Standards for Academic Levels for the appointment level.

10.2 Staff Selection Committee

For all positions which are to be advertised, the nominated supervisor, in consultation with the relevant Executive Staff member, forms a staff selection committee prior to advertising.

All selection committees shall normally have at least one representative of each gender. This should be considered before finalising membership of the committee. If necessary, committee membership may be supplemented to achieve appropriate gender representation by appointing an additional member with academic relevance to the discipline for academic staff positions, or relevant expertise for general staff positions.

An additional member may be appointed to a selection committee where a position has been identified as appropriate for a group identified by ACU for affirmative action and where a member of that group, or person with an understanding of the group, may be in a position to assist the committee's deliberations. Such groups will be identified through ACU strategies on the basis of their under-representation in the Australian workforce.

Other than in exceptional circumstances, the same selection committee shall be used for all stages of the selection process. Selection committee members are required to commit themselves to the process through to completion.

The Equal Opportunity Manager, or nominee, is entitled to observer status on any staff selection committee.

Chairs of selection committees must be trained in the University's Staff Recruitment and Selection Policy and Procedures within twelve months of the date of approval of this policy and procedures. Training will be conducted for other members of the University staff, following which within three years at least half the members of each selection committee shall be trained.

10.3 Composition of General Staff Selection Committees

The composition of selection committees for general staff positions will normally be:

- the nominated supervisor of the advertised position
- at least one member who is thoroughly conversant with the requirements of the position
- one member from outside the immediate work area who may be from ACU or another institution.

10.4 Composition of Academic Staff Selection Committees

The composition of selection committees for academic positions will normally be:

- Executive Dean or nominee of the Executive Dean (Chair)
- Head of School.
- One member of a cognate discipline, either from within or external to the University.

- the elected staff member from the School at the same or higher level than the advertised position.
- another appropriate person from within ACU (optional).

Academic selection committees are to include at least one member who is a specialist in the area to which the appointment is being made.

10.5 Selection Criteria

Prior to completion of a Request to Appoint a Position form, the nominated supervisor either confirms the selection criteria for the position, or develops a list of selection criteria to be incorporated in the position description for the position. Selection criteria set out the knowledge, qualifications, skills and experience required of an appointee. They are to be within the scope of the relevant Minimum Standards for Academic Levels, or position descriptors for general staff.

Selection criteria may not be changed between the time of advertisement and the time of appointment. If position requirements change, a new recruitment process must be initiated.

Selection criteria for all positions shall include the following requirements:

- that applicants demonstrate the ability to make a contribution to the Mission and Catholic ethos of the University;
- a commitment to cultural diversity and ethical practice principles; and
- a knowledge of equal employment opportunity and occupational health and safety, appropriate to the level of the appointment.

The University will also require that applicants meet stated generic selection criteria with respect to legislated obligations on the University relevant to the level and nature of the appointment.

For academic positions, other than research-only positions, the selection criteria shall include '*Evidence of the nexus between teaching and research in applicants' approaches to teaching and learning, and to research and scholarship*'.

For members of the Executive Team of the University, the selection criteria shall include 'Evidence of ability to demonstrate unequivocal commitment to the Catholic ethos of the University'.

10.6 Request to Appoint

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 Human Resources with a draft of the advertisement and position description.

Short-listing and interview dates shall be established prior to advertising. Where referee reports are to be sought prior to short-listing or interviews, time lines must be sufficient for them to be received.

Short-listing may not normally be scheduled until at least five working days have elapsed after the close of applications and interviews may not be scheduled until at least five working days have elapsed after short-listing, unless there is only one suitable applicant.

10.7 Redeployment

From time to time staff who are affected by redundancy, organisational restructuring, or, who are unattached from a position may need to be redeployed to other areas of the University. In such cases, prior to advertising a vacant position, the suitability of such persons for the vacant position shall be considered under the provisions of the Redeployment, Redundancy and Voluntary Retirement Policy relevant University policy. In such circumstances, the Chair of the selection committee will be advised accordingly by staff of Human Resources.

Refer to the Redeployment, Redundancy and Voluntary Retirement Policy for arrangements applying in the case of redeployees.

10.8 Advertising

All continuing positions and fixed term positions greater than two years' duration are normally advertised externally.

Human Resources staff can advise on the various options for advertising and those which are likely to be most cost-effective.

Positions will normally be advertised concurrently both internally and externally. Internal advertisements appear in *Human Resources Matters*, the weekly newsletter of Human Resources.

A member of the Senior Staff (for a position in her/his line of management authority) may approve restricting advertising to within the University under certain circumstances. Such advertising is limited to positions at or below Lecturer Level B for academic staff and positions at or below HEW Level 7 for general staff. For classifications above these levels the Vice Chancellor only may approve restricting advertising to within the University. All requests to restrict advertising to within the University must be supported by a written rationale.

Positions for which advertising is restricted to within the University will be identified as such in *Human Resources Matters*. These shall be open only to current members of the University staff as defined and will be marked 'Open to Internal Applicants Only'.

All advertisements will be placed on the University's web site, together with an information package for potential applicants. This is subject to development of material by Human Resources.

In order to satisfy requirements of the Department of Immigration and Multicultural Affairs, extensive labour market testing may be necessary when considering making an appointment from overseas. If this is likely to be the case, advice must be sought from staff of Human Resources prior to advertising. For further information, refer to ACU Policy on Appointment of Staff from Overseas.

All vacant positions shall be externally advertised, except where:

- a position is filled on a casual or sessional basis;
- a position is filled on a fixed term contract basis for a period of up to two years, in which case advertising is not mandatory;
- the vacant position is being considered as part of a redeployment process under the University's redeployment provisions;
- a person is named on a grant for grant-funded positions. Persons named on grants may be appointed for the period for which funding is guaranteed;
- a recruitment agency is contracted to conduct a search in order to fill a position, in which case any advertising is undertaken by the recruitment agency;
- a student lectureship is to be offered to an ACU doctoral student for a period of up to two years; or

- other exceptional circumstances in which the Vice-Chancellor waives the requirement to advertise a vacant position.

The University reserves the right to make no appointment to positions which have been advertised, to invite persons to apply for advertised positions, to appoint by invitation or to make a direct appointment to a position without recourse to advertisement.

10.9 Content of Advertisements

Advertisements will include the following information:

- position title;
- the campus and location of the position;
- organisational or functional unit name;
- classification, salary range and loadings, if applicable;
- whether the position is offered on a continuing or fixed term basis;
- time fraction;
- a general statement describing the University;
- a summary of position responsibilities;
- key selection criteria, including those relating to OH&S, EEO or other legislated obligations that pertain to the appointment;
- any special requirements of the position, including unequivocal commitment to the Catholic ethos of the University by Executive Team staff;
- contact details for information packages and specific enquiries;
- closing date for applications which will normally be at least two weeks from the time of advertising or at least five weeks if the position is being advertised internationally;
- the position reference number;
- the statement 'Applicants should demonstrate commitment to the specific mission and Catholic ethos of the institution'; and,
- the statement 'Equal opportunity and privacy of personal information is University policy. ACU was the recipient of the ACCI 2002 Work and Family Award'. For more details, visit www.acu.edu.au.

10.10 Placing Advertisements

All staff recruitment advertising is processed by staff of Human Resources, following receipt of an authorised Request to Appoint form.

Staff of Human Resources shall ensure that advertisements conform to University standards with respect to content and format and submit them to the University's advertising agency. Staff of Human Resources shall consult with the Chair or nominated supervisor of the selection committee regarding any significant changes to wording or media placement.

Advertisements may not be placed directly by managers of organisational and functional units.

Staff of Human Resources shall provide the Chair or nominated supervisor of the selection committee with a proof of the advertisement, a cost estimate and advice regarding the date of publication.

Advertising costs shall be charged to the relevant organisational or functional unit and due process on cost estimate(s) shall be followed. In line with University advertising strategy, line advertisements or display advertisements may be used, depending on the level and type of the position being advertised. Where appropriate, composite advertising is used in order to minimise cost and maximise the impact of advertisements.

10.11 Information for Applicants

Information packages for prospective applicants shall be placed on the University's web site, subject to development of material on the University's web site by Human Resources. Information packages shall also be sent to prospective applicants by staff of Human Resources on request.

Information packages shall include:

- a checklist for applicants;
- advertisement;
- position description;
- selection criteria;
- whichever is applicable of 'Applying for a General Staff Position' or 'Applying for an Academic Staff Position';
- Advice of the need of the successful applicant to provide evidence of her/his right to work in Australia if the applicant is not an Australian citizen (eg. Work Visa)
- Mission Statement;
- Equal Opportunity policy; and,
- Work and Life Balance Statement.

The advertisement provides contact details for specific enquiries from potential applicants, normally the nominated supervisor of the position.

10.12 Processing Applications

Applications are confidential and no person, other than selection committee members, authorising officer or an observer on the selection committee, may have access to applications without the authority of the Chair of the selection committee, in consultation with the Director of Human Resources. No staff member may divulge information, to which they may have access, regarding any selection process.

Human Resources staff:

- register and file all applications received in a recruitment file that is established for each advertised position. The recruitment file is considered complete one full working day following the closing date stated in the advertisement. Late applications, received thereafter, may be accepted at the discretion of the Chair of the selection committee;
- acknowledge all applications in writing and advise that further correspondence will not be sent unless an applicant is successful in reaching the short-list;
- following the close of applications, distribute copies of applications and any referee reports, where appropriate, a short-listing pro forma, the advertisement, Mission statement, Work and Life Balance statement and position description and Equal Opportunity Policy to selection committee members;
- on completion of the selection process, receive all copies of applications from the Chair for confidential disposal. All selection documentation is stored for a period of six months, following which it is confidentially destroyed;
- on appointment, place the application of the successful applicant on the staff member's personal file.

10.13 Short-Listing

Short-listing is the process of ranking applicants against the selection criteria in order to determine which applicants are to be interviewed.

The selection committee is responsible for short-listing. The Chair may convene a short-listing meeting as soon as possible following the close of applications and their

processing. Prior to the short-listing meeting, individual selection committee members should rank applications for consideration at the short-listing meeting.

Alternatively, the Chair, possibly assisted by another member of the committee, may propose a short-list. The proposed short-list will then be discussed with, or circulated for comment by, the remaining members of the committee.

All selection committee members shall normally be provided with all applications received.

The selection committee will endeavour to reach a consensus decision. Where this is not possible, a member of the selection committee must state their reasons for not supporting the inclusion of an applicant prior to the short-list being finalised and may request that their reasons for not supporting an applicant be recorded in the selection committee's Short-listing Report.

Applicants who do not meet the essential selection criteria are eliminated from further consideration. Other applicants are ranked against the selection criteria on a competitive basis in order to arrive at the short-list.

Internal applicants are assessed on an equal basis with external candidates. If an internal applicant is not short-listed, he or she should be counselled by the Chair, or nominated member of the selection committee, at the end of the recruitment process.

The selection committee determines the short-list, following which the Chair completes a Short-listing Report on behalf of the selection committee and forwards it to Human Resources.

The Short-listing Report is a record of the committee's assessment of applicants against the selection criteria, indicating which applicants are to be invited to interview. It may take the form of a table or a summary in relevant groupings. It is essential that the grounds for not inviting applicants to interview are clearly documented, together with reasons for selection of the final short-list.

If in the opinion of the selection committee no suitable application has been received, this should be indicated in the Short-listing Report, together with advice regarding options for consideration by the authorising officer. These may include:

- consideration of placing advertisements in other outlets or media;
- modification of the position and position requirements;
- readvertising;
- initiating a search strategy; or
- engaging an external search agency.

The Chair normally allocates areas of questioning against the selection criteria to selection committee members at the short-listing stage. This is for members to formulate questions for consideration by the committee prior to actual interviews.

Human Resources staff contact short-listed applicants, arrange the interviews and advise applicants of any additional forms of assessment (for example practical skills tests or presentations). Human Resources staff forward an interview schedule to selection committee members. A Selection Committee Report form is forwarded to the Chair.

Where practicable, Human Resources staff confirm interview arrangements with applicants in writing, advising them of time, date and venue of the interview and the composition of the selection committee.

10.14 Selection Interviews

The selection committee meets at least thirty minutes prior to commencement of selection interviews in order to clarify interview format and procedure and to discuss allocated areas of questioning. Notwithstanding allocated questions, committee members may pursue any relevant aspects of the selection criteria and application. Supplementary questions may be asked to clarify issues or to obtain further information relevant to identifying the best applicant.

The same range of core questions shall be addressed to each applicant to ensure that all applicants are treated equitably.

All short-listed applicants shall normally be interviewed in person. Where this is not possible or practical, an applicant may be interviewed by telephone or videoconference.

All members of the selection committee will participate in interviewing the short-listed applicants, if practically possible. It may be necessary to arrange teleconferencing facilities in order to do so. If any selection committee member is unable to participate in interviewing all applicants, his or her views may not be taken into account in making the final selection decision.

Applicants shall not be questioned in a way that implies, or could be taken to imply, unfair or discriminatory attitudes to the applicant's age, sex, marital status, sexual preference, family responsibilities, racial or ethnic origin etc. (Refer Discrimination and Harassment Policy for further information).

Applicants who are not Australian citizens shall be asked to provide a copy of evidence of right to work (eg. Passport/Visa) which the chair will endorse and attach to the Selection Committee Report in cases where an applicant is recommended for appointment.

All selection interviews shall 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 prior declared disability.

10.15 Referee Checks

Applicants are requested to provide the names and contact details of three referees. Referee checks must be conducted for all advertised positions. They may be carried out either before or after interview, as determined by the selection committee.

Referee reports may be sought in writing, via email or by telephone. In the case of telephone referee checks, the referees' comments must be fully documented. When a person is contacted for a reference or referees report for an application for a position at the University, the referee should be made aware that their response may be viewed by the application in accordance with legislation and that they do not have anonymity from the applicant.

The Chair, or nominated member of the selection committee, is responsible for referee checking.

Selection committee members may not act as referees for applicants and, if necessary, shall advise applicants to seek alternative referees.

Where written referee reports are requested, referees shall be provided with a copy of the advertisement, position description and Mission Statement and asked to comment on the applicants' abilities in relation to each of the selection criteria. It is important to restrict questions to matters that are relevant to the advertised position, since asking for information that is not relevant to the position may have legal implications.

In the case of telephone referee checks, referees shall be asked to comment on the applicants' suitability in relation to each of the selection criteria.

Applicants for leadership (eg Executive Team) roles and other appropriate positions are to be requested to identify at least one referee who could comment specifically on the applicant's capacity to support the University's Mission. Such referees are to be provided with a copy of the University's Mission Statement.

Persons other than nominated referees may not be approached for comment without permission from the applicant. To do so would constitute a breach of confidentiality and of privacy legislation.

Referees' reports shall be made available to members of the relevant selection committee only for the purposes of the staff selection process.

Referee reports or transcripts of telephone referee checks for the successful applicant shall be attached to the Selection Committee Report.

10.16 Selection Decision

Following interviews, individual selection committee members rank interviewees against the selection criteria, using all available evidence. This includes the written application, interview performance and referee reports if they are available at this stage. It may also include other forms of assessment as determined by the selection committee in advance, such as lecture presentations or practical skills tests. Where equal merit occurs between two applicants, the selection committee shall revisit the selection criteria and re-examine the applicants against each of the selection criteria.

The selection committee discusses individual rankings with a view to reaching a consensus decision about the most suitable applicant for the position. Where this is not possible, a dissenting member will state their reasons prior to the decision being finalised and may request that his or her reasons be recorded in the Selection Committee Report.

Where qualifications have been specified as an essential selection criterion, no selection decision may be finalised until original or certified copies of the qualifications are sighted by the Chair who shall attach signed copies of the qualifications to the Selection Committee Report. The University recognises qualifications accepted by the AVCC or the Office of Overseas Skills Recognition.

Appointment to a position which involves teaching theological subjects may not be finalised until the applicant obtains a mandate from the competent ecclesiastical authority as defined under Canon 812 of the Code of Canon Law of the Catholic Church and according to the procedures laid down by the University in this regard.

The selection decision may not be finalised until referee checks are conducted and, where necessary, criminal records checks required under child protection or other relevant legislation are obtained.

10.17 Selection Committee Report

The Selection Committee Report is a critical part of the selection documentation and must be prepared so as to validate the University's staff selection process in cases where the process is subject to scrutiny. It must clearly document the reasons for the selection committee's decision in terms of the selection criteria and show why the preferred applicant was chosen.

The Chair, in consultation with the selection committee, completes the Selection Committee Report when the decision-making process is completed.

The Selection Committee Report will include:

- a list of applicants who are eligible to be appointed, ranked in order of preference;
- the name of the first ranked appointable applicant;
- recommended incremental step and salary;
- reason for appointment above the first incremental step, if applicable;
- commencement date and completion date (if applicable);
- reasons for the selection;
- probationary period, with probationary requirements attached;
- any dissenting opinions;
- the same information for the second and subsequently ranked appointable applicants who will be offered the position in rank order if the first or subsequent offer is declined;
- confirmation that referee checking has been conducted;
- the names of short-listed applicants who are not considered appointable;
- reasons why unsuccessful applicants were eliminated;
- attachments, including confirmation of qualifications and referee reports; and,
- evidence of right to work in Australia for a non citizen (Passport entry and Visa) endorsed by the Chair of the Selection Committee.

If the committee decides that no applicant meets the selection criteria, this is indicated on the Selection Committee Report and no appointment should be recommended. In such cases, advice regarding options for filling the position should be provided.

10.18 Eligibility Lists

Where a competitive selection process has been held for an advertised position, or positions, an eligibility list may be established. It can be used to fill a vacant position which has the same duties at the same level of appointment within six months from the date of the selection committee decision where:

- the recommended applicant declines appointment to an advertised position; or
- an appointment to a position has been made but the appointee, after taking up duty, subsequently vacates that position; or
- a subsequent vacancy occurs for a position with the same duties and classification level.

10.19 Overseas Appointments

Offers of appointment to overseas applicants are subject to the requirements of the Department of Immigration and Multicultural Affairs. (For further information, refer to ACU Policy on Appointment of Staff from Overseas).

11. Approval

The Selection Committee Report, which includes the selection committee's recommendation and attachments, is forwarded to the authorising officer who may either accept, or decline to accept, the recommendation. Following consideration by the authorising officer, the Selection Committee Report, including attachments is forwarded to Human Resources.

11.1 Advice to Applicants

There should be no contact with the successful applicant prior to a decision being made with respect to the recommendation of the selection committee. Human Resources staff advise the Chair when the authorised Selection Committee Report is

received in the Directorate. The Chair (or delegated officer) shall then normally contact the successful applicant by telephone in order to indicate that a formal offer of employment is to be made.

On receipt of the authorised Selection Committee Report, Human Resources makes a written offer of appointment to the successful applicant. Under no circumstances should a person commence working at the University without a valid, approved contract of employment. Where the position has been designated as "child related", the offer of appointment may be conditional upon the University receiving advice that there is no restriction on the successful applicant working in such a position.

When the successful applicant formally accepts the offer of appointment, the remaining short-listed applicants are advised in writing by Human Resources that they have not been successful.

The selection committee shall identify one member, normally the Chair, who shall be available to provide feedback. Requests for feedback shall be directed to this person. Explanations to unsuccessful applicants should focus on their applications in relation to the duties of the position and the selection criteria and *may not be a discussion of the personal and professional attributes of the successful applicant.*

11.2 Appointment of Members of Religious Congregations

If a member of a religious congregation is the preferred 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.

11.3 Conclusion of Appointment Process

Staff of Human Resources will finalise the recruitment process by:

- destroying any applications and references other than the originals;
- filing all papers related to an appointment and holding all unsuccessful applications for six months prior to their destruction;
- creating a personal file, held in Human Resources, for the successful applicant, including all relevant information;
- creating a HRMIS employment record; and
- liaising with the manager of the functional or organisational unit concerning the staff member's induction.

12. Related Policies and Procedures

- Recruitment and Selection Privacy Policy
- Equal Opportunity Policy
- Policy on the Employment of Fixed-term Contract Staff
- Policy on Appointment of Staff from Overseas
- ACU Staffing Delegations Register
- Travel Expenses and Relocation Policy
- Academic Probationary Appointments: Guidelines for Selection Committee Chairs
- Guidelines for Nominated Supervisors and Selection Committee Chairs for Vacancies up to and including Academic Level D and HEW Level 9
- Determining Employee/Contractor Status Policy

13. Review

The University will develop a process for reviewing the effectiveness of its Staff Recruitment and Selection Policy and Procedures. Where applicable, the review will take account of changes to other relevant University policies and procedures. Any staff

member wishing to suggest improvements to the Staff Recruitment and Selection Policy and Procedures is invited to forward her/his suggestions to the Director, Human Resources.

14. Further Assistance

For further information for nominated supervisors and staff selection committee Chairs, refer to: **Guidelines for Nominated Supervisors and Staff Selection Committee Chairs**. For recruitment and selection forms and related policies refer to: **Recruitment and Selection Kit for Nominated Supervisors and Staff Selection Committee Chairs**.

Any staff member who requires assistance with the Staff Recruitment and Selection Policy and Procedures should first consult her/his nominated supervisor. Should further advice be needed, the staff member should contact the relevant Human Resources Consultant responsible for her/his campus.

Attachment 1

Recruitment and Selection Process Map

