

LEVEL A TO LEVEL D

Overview

Selection must be based on merit in relation to the selection criteria. Merit appointments are made in accordance with relevant University policies (e.g. Equal Employment Opportunity Policy) and on the basis of an assessment of the suitability of applicants, taking into account: the nature of the duties/tasks to be performed by the person who is appointed; and the abilities, qualifications, experience and academic profile of applicants that are relevant to the performance of the functions of the position.

As an affirmative action initiative, the Head of School/Directorate should advise the Pro Vice-Chancellor and Dean of the names of three (3) women appropriately qualified who have been sent a copy of the advertisement.

Policy

Confidentiality

- 9.03.1** Members of a Selection Committee are bound by a confidentiality requirement. The deliberations of the Selection Committee must remain confidential and the views of its individual members are not to be disclosed to any person outside the selection process. This principle applies to applications, referee names and reports, shortlisting, interviews, discussions and deliberations. This applies equally during and after the selection process.
- 9.03.2** A breach of the selection policy may lead to the termination of the selection process and could lead to disciplinary action being taken.

Selection Criteria

- 9.03.3** A formal statement of the selection criteria for the position should be developed with input from the School/Directorate and must be consistent with the relevant Position Classification Standards: qualifications, areas of expertise, research and teaching skills, professional competence and level of experience.
- 9.03.4** A criterion related to equity principles as relevant to the position should be included.
- 9.03.5** For level C and D positions, consideration should be given to including a selection criterion specifically related to leadership.
- 9.03.6** Selection Criteria must be finalised prior to advertisement of the position, as the advertisement must be consistent with and reflect the criteria.
- 9.03.7** Selection criteria must not be varied by the Selection Committee in any way after advertisement of the position.

Advertising

9.03.8 Advertising of all academic staff positions, including any advertising of casual positions, must be processed through Human Resource Services.

9.03.9 Advertisements must be based on position requirements, reflect the selection criteria and be consistent with the relevant classification standards. The advertisement should also include:

- a) a contact person to whom all enquiries about the position can be directed;
- b) an instruction to obtain the full selection criteria prior to preparing the application;
- c) the time frame for which it is available (where the position is not continuing) and if there is a possibility of a further appointment; and
- d) the availability of flexible arrangements such as fractional work where appropriate.

9.03.10 The following documentation should be completed by the relevant Head of Cost Centre and submitted to Human Resource Services:

- a) Position Statement and/or selection criteria;
- b) Draft advertisement; (refer to Advertising Style **9.02b**)
- c) *Request to Advertise* form **9.02a**;
- d) Additional information if available (e.g. information on the school, relevant course information etc);
- e) *Selection Committee Membership* form **9.06a**.

9.03.11 Human Resource Services will finalise outstanding details in the advertisement such as salaries, reference number and closing date; and will review advertisements for style; consistency with the selection criteria; and compliance with University policy. A copy of the final electronic version will be sent to the Cost Centre for approval before the advertisement is placed in the media.

9.03.12 The time from the advertisement appearing in the press to the closing date for applications will normally be at least three (3) weeks for national advertising and four (4) weeks for international advertising.

Placement of Advertising

9.03.13 The nature of a particular position will determine the best placement of advertising, and Human Resource Services can advise on the various options available. Continuing positions, and fixed-term positions for two (2)

years or longer, at Level B and above should, at a minimum, be advertised in the Wednesday edition of *The Australian* in the "Higher Education Supplement" or other relevant national or metropolitan (capital city) publication or website.

- 9.03.14** Level A positions which may be filled by non-Australian citizens must meet the criteria as determined by the Department of Immigration and Citizenship. Detailed information on this should be obtained from Human Resource Services.
- 9.03.15** A request to fill a position through internal only advertising, will require approval from the Deputy Vice-Chancellor and will not be considered for continuing appointments.

Selection Committee

- 9.03.16** The Head of Cost Centre will advise Human Resource Services of the composition of the Selection Committee by completing the *Selection Committee Membership Form 9.06a*. Any changes to the Selection Committee must be advised to Human Resource Services prior to the closing date.
- 9.03.17** It is the responsibility of the Chair of the Selection Committee to seek a colleague's agreement to participate in a Selection Committee before nominating that person as a member.
- 9.03.18** Membership of a Selection Committee will comprise the following and be approved by the relevant Head of Cost Centre:
- a) The Head of the Cost Centre to which the appointment will be made, who will normally be the Chair;
 - b) The relevant Pro Vice-Chancellor and Dean or Deputy Vice-Chancellor may elect to be a member of any selection committee, and may elect to be the Chair;
 - c) *A staff representative elected by and from the academic staff of the relevant School/Centre;
 - d) *Up to three (3) persons nominated by the Head of Cost Centre after consultation with senior staff of the relevant discipline (this should include where appropriate the head of a cognate school);
 - e) A student representative may be nominated by the Head of Cost Centre;
 - f) An optional EEO observer may also be included.

*Note: selection committee members should be at or above the level of the appointment being selected. If this is not possible, selection

committee members should be at a level equivalent to the level of the appointment being selected.

- 9.03.19** The full Committee will normally have at least two members of each gender. Where a committee is constituted with less than two members of one gender, an explanation must be provided to Human Resource Services.
- 9.03.20** Additional committee members may be included to address specific needs of the selection panel as required, with approval of the Head of Cost Centre.
- 9.03.21** The composition of a Selection Committee as set out in clause **9.03.18** may vary for research only and project appointments to allow for inclusion of committee members with appropriate knowledge including external members. Any such variation to the composition of the Selection Committee will require the approval of the Pro Vice-Chancellor and Dean or Deputy Vice-Chancellor.
- 9.03.22** A quorum shall be four - consisting of the Head of Cost Centre plus three other members and including a gender mix.
- 9.03.23** At the request of an applicant or committee member or where, in the opinion of the Chair, EEO issues are likely to arise, the University's Employment Equity and Diversity Officer or nominee may attend any part of the selection process as an observer.
- 9.03.24** Membership of a Selection Committee cannot change once the shortlisting meeting has been held. In exceptional circumstances the issue should be referred to Human Resource Services.
- 9.03.25** Any member of a committee whose participation may cause a conflict of interest must disqualify themselves from the process.
- 9.03.26** No person who has seen the applications of candidates can withdraw from the Committee and become a candidate.
- 9.03.27** Any applicant, upon request, is to be advised of the membership of the Selection Committee.
- 9.03.28** The full Committee will normally have at least two members who have completed the 'Selecting the Best' program. Where a committee cannot be constituted with at least two, an explanation must be provided to Human Resource Services.
- 9.03.29** The Chair of the Selection Committee must inform Human Resource Services of the dates set down for shortlisting and interview as early as possible for inclusion on the University's Employment Opportunities web site.

Applications

- 9.03.30** Applications will be made available to the Chair of the Selection Committee for distribution to the approved Selection Committee after the closing date for applications. It is then the responsibility of the Chair to begin the selection process.
- 9.03.31** The University is under no obligation to accept applications received after the advertised closing date. Discretion to accept late applications rests with the Chair.

Shortlisting

- 9.03.32** Shortlisting is undertaken by a shortlisting sub-committee of not less than the Head of Cost Centre, one nominated member and the elected staff representative (or other similar representation for research only or project positions).
- 9.03.33** If there is not a gender mix on the sub-committee, another member of the Selection Committee must be included to provide a gender mix.
- 9.03.34** The Chair of the Selection Committee is responsible for setting up the shortlisting meeting and shall provide shortlisting sub-committee members with access to:
- a) this policy;
 - b) the University's EEO policy;
 - c) the advertisement, selection criteria and any additional information for the position;
 - d) any additional information provided to applicants; and
 - e) all applications.
- 9.03.35** Access to the above documentation shall be provided at least three (3) working days prior to the scheduled shortlisting meeting.
- 9.03.36** All applications must be considered against the selection criteria for the position.
- 9.03.37** A preliminary shortlist may be developed. Referees reports may be sought on a preliminary shortlist to enable a shortlist to be produced. Additional applicants may be brought forward from the preliminary shortlist to the shortlist in the event that any shortlisted applicants withdraw.
- 9.03.38** Following the shortlisting meeting it is the responsibility of the Chair to prepare a *Shortlisting Report* (Part A of **9.03a**). The report must contain details of the specific selection criteria that non-shortlisted applicants failed to meet. The report must be in a form that would enable feedback to be

released to unsuccessful applicants if so requested, and therefore, should not compare applicants against each other.

9.03.39 Advice or assistance in relation to the shortlisting process can be provided by contacting staff in Human Resource Services.

9.03.40 The shortlisting report does not require approval from Human Resource Services prior to interviews being arranged.

Referee's Reports

9.03.41 Following the shortlisting meeting the Chair of the Selection Committee will arrange to obtain referees' reports prior to the scheduled interview date. Referee reports shall be made available to all members of the Selection Committee.

9.03.42 Following consideration of the referees' reports, the Committee may choose to meet again prior to interview.

9.03.43 Selection Committee members must not agree to act as a referee for any applicant. If an applicant does nominate a member of the selection committee as their referee, the applicant must be contacted and asked for a replacement referee.

9.03.44 Additional referees may be sought from the applicant if the Committee is concerned with one or more reports.

Interviews

9.03.45 The Chair of the Selection Committee is responsible for all arrangements pertaining to the scheduling and carrying out of the interviews.

9.03.46 The Selection Committee shall conduct the interviews of the shortlisted applicants.

9.03.47 All committee members should be involved in the process of formulating questions for the interview. Core questions are to be asked of each applicant. The purpose is to ascertain whether the applicant meets the selection criteria. Selection criteria may require more than one question.

9.03.48 Applicants should be notified of their interview details and other requirements by telephone at least four (4) calendar days prior to the specified date. This verbal advice should be followed up in writing, either by email or mail. If no acknowledgement of the invitation to attend for an interview is received, the Chair of the Selection Committee should follow up to ensure that applicants have received the invitation prior to the day of interviews being held.

Seminars

9.03.49 In addition to an interview, applicants may be invited to give a seminar/presentation.

- 9.03.50** Applicants must not attend the seminars of other applicants.
- 9.03.51** Academic staff of the School/Centre may attend and provide feedback on applicants' presentation/seminar to the Selection Committee prior to interview. This feedback may be provided either through the elected representative on the Selection Committee or directly to the Selection Committee through written expressions addressed to the Chair of the committee. In either case, confidentiality shall be scrupulously observed. The Selection Committee will take this advice into account along with the other information available to it.

Selection Committee Report

- 9.03.52** The Chair of the Selection Committee is responsible for preparing the *Selection Committee Report – Academic Staff 9.03a*. All Selection Committee reports must be written in a way that ensures that appropriate feedback can be provided to any applicant.
- 9.03.53** The *Selection Committee Report 9.03a* must be signed by the Chair and include:
- a) an assessment of each applicant's appointability against the selection criteria (both at shortlisting and interview stages);
 - b) comparative discussion and ranking of applicants;
 - c) comment on the view of the School/Centre (including copies of written comments received by the committee);
 - d) comments on the views of referees (including copies of written comments received by the committee);
 - e) a list of appointable applicants (including justification for any appointment higher than Base of the salary level and commencement date);
 - f) the applicant's probation requirements.
- 9.03.54** The *Selection Committee Report Form 9.03a* and copies of the referees' reports should be forwarded to the Pro Vice-Chancellor and Dean/Deputy Vice-Chancellor for signing (if they are not the Chair of the Selection Committee), then to Human Resource Services who will provide appropriate documentation to the Vice-Chancellor for approval, followed by implementation of the decision by Human Resource Services.
- 9.03.55** The Chair is responsible for ensuring that, at the conclusion of the selection process, all copies of Selection Committee papers are shredded/destroyed. (Human Resource Services maintain a file of applications, reports etc. This file is held in accordance with the University's "Document Disposal Schedule".)

Offers of Employment

- 9.03.56** Applicants must not be advised of an outcome prior to the Vice-Chancellor's approval of the Selection Committee Report. Once the Selection Committee Report is approved, the relevant Human Resource Officer will advise the Chair who should contact the selected applicant to advise them that they are the preferred candidate. The position is not to be offered verbally to the applicant, but rather advised that an offer will be forthcoming.
- 9.03.57** The Chair (or nominated person) should also verbally inform the unsuccessful interviewed applicants, that an offer has been made to another candidate.
- 9.03.58** Human Resource Services will prepare a letter of offer for dispatch to the successful applicant and on receipt of an acceptance of the offer will provide written confirmation to unsuccessful interviewed applicants that an offer has been made and accepted.
- 9.03.59** In the interest of preserving employment flexibility for the University and its staff:
- a) a current staff member may request employment on the basis of an AWA;
 - b) the University may offer employment to a current staff member on the basis of an AWA; or
 - c) the University may, in special circumstances, offer employment to a prospective staff member on the basis of an AWA only.
- 9.03.60** Only the Vice-Chancellor, or authorised nominee, has the authority to make offers of employment.
- 9.03.61** If the preferred applicant declines the offer of employment, on direction of the Chair, an offer may be made to the next appointable applicant.
- 9.03.62** The recommendations in the Selection Committee Report remain valid for a period of up to six (6) months so that the further appointments may be made.

Feedback

- 9.03.63** Only the Chair of the Selection Committee, or agreed nominated member of the Selection Committee, shall provide feedback to applicants. The information provided must accord with the *Selection Committee Report* and must not be undertaken until the report has been approved by the Vice-Chancellor.

Further Information

HR Client Services:

Arts & Sciences	ext. 3947 or 3319
Professions	ext. 3824 or 3433
Central Administration	ext. 2511 or 3523
Specific advice on advertising	ext. 2024

References

UNE Equal Employment Opportunity Policy

<i>Approved Vice-Chancellor:</i>	31 August 2007
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