

Overview

The University's General Staff Selection Process has been developed to ensure that all staff appointments are based on merit in relation to the selection criteria. Merit appointments are made in accordance with the 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, personal qualities and potential for the development of applicants that are relevant to the performance of the functions of the position.

Policy

Confidentiality

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

Position Statement

- 9.04.3** A Position Statement accurately reflecting the nature of the duties required and including selection criteria must be developed by the School/Directorate, consistent with the University's General Staff Enhanced Descriptors. Refer *Position Statement Pro-forma 7.12b* and *Classification Process – General Staff 7.12*.
- 9.04.4** The Position Statement must be finalised prior to advertisement of the position, as the advertisement must be consistent with and reflect the selection criteria.
- 9.04.5** Selection criteria must not be varied by the Selection Committee in any way after advertisement.

Advertising

- 9.04.6** Advertising of all general staff positions, including any advertising of casual positions, must be processed through Human Resource Services.
- 9.04.7** Advertisements must be based on, and be consistent with the Position Statement (and selection criteria). The advertisement should also include:

a contact person within the to whom all enquiries about the position can be directed;

an instruction to obtain the Position Statement including the full selection criteria prior to preparing the application;

the time frame for which it is available (where a position is not continuing) and if there is a possibility of a further appointment; and

the availability of flexible arrangements such as less than full-time work, where appropriate.

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

Position Statement;

Draft advertisement; (refer to Advertising Style **9.02c**)

Request to Advertise form **9.02a**;

Additional information if available (e.g. information on the school, relevant course information etc);

Selection Committee Membership form **9.06a**.

9.04.9 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.

9.04.10 The time from the first appearance of the advertisement in the local press to the closing date for applications must be at least ten (10) calendar days. General positions advertised nationally will normally be open for three (3) weeks from the first appearance of the advertisement.

Placement of Advertising

9.04.11 The nature of a particular position will determine the best placement of advertising, and Human Resource Services can advise on the various options available.

9.04.12 Continuing positions, and fixed-term positions of two (2) years or longer, at HEO Level 8 and above should at a minimum be advertised in a relevant national or metropolitan (capital city) publication or website.

9.04.13 Positions which may be filled by non-Australian citizens must meet criteria as determined by the Department of Immigration and Citizenship. Detailed information on this should be obtained from Human Resource Services prior to advertising.

9.04.14 A request to fill a position through internal only advertising, will require approval from the Pro Vice-Chancellor and Dean for positions at HEO1-7 and Deputy Vice-Chancellor or Chief Operating Officer for positions above HEO7.

Selection Committee

9.04.15 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.

9.04.16 The Committee will normally include at least three people, and not more than five, with:

- a) the direct supervisor or nominee (Chair);
- b) a client or user of the services of the directorate/work unit;
- c) at least one person from outside the directorate/work unit.

A member of the University's Remuneration Committee should also be included in the selection committee membership for appointments at the executive level (above HEO 10.1).

9.04.17 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.

9.04.18 The Committee will normally have at least one member of each gender. Where a Committee is constituted without members of both genders, an explanation must be provided to Human Resource Services.

9.04.19 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.

9.04.20 Membership of a Selection Committee cannot change once the shortlisting meeting has been held. All committee members must take part in both the shortlisting and interview process. In exceptional circumstances the issue should be referred to Human Resource Services.

9.04.21 Any member of a committee whose participation may cause a conflict of interest must disqualify themselves from the process.

9.04.22 Any applicant, upon request, is to be advised of the membership of the Selection Committee.

9.04.23 The Committee will normally have at least two members who have undertaken the "Selecting the Best" training. Where a committee cannot

be constituted with at least two, an explanation must be provided to Human Resource Services.

- 9.04.24** The Chair of the Selection Committee must inform Human Resource Services of the dates set down for both shortlisting and interviews as early as possible for inclusion on the University's Employment Opportunities web site.

Applications

- 9.04.25** Applications will be made available to the Chair of the Selection Committee for distribution to the Selection Committee after the closing date for applications. It is then the responsibility of the Chair to begin the selection process.
- 9.04.26** 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

- 9.04.27** The Cost Centre is responsible for setting up the shortlisting meeting. All members of the Selection Committee must be present at the shortlisting meeting.
- 9.04.28** Selection Committee members are to be provided with a access to:
- a) this policy
 - b) the University's EEO policy;
 - c) the advertisement and position statement for the position;
 - d) any additional information provided to applicants;
 - e) all applications.
- 9.04.29** These papers should be provided at least three (3) working days prior to the scheduled shortlisting meeting.
- 9.04.30** All applications must be considered against the selection criteria of the position.
- 9.04.31** 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.
- 9.04.32** Following the shortlisting meeting it is the responsibility of the Chair to prepare a *Shortlisting Report* (Part A of **9.04a**). The report must contain details of the specific 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.

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

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

Interviews

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

9.04.36 Applicants should be notified of their interview details 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.

9.04.37 All committee members should be involved in the process of formulating questions for the interview and attend interviews. Core questions are to be asked of each applicant. The purpose is to ascertain whether the applicant meets the selection criteria.

Reference checks

9.04.38 Verbal reference checks must be made for a general staff appointment unless there are exceptional circumstances which should be indicated in the final report (e.g. the successful applicant is currently employed at this University and their work is well known to most members of the Selection Committee). Initially reference checking will be undertaken on the first choice applicant only.

9.04.39 Prior to making an offer to lower ranked applicants reference checking will be required. Comment on the outcome of the reference check should be included in the Selection Report.

Selection Committee Report

9.04.40 The Chair of the Selection Committee is responsible for preparing the *Selection Committee Report – General Staff Form 9.04a*. All Selection Committee reports must be written in a way that ensures that appropriate feedback can be provided to any applicant.

9.04.41 The Report 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 outcome of any reference checks;
- d) a list of appointable applicants (including justification for any appointment higher than Step 1 of the advertised HEO Level).

9.04.42 The *Selection Committee Report* Form **9.04a** should be forwarded to Human Resource Services.

9.04.43 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

9.04.44 Applicants must not be advised of an outcome prior to Human Resource Services confirmation that the Selection Committee report complies with the policy.

9.04.45 Human Resource Services will inform the Chair of the Committee when it is appropriate to 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.

9.04.46 The Chair of the Selection Committee should also verbally inform the unsuccessful interviewed applicants that an offer has been made to another candidate.

9.04.47 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.

9.04.48 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.

9.04.49 Only the Vice-Chancellor, or authorised nominee, has the authority to make offers of employment.

9.04.50 If the preferred applicant declines the offer of employment, on direction of the Chair, an offer may be made to the next appointable applicant.

9.04.51 The recommendations of the Selection Committee Report remain valid for a period of up to six (6) months so that the further appointments may be made.

Feedback

9.04.52 Only the Chair, 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 provided prior to confirmation from Human Resource Services that the Selection Committee report complies with the policy.

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
<i>RMO Document No.:</i>	D07/54476
<i>Date for Review:</i>	June 2008
<i>Responsibility for Review:</i>	Human Resource Services