



GUIDE TO THE RECRUITMENT, SELECTION & APPOINTMENT PROCESS

Step 1: Identification of a Vacancy

The Line Manager identifies a vacancy for reasons that may include:

- Staffing changes – e.g. Secondment, resignation, termination, retirement, leave; and/or
- Work requirement changes – e.g. Creation of a new position, temporary additional workload.

Step 2: Review the need for the position/to fill the vacancy.

The Line Manager will review the short/long term requirement for the position and the need to fill the vacancy. In so doing the Line Manager will consider:

- Staffing Plan/profile for the work area
- Budget
- Current / Future Requirements
- Job Skill Requirements
- Occupancy required meeting need (e.g. ongoing, fixed term)
- Adequacy and accuracy of position description
- Whether the position is approved and established

Note: This review may involve other managers within the faculty/service centre.

Step 3: Determine the most effective recruitment strategy to acquire a pool of candidates

The Line Manager will consider and assess the best way of attracting a pool of suitably qualified candidates, who will meet the needs of the business.

Examples of methods for acquiring a pool of candidates are:

- Internal staff (Advertisement)
- Internal staff (Redeployment)
- Candidates from recent/previous recruitment activity
- Professional/Industry Organisations
- Recruitment Agencies/Job Network
- Advertising
- Internet
- Journals
- Newspaper

Step 4: Prepare a “Request to Recruit” and provide associated documentation to secure authorisations (in accordance with HR Delegations) and initiate recruitment activity.

The Line Manager will complete and forward to the HR Account Manager the "Request to Recruit" form and attach all necessary information, including:

- 'Request to Recruit' form
- Position Description and Selection Criteria
- Draft Advertisement, where applicable (where necessary)
- Proposed Selection Panel (where appropriate)
- Recruitment agent information (where applicable)

Step 5: Arrange and undertake the recruitment activity.

The HR Account Manager assigned to the faculty/service centre will ensure the appropriate recruitment activity in accordance with the approved "Request to Recruit".

Step 6: Establish Selection Panel & determine selection methodology.

The Line Manager will determine the composition of the selection panel in accordance with the University's Selection Panel Guidelines, ensure that proposed members have been trained, secure panel membership, brief members on their role and the vacancy details and plan logistics (availability, meeting times etc). The selection panel will reach a shared understanding and/or agree on:

- Position role and accountabilities
- Selection criteria
- Method(s) for short-listing or pre-selection
- Method(s) of assessment of shortlisted candidates
 - Interview
 - Reference check (e.g. Written, telephone, at what point in the process)
 - Skills test
 - Presentation

It is the responsibility of the Chairperson to ensure that ALL selection panel members are fully aware of their legal and procedural obligations.

Step 7: Receive and collate applications.

The HR Account Manager will arrange for receipt and collation of applications.

The Chairperson of the Selection Panel will receive the Vacancy File containing the following:

- Original Applications
- List of Applicants (for QA purposes)
- Position Description
- Recruitment Process Check List
- Selection Panel Guide

Step 8: Commence selection by reviewing applications and determine a shortlist of candidates.

The Chairperson of the selection panel will ensure that all members or a representative sub-group have access to the applications, consider the information and facilitate a short-listing process to identify the most competitive candidates. The selection panel (or representative sub-group) will compile a summary assessment and ranking of the candidates against the selection criteria for inclusion in the selection report.

It may be necessary at this step to consider pre-selection interviews or other assessments tools to identify a manageable shortlist.

Candidates not shortlisted will be advised that they were unsuccessful.

Step 9: Assess short listed candidates.

The selection panel will conduct interviews and/or apply other relevant assessment methods to acquire information relevant to the university's business needs, position role & accountabilities and selection criteria. The assessment methods should be consistently applied to all candidates for a vacancy and may include, but not be limited to:

- Interview
- Skills/aptitude test
- Work samples/simulations
- Psychological testing
- Reference check (mandatory for the recommended applicant)

Following the collation of information from the various sources, including the candidate's application/resume, the selection panel will review all the information and determine a ranking of the candidates. The ranking will identify the candidates who meet the criteria and order of merit.

Step 10: Recommend Outcome.

The Chairperson will ensure that the recommendation is included into a Selection Report.

The Selection Report will contain:

- Documentation of the short-listing process (i.e. Short-listing Grid)
- Summary of assessment against the selection criteria for each shortlisted candidate (ie Interview notes, Referee reports)
- Recommendation of preferred candidate(s), remuneration to be offered and probation conditions
- Relocation budget (where appropriate)
- Ranking of shortlisted candidates (where appropriate)
- Documentation of referee(s) comments (where applicable)
- Endorsement by selection panel members

The Selection Report should be completed within 1 day of the finalisation of selection activities.

Step 11: Obtain endorsements of recommendation in accordance with the HR Delegations.

The Chairperson obtains endorsement and approval of the recommendation. This should be obtained within 1 day of submitting the Selection Report.

Step 12: Verbal offer of employment to preferred candidate and discuss employment terms and conditions.

The relevant Line Executive/Chairperson/Line Manager makes contact with the recommended candidate and informs them of the offer subject to relevant conditions. The contact may address:

- Remuneration package details
- Relocation budget/costs
- Availability for commencement

Clarify terms and conditions of appointment including tenure, probation etc.

This should be undertaken immediately on receiving approval of the recommendation.

Step 13: Make written offer of employment to candidate.

HR will arrange for the formal written offer and contract of employment to be prepared (in accordance with the selection report) and dispatched within 1 day of receipt of the approved Selection Report and recommendation.

Step 14: Advise unsuccessful candidates and make available feedback/counselling.

The Chairperson of the Selection Committee will ensure that unsuccessful (shortlisted) candidates are advised of the selection decision, in a timely manner preferably immediately following contact with the recommended applicant. The Chairperson is encouraged to offer and/or proactively provide feedback to candidates.

Step 15: Arrange appointment and commence induction process.

HR will ensure that all appointment documentation is stored on the Vacancy File and the appointment is finalised. This will include:

- Obtaining a signed contract of employment
- Update of all information/records
- Ensure induction is planned and conducted
- Storage and retention of all original recruitment and selection documentation for 12 months in accordance with relevant records management guidelines.