

Recruitment Procedures

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1. Governing Policy

[Recruitment Policy](#)

2. Purpose

These procedures outline the processes, criteria and steps undertaken by Flinders University in recruiting for academic and professional employees, including casual and sessional employees.

3. Approval of new or vacant positions

- a. Prior to proposing a vacancy for approval, consideration must be given to whether the position meets a strategic and/or operational requirement. In addition, any potential industrial issues must be discussed in advance with the relevant People and Culture Business Partner.
- b. Unless otherwise approved by the Vice-Chancellor, the filling of a vacancy will only be approved when the funds required are included in the relevant annual salary budget or where there is additional funding (outside the budget) available to cover the unbudgeted cost in the case of fixed-term positions only.

- c. The Vice-Chancellor approves the creation or continuation of senior executive positions reporting to the Vice-Chancellor, in accordance with the [Organisational Structure Policy](#).
- d. All other vacancies must be approved by the Vacancy Management Review Group (VMRG) through the vacancy management process (see [ServiceOne VMRG Request](#)), and/or by such other processes as may be determined from time to time by the Vice-Chancellor or Vice-President (Corporate Services) in accordance with s.3.4.b of the [Recruitment Policy](#).
- e. All continuing and fixed-term positions must have an up-to-date position description before they can be approved.

4. Determining the method of recruitment

- a. Vacant positions may be filled using:
 - i. competitive selection, or
 - ii. direct appointment (without advertisement).
- b. The default expectation is that positions will normally be recruited via competitive selection.
- c. A position may be identified for direct appointment if it meets one of the following criteria:
 - i. there is an immediate or unexpected need (appointment up to one year)
 - ii. the specialised skills or knowledge required for the position so limits the pool of applicants that the person making the direct appointment is reasonably aware of all possible appointable candidates (appointment up to three years)
 - iii. the appointment is part of an identified succession plan or career development strategy for an individual or an area of the University (continuing positions only)
 - iv. the appointment meets identified strategic needs of the College/Portfolio or University (continuing positions only)
 - v. the appointment is of a currently enrolled student to a grant-funded research position of 12 months or less
 - vi. in the case of research-only appointments, the individual has been named in the grant (appointment fixed to the term of the grant)
 - vii. the appointment will mitigate the effects of restructuring or changing work requirements, where the employee meets the requirements of the position, or
 - viii. the appointment is a redeployment consistent with industrial obligations.

4.1. Third-Party Providers

- a. The default expectation is that recruitment activities will be managed by the Flinders Recruitment Team. Due to the added cost, it is expected that third party providers will be engaged only sparingly to conduct components of the recruitment and selection process.
- b. Approval from the budget owner, with advice from the Recruitment Team, must be obtained to engage a third-party recruitment or search agency.
- c. The engagement of a third-party provider must comply with all relevant University finance and procurement obligations, and the Hiring Manager must ensure that providers are informed of, and abide by, the requirements of this policy.
- d. All costs of using a third-party provider must be met by the recruiting area, including any fees associated with future employment by the University of temporarily engaged staff.
- e. Applications forwarded by third party providers not engaged by the University (i.e. recruitment agencies) must not be accepted without advice from the Recruitment Team.

4.2. Competitive Selection

- a. Where a position is identified for competitive selection, it must be advertised in a way that obtains a suitable pool of potential applicants.
- b. The filling of a vacancy will be considered competitive if it is advertised through one of the following methods:
 - i. external (open to all candidates)
 - ii. internal via Workday Careers (open to all Flinders staff)
 - iii. internal via Expression of Interest (EOI) (quarantined to a particular team/area/group).
- c. An internal advertisement may be appropriate where:
 - i. it is considered that there is an appropriate pool of suitably qualified applicants within the University, or
 - ii. the essential experience required is specific to the University, or
 - iii. the organisational area wishes to mitigate the effects of restructuring, or
 - iv. the position is considered a career development opportunity for existing staff.
- d. To be eligible to apply for an internally advertised vacancy, applicants can be employed on any basis – i.e. continuing, convertible, fixed-term or causal – except that they must be employed by the University at some stage during the period the vacancy is advertised (Aboriginal and Torres Strait Islander applicants excepted in the case of internal via Workday Careers advertisements only¹).
- e. If there is a chance that the successful applicant for a position may be a foreign national and will need a temporary work visa to take up employment with Flinders, Labour Market Testing (LMT) requirements may need to be met in order to nominate the individual for a temporary work visa. This means:
 - i. the position must be advertised for at least 28 full days, and
 - ii. in addition to the University's public-facing website, the advertisement must also run:
 - on an Australian platform with national reach, and
 - on the Australian Government's Jobactive website.
- f. The method of advertisement and advertisement costs must be approved and met by the recruiting area.
- g. All competitive selection processes, including EOIs, must comply with the application, selection committee and pre-employment check requirements set out in Procedure 4.2.1, 4.2.2 and 5 to be considered merit based.

4.2.1. Selection Committees

- a. A Selection Committee will be established for each continuing and fixed-term position to be filled through competitive selection.
- b. In the case of casual and sessional positions, the Hiring Manager may choose to interview alone rather than using a Selection Committee, to expedite the process, unless a real, potential or perceived conflict of interest is identified.
- c. Selection Committees will normally include members suitable to achieve an appropriate gender and other diversity balance. Best practice for Indigenous employment (e.g. for prescribed positions or positions with an Indigenous focus) is to have an Aboriginal and/or Torres Strait Islander staff member

¹ For the purposes of meeting the University's Indigenous Workforce Strategy targets, where appropriate, internal-only vacancies may be promoted to the Indigenous candidate pool and/or relevant external Indigenous networks, and applications may be received from external Aboriginal and/or Torres Strait Islander job seekers.

on the interview panel. The Flinders [Indigenous Employment Coordinator](#) can assist with finding suitable panel members, if required.

- d. Selection Committees must not include any person that will directly report to the position being recruited, or any contractors, consultants or other parties external to the University that may have a direct involvement with the position.
- e. Selection Committees for professional and research-only positions will normally comprise:
 - i. the Hiring Manager (typically the position's direct supervisor, or nominee), who will normally be the Chair
 - ii. a person with relevant and sufficient expertise in the area of appointment, and
 - iii. a person from outside the area who is sufficiently removed from that area to ensure a broader view of the process and transparency. In the case of professional positions, this will ideally be a customer or person that interacts with the position.
- f. Selection Committees for academic Level A – C positions will normally comprise:
 - i. the supervisor of the position (or nominee), who will normally be the Chair
 - ii. subject matter expert of discipline area (if different from the above), and
 - iii. a person from outside the area who is sufficiently removed from that area to ensure a broader view of the process and transparency
 - iv. (optional) additional members co-opted by the Chair, as appropriate.
- g. Selection Committees for academic Level D and E positions will normally comprise:
 - i. the Vice President and Executive Dean (or nominee), who will normally be the Chair
 - ii. a Dean of College
 - iii. subject matter expert of the discipline area (if different from the above), and
 - iv. a Dean from outside the area who is sufficiently removed from that area to ensure a broader view of the process and transparency
 - v. (optional) additional members co-opted by the Chair, as appropriate.
- h. Selection Committees for positions advertised internally via an EOI will normally comprise two members, with one member being a person from outside the area who is sufficiently removed from that area to ensure a broader view of the process and transparency.
- i. Selection Committees for senior executive positions reporting to the Vice-Chancellor will be approved by the Vice-Chancellor.
- j. The Chair of a Selection Committee and members of the selection committee must familiarise themselves with these procedures and the Recruitment Policy. If clarification is required, contact the Recruitment Team.
- k. Selection Committee members must declare any actual, potential or perceived conflicts of interest to the Chair of the Committee as soon as they are known (for example conflicts of interest see the [Conflict of interest](#) webpage). If the member or Chair of the Committee believes they are unable to be impartial, the Chair must seek a replacement.
- l. Each member of the Selection Committee will normally be involved in each part of the selection process from short-listing to selection. If a committee member is unable to fulfil their responsibilities the Chair of the Committee should consult with People and Culture.

4.2.2. Selection Process for Competitive Selection

- a. Positions identified for competitive selection will typically go through the following steps:
 - i. The Position Description / capabilities statement is developed by the Hiring Manager and confirmed by the People and Culture Advisor.
 - ii. The position is approved for filling.

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- iii. In conjunction with the Hiring Manager, the Recruitment Team develops the advertisement and approves the advertising plan (whether internal-only or external).
 - iv. The position is advertised. Advertisements must state any requirement for essential qualifications, licence/registration, or other essential pre-employment checks.
 - v. Applications are submitted via Workday, or via email if the advertisement is an EOI.
 - vi. Applications are assessed and shortlisted by the Selection Committee or Hiring Manager and/or third-party provider, if one is used.
 - vii. Shortlisted applicants are invited to participate in selection activities, which may include interviews, practical assessment tasks, seminars or presentations.
 - viii. A preferred candidate is identified, a recommendation to appoint is made and references and other pre-employment checks are performed by the Hiring Manager.
 - ix. An offer of employment is made by the Director, People and Culture (or delegate).
- b. Where a candidate declines an appointment or resigns within six months of the completion of the selection process, then the next ranked appointable candidate(s) may be appointed to the position.

4.3. Direct Appointment

- a. In addition to VMRG approval to fill the vacancy, continuing positions identified for direct appointment require the approval of the Director, People and Culture (or nominee). Hiring Managers must forward a recommendation to the Director, People and Culture (or nominee), including:
 - i. the Position Description
 - ii. a justification for why the position has been selected for direct appointment, making reference to the criteria at 4.c
 - iii. a justification of why the preferred candidate has been selected, and
 - iv. the candidate's resume.
- b. Direct appointment for fixed-term positions requires VMRG approval to fill the vacancy only.

4.4. Internal Secondments

- a. Appointments that will result in a fixed-term internal secondment where the appointee holds a continuing position with the University, will be managed as follows:
 - i. appointments between six months and two years will be supported and the appointee is entitled to return to their substantive continuing position at the end of the term
 - ii. appointments less than six months will be supported, unless there will be significant impact to the business of the substantive work area, and the appointee is entitled to return to their substantive continuing position at the end of the term
 - iii. appointments greater than two years will be considered except the appointee will need to relinquish their substantive continuing position if so determined by their existing manager.
- b. An appointee who holds a continuing position with the University must discuss the potential fixed-term internal secondment with their existing manager prior to accepting the offer.
- c. If an internal secondment is supported, the agreed terms must be made in writing and provided to People and Culture.
- d. Any variation to the conditions at s.4.4.a. must be approved by the Director, People and Culture.

4.5. Conversion

- a. The University may approve the conversion of positions from one employment type to another (i.e., from casual to fixed-term or continuing, or from fixed-term to continuing), in accordance with the provisions of the Enterprise Agreement where applicable.

- b. Employees whose positions are converted will not be required to undertake a new selection process provided their performance has been assessed as satisfactory.

5. Pre-employment Checks

- a. Relevant pre-employment checks must be conducted for every position no matter what selection process is used, unless the appointee is already working for the University and has satisfied all required pre-employment checks previously.
- b. Pre-employment checks routinely performed by Flinders are detailed in the table below. Other pre-employment checks may also be performed if justified by the position.
- c. The pre-employment checks which will be required for a position must be stated in the position description and made clear to applicants at advertisement and reiterated at interview. The specific pre-employment checks to be performed in respect of the position must be notified to the successful candidate in the formal offer of appointment.
- d. No appointment can be made without conducting and evaluating the outcomes of all relevant pre-employment checks.

Type	Purpose	Applicability	Pre-employment	Ongoing
Reference checks	To check on the candidate's past employment performance and assess this in respect of the key capabilities of the recruited position	<p>It is mandatory that a minimum of two reference checks are obtained in relation to preferred external candidate/(s) for a competitive recruitment and selection process. Where the candidate is an internal applicant, only one reference check will normally be required. Further checks may be required at the discretion of the Chair of the Selection Committee.</p> <p>It is mandatory that a minimum of one reference check is completed for a direct appointment regardless of whether the employee is internal or external.</p> <p>It is strongly recommended that at least one reference check is from a current supervisor/manager.</p>	<p>Reference Checking is usually the final and confirmatory selection activity conducted prior to a recommendation to appoint.</p> <p>2x reference checks for competitive external applicant and 1x for internal competitive applicants.</p> <p>1 x reference check for directly appointed internal or external candidate</p> <p>Seek consent from the candidate informing them they have progressed to the next stage before contacting referees.</p> <p>The Chair of the Selection Committee (or nominee within the Selection Committee) is responsible for conducting reference checks and developing the list of questions to be asked.</p>	N/A

Type	Purpose	Applicability	Pre-employment	Ongoing
Eligibility to work in Australia	To ensure compliance with immigration legislation	All new employees (including casual/sessional)	Candidates must provide original/certified copy of Australian passport, citizenship or working visa to People and Culture	Visa expiry dates are recorded and flagged.
Department of Foreign Affairs and Trade (DFAT) Consolidated List	To ensure compliance with Australian sanctions laws	All new employees not an Australian citizen or a dual citizen	Candidates will be checked against the Consolidated List by People and Culture, a list of all persons and entities who are subject to targeted financial sanctions or travel bans under Australian sanctions laws	N/A
Qualifications or Equivalency	To ensure compliance with regulatory standards To ensure quality of delivery of services	All new employees (including casual/sessional)	Candidates must provide original/certified copy of qualifications to People and Culture	It is the joint responsibility of the supervisor and employee to ensure the employee re-qualifies if required and provides updated details to People and Culture
Pre-existing injury	To enable preparations for required workplace adjustments To sign a disclaimer around compensation entitlement	All new employees	Pre-existing Injury Declaration Form is attached to contract of employment — to be signed and returned with the contract to People and Culture	N/A
Police Check and Criminal Record	To meet selection criteria of a position and/or contractual requirements	All new fixed-term and continuing internal (e.g. secondments) and external appointments, and any other position deemed necessary by the University.	Candidates must provide evidence of police check completed that has a minimum 6 months validity remaining on the clearance to People and Culture	It is the responsibility of the employee to advise People and Culture of any material changes to their personal circumstances relevant to their Police Check and Criminal Record. Failure to do so may

Type	Purpose	Applicability	Pre-employment	Ongoing
				result in disciplinary action.
Confirmation of Aboriginal and/or Torres Strait Islander descent	To confirm Aboriginal and/or Torres Strait Islander descent	Any position prescribed for Aboriginal and/or Torres Strait Islander applicants only	<p>To be eligible for such prescribed positions candidates must:</p> <ol style="list-style-type: none"> 1. be of Aboriginal or Torres Strait Islander descent 2. identify as an Aboriginal or Torres Strait Islander 3. be accepted as an Aboriginal or Torres Strait Islander by the community in which they live or have lived. <p>Candidates must provide evidence they meet the above criteria in the form of a document signed under Common Seal by an incorporated Aboriginal and/or Torres Strait Islander organisation in the community from which the candidate originates or is recognised, confirming that the candidate is recognised by that community</p>	N/A
Working with Children Check	<p>To ensure compliance with legislation and University policy</p> <p>To ensure Flinders provides a safe environment for all children/ students under 18 years of age</p>	All positions identified as prescribed requiring an WWCC in accordance with the law and the University's Child Safe Environment Policy and procedures.	Candidates must provide a current WWCC to be viewed and verified by People and Culture	It is the joint responsibility of the supervisor and employee to ensure the employee's WWCC is current.
Professional Registration	To meet selection criteria of a position and/or	Specific positions, e.g. nursing, psychologists	Candidates must provide originals or certified copies of registration	It is the joint responsibility of the supervisor and employee to ensure the employee re-

Type	Purpose	Applicability	Pre-employment	Ongoing
	legislative requirements		documentation to People and Culture	qualifies if required and provides updated details to People and Culture
Licences, Trades and other Certificates	To meet selection criteria of a position and/or legislative requirements	Specific positions, e.g. industrial skills instructors in forklift driving	Candidates must provide originals or certified copies of licences or certificates to People and Culture	It is the joint responsibility of the supervisor and employee to ensure the employee re-qualifies if required and provides updated details to People and Culture
Fit and Proper Person	To meet TEQSA registration requirements	Vice-Chancellor and direct reports	Fit and Proper Person Check through 'PeopleCheck' — paid for by the University	Annual declaration in September each year. TEQSA to be notified of any changes.

6. Making an Offer

- A formal offer of employment can only be made by the Director, People and Culture (or delegate).
- All correspondence regarding salaries and conditions of appointment must be conducted through the Employment Services Team in People and Culture.
- The Hiring Manager or Selection Committee members may only enter into discussions and negotiations with a candidate in consultation with a People and Culture Business Partner or member of the Recruitment Team. In particular, no undertaking or assurances in respect of key conditions or terms of employment can be made without verification from a People and Culture Business Partner.

7. Confidentiality and Recordkeeping

- Applications for employment, including referee reports, and all proceedings of the Selection Committee are confidential to the University.
- Where public seminars or presentations are given as part of the selection process, these need not be considered to be part of the proceedings of the committee.
- The University is subject to the South Australian Freedom of Information Act 1991 and as such may be required to produce documents if an application is made under the legislation. Selection Committees must ensure that referees are advised of this fact at the time information is sought.

8. Responsibilities

Hiring Manager (typically the position's direct supervisor) or Chair of Selection Committee, if not the Hiring Manager

- Submit request to fill a vacant position via [ServiceOne VMRG Request](#).
- In conjunction with People and Culture, develop the Position Description / capabilities statement (People and Culture Advisors), advertisement and advertising plan (Recruitment Team).

	<ul style="list-style-type: none"> c. Complete and attach the Position Description to the vacancy request for the College/Portfolio P&C Advisor to complete a final check. d. Convene and manage the Selection Committee and schedule interviews. e. Perform reference checks for preferred candidates and confirm with Panel the final outcomes. f. After reference check and selection, complete the Recommendation to Appoint (RTA) form via Workday. g. Provide the Recruitment Team with the names of the unsuccessful applicants not shortlisted so that they may be advised of the outcome. h. Advise unsuccessful shortlisted applicants of the outcome. i. Make the verbal offer of employment at the conclusion of the recruitment process. j. Make themselves familiar with the Recruitment Policy and these procedures. k. Attend any training relevant to the recruitment process as required by the University.
Selection Committee (if used)	<ul style="list-style-type: none"> l. Assess and shortlist applicants. m. Schedule interviews with relevant applicants and conduct selection activities. n. Identify a preferred candidate. o. Make themselves familiar with the Recruitment Policy and these procedures.
Recruitment Team	<ul style="list-style-type: none"> p. Complete the job requisition in Workday. q. Take job brief from Hiring Manager, advertise vacancy as required, and subsequently close the vacancy. r. As requested by the Hiring Manager: <ul style="list-style-type: none"> i. assist with shortlisting and screening ii. perform reference checks, and iii. take part in interview panels. s. Advise unsuccessful applicants not shortlisted, as notified by the Hiring Manager, via Workday or verbally. t. Receive pre-employment checks. u. Generate the employment agreement. v. Complete Workday Hiring and Onboarding.
P&C Advisor/Business Partner	<ul style="list-style-type: none"> v. Assess Position Description and ensure it contains all relevant clauses prior to progressing to the Recruitment Team. w. Review the vacancy request to ensure it is compliant with the University's Enterprise Agreement and relevant policies and procedures. x. In consultation with Workplace Relations, provide any required advice or guidance as to whether a position should be prescribed based on legislation and the University's Child Safe Environment Policy.

9. Visa Advice

People and Culture Recruitment Advisors can provide visa advice for new appointments. Requests for visa advice can be made to visaadvice@flinders.edu.au.

10. Relocation

- a. Relocation is defined as a new employee (and their dependent family) changing their primary residence from overseas to Australia or from another Australian city to Adelaide, South Australia.
- b. Reimbursement for relocation costs (including moving, travel and temporary accommodation costs) will be available for new non-grant funded academic appointments Level B – Level E, and new professional appointments Level HEO8 – Senior Managers.
- c. Financial assistance for relocation for grant funded positions may be available subject to approval from the grant-holder.
- d. New fixed-term appointments of less than three years will receive the pro-rata equivalent of the assistance. This amount may later be increased if the fixed-term appointment is subsequently extended.
- e. The financial assistance available for relocation is set out in s.10.1 – s.10.3 below and will be centrally funded. Any financial assistance above the amounts provided under this procedure is at the discretion of the hiring College or Portfolio and must be funded by the College/Portfolio. Hiring managers must seek approval from their Vice-President and Executive Dean (or nominee) or Portfolio Head to secure additional financial assistance.
- f. Approved relocation funds must be used within six months of contract acceptance. Any use of funds beyond this period will be subject to written agreement in the employment contract at the time of appointment.
- g. The University uses a panel of preferred providers for relocation. The Recruitment team will provide these details to eligible appointees at the time of appointment.
- h. If an appointee seeks to use their own relocation provider they will be responsible for managing the process direct with the provider and for ensuring costs are within approved funds.

10.1. Moving costs

- a. The University will contribute to the cost of packing and transporting of personal belongings and tools of trade from one primary residence, by way of reimbursement, to the maximum value set out in the table below. Appointees must keep all receipts connected with their relocation to be reimbursed by the University.

International	Up to a maximum value of AU\$8,500 + GST for new employees and their partner, plus AU\$800 for each fully dependent child under the age of 21 years
Domestic	Up to a maximum value of AU\$4,000 + GST for new employees and their partner, plus AU\$800 for each fully dependent child under the age of 21 years

- b. The University will not cover any costs associated with moving pets, motor vehicles or significant pieces of artwork and/or musical instruments to Australia. House cleaning expenses may be included within the limit of the maximum allowance.

10.2. Travel costs

The University will reimburse economy class airfares to Adelaide (or destination city) for the appointee, their partner, and any fully dependent children under the age of 21 years.

10.3. Temporary accommodation costs

New non-grant funded appointees are entitled to claim up to A\$2,000 for a period of up to four weeks after arrival while in temporary accommodation. This may also be available for new grant funded appointees at the discretion of the grant holder.

10.4. Breaking of contract

If the appointee is released from employment at Flinders University before three years has been served, the University will require a refund. Except in special circumstances, determined by the relevant College or Portfolio Head, the refund will be pro-rata to the period by which their service falls short of three years.

11. Links and forms

[ServiceOne](#) (VMRG Request) to initiate recruitment process in Workday

[Recruitment resources](#)

[Relocation Guide](#)

Approval Authority	Vice-President (Corporate Services)
Responsible Officer	Director, People and Culture
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* Unless otherwise indicated, these procedures will still apply beyond the review date.

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