

## 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 budget owner.
- 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
  - iv. the appointment meets identified strategic needs of the College/Portfolio or University
  - 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 Flinders personnel. 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 must be obtained to engage a third-party recruitment or search agency, as follows:
  - i. budget owner, for positions employed on a senior management contract
  - ii. Director, People and Culture (or nominee) for positions employed under the provisions of the Enterprise Agreement.
- 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.
- e. Applications forwarded by third party providers not engaged by the University (i.e. recruitment agencies) will not be accepted.

### 4.2. Competitive Selection

- a. Where a position is identified as being suitable for competitive selection, it must be advertised in a way that obtains a suitable pool of potential applicants.
- b. An internal-only 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

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- iv. the position is considered a career development opportunity for existing staff.
  - c. To be eligible to apply for an internal-only vacancy, applicants must be employed by the University on a continuing, convertible or fixed-term basis at some stage during the period the vacancy is advertised.
  - d. A casual employee will be eligible to apply for an internal-only vacancy if they have performed work for the University in the six months prior to the closing date and have a current employment contract during the period the vacancy is advertised.
  - 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
      - on the Australian Government's Jobactive website.
  - f. The method of advertisement and advertisement costs must be approved and met by the recruiting area.

### **4.3. 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.
- d. Selection Committees for professional positions must be at the same or higher level as the position being recruited and must not include 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

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- 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 senior executive positions reporting to the Vice-Chancellor will be approved by the Vice-Chancellor.
  - i. The Chair of a Selection Committee must complete any mandatory recruitment training before acting as the Chair. It is desirable, but not mandatory, for other committee members to also undertake this training.
  - j. 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.
  - k. 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.

#### **4.4. 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.
  - ii. The position is approved for filling.
  - iii. In conjunction with the Hiring Manager, People and Culture 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 assessed and shortlisted by the Selection Committee or Hiring Manager and/or third-party provider, if one is used.
  - vi. Shortlisted applicants are invited to participate in selection activities, which may include interviews, practical assessment tasks, seminars or presentations (or any other activity as per the Good Practice Guide that may assist in assessing the applicants).
  - vii. A preferred candidate is identified, a recommendation to appoint is made and references and other pre-employment checks are performed by the Hiring Manager.
  - viii. 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.

#### **4.5. Direct Appointment**

- a. To make a direct appointment, the Hiring Manager must forward a recommendation to the Director, People and Culture (or nominee), including:
  - i. the Position Description / capabilities statement
  - 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 and a document addressing the Key Capabilities mentioned in PD / capabilities statement.

- b. The Director, People and Culture (or nominee) will ensure that:
  - i. the appointment is consistent with these procedures
  - ii. the relevant member(s) of the Senior Executive Team is consulted in cases where the direct appointment is recommended to meet the strategic needs of the College/Portfolio or University.
- c. Particularly in the case of professional employee appointments (including research assistants), consideration should be given to calling for expressions of interest (either within the immediate unit or University-wide) to test the Flinders University market.

#### 4.6. Transfers

If an appointment will result in an internal transfer, the Hiring Manager must discuss the potential appointment with the staff member's existing manager to ensure the University can accommodate the transfer before making an offer.

#### 4.7. Conversion

- a. The University may convert positions from one employment type to another (i.e. from casual to fixed-term or continuing) in accordance with the provisions of the Enterprise Agreement.
- 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 in the same area 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	It is mandatory that a minimum of two reference checks are obtained in relation to preferred candidate/(s) for all formal recruitment and selection process where the candidate is an external applicant, or one reference check will normally be required when the preferred candidate/(s) is a current employee. Further checks may be required at the	Reference Checking is usually the final and confirmatory selection activity conducted prior to a recommendation to appoint.  2x reference checks for external and 1x for internal applicants. Seek consent from the candidate informing them they have progressed to the next stage before contacting referees.	N/A

Type	Purpose	Applicability	Pre-employment	Ongoing
		discretion of the Chair of the Selection Committee.	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.	
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	Although expiry dates are recorded and flagged, 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

Type	Purpose	Applicability	Pre-employment	Ongoing
Police Check and Criminal Record	To meet selection criteria of a position and/or contractual requirements	All new internal (e.g. transfers) and external appointments	Candidates must provide evidence of police check completed within the last 12 months 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
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"> <li>1. be of Aboriginal or Torres Strait Islander descent</li> <li>2. identify as an Aboriginal or Torres Strait Islander</li> <li>3. be accepted as an Aboriginal or Torres Strait Islander by the community in which they live or have lived.</li> </ol> <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</p>	All positions requiring an E (Employee) WWCC in accordance with the law and the University's Safety and Welfare of Children Policy ( <i>pending</i> – currently	Candidates must provide a current WWCC to be viewed and verified by People and Culture	Cost for renewal of check every 5 years is responsibility of employee. Although expiry dates are recorded and flagged, it is the joint responsibility of the supervisor and

Type	Purpose	Applicability	Pre-employment	Ongoing
	under 18 years of age	<a href="#">Child Safe Environment Policy</a> )		employee to ensure the employee's WWCC is current.
Professional Registration	To meet selection criteria of a position and/or legislative requirements	Specific positions, e.g. nursing, psychologists	Candidates must provide originals or certified copies of registration documentation to People and Culture	Although expiry dates are recorded and flagged, 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
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	Although expiry dates are recorded and flagged, 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. A formal offer of employment can only be made by the Director, People and Culture (or delegate).
- b. All correspondence regarding salaries and conditions of appointment must be conducted through the Employment Services Team in People and Culture.
- c. 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. 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

- a. Applications for employment, including referee reports, and all proceedings of the Selection Committee are confidential to the University.
- b. All documentation is to be forwarded by the Chair of the Selection Committee to People and Culture.



- c. 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.
- d. 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

<b>Hiring Manager (typically the position's direct supervisor) or Chair of Selection Committee, if not the Hiring Manager</b>	<ul style="list-style-type: none"> <li>a. In conjunction with People and Culture, develop the Position Description / capabilities statement, advertisement and advertising plan.</li> <li>b. Complete and send the Position Description and advertisement to the College/Portfolio Coordinator to complete a final check, who will forward the documentation to the Recruitment Team.</li> <li>c. Convene and manage the Selection Committee and schedule interviews.</li> <li>d. Advise Recruitment Team of shortlisted applicants.</li> <li>e. After selection, send the Recommendation to Appoint (RTA) form with supporting documentation (CV, PD / capabilities statement and reference check(s)) to both Employment Services and the Recruitment Team.</li> <li>f. Provide the Recruitment Team with the names of the unsuccessful interviewed applicants so that they may be advised of the outcome.</li> <li>g. Perform reference checks.</li> <li>h. Make the verbal offer of employment at the conclusion of the recruitment process.</li> </ul>
<b>Selection Committee (if used)</b>	<ul style="list-style-type: none"> <li>i. Assess and shortlist applicants.</li> <li>j. Schedule interviews with relevant applicants and conduct selection activities.</li> <li>k. Identify a preferred candidate.</li> </ul>
<b>Recruitment Team</b>	<ul style="list-style-type: none"> <li>l. Complete the job requisition in Workday.</li> <li>m. Advertise vacancy, and subsequently close the vacancy.</li> <li>n. Contact unsuccessful applicants not shortlisted.</li> <li>o. Invite shortlisted applicants to participate in selection activities.</li> </ul>
<b>Employment Services Team</b>	<ul style="list-style-type: none"> <li>p. Perform pre-employment checks.</li> <li>q. Draft letter of offer.</li> <li>r. Contact unsuccessful interviewed applicants and advise of outcome.</li> </ul>

## 9. Links and forms

[ServiceOne](#) (Job requisition) to initiate recruitment process in Workday

[Resource Kit](#) for Position Description template, Advertising template, Interview Guide template, Referee Check Form

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\* Unless otherwise indicated, these procedures will still apply beyond the review date.

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