

3.4 RECRUITMENT AND SELECTION POLICY

1. BACKGROUND AND CONTEXT

Recruiting the right staff is a crucial component of creating the workforce profile UTS needs to achieve its organisational objectives. Successful recruitment requires careful planning and consideration.

UTS is committed to maintaining a balance between external recruitment and offering development opportunities for staff. Recruitment and selection processes based on merit will be applied in a consistent, professional and timely manner.

2. PURPOSE AND SCOPE

The purpose of this policy is to facilitate the recruitment, selection and appointment of appropriately skilled and qualified employees who can contribute positively to the University's objectives, values and culture.

This policy should be read in conjunction with the clauses on modes of employment and categories of appointment in the relevant collective agreements and 3.3 Fixed-Term Employment Guidelines for Supervisors.

This policy applies to the recruitment and selection of full-time, part-time, part-year (support staff) and sessional (academic staff) continuing staff or fixed-term staff appointed in excess of 12 months. However, the recruitment and selection processes outlined in this policy may be applied in other instances at the discretion of the supervisor.

This policy incorporates the principles of equal employment opportunity to ensure that the most capable person is selected for a position on the basis of merit and without regard to irrelevant factors such as a person's sex (including pregnancy), sexual preference, transgender status, race, colour, ethnic or ethno-religious background, descent or national identity, marital status, disability, age, political conviction or religious belief.

The University has in place affirmative action programs for Indigenous Australians, people with a disability, people who speak a first language other than English and women. For information regarding targeted recruitment options contact the Equity and Diversity Unit.

3. DEFINITIONS

Appointment by nomination/invitation means appointment without a competitive recruitment and selection process.

Internal recruitment means advertisement of a position via a medium which is normally available only to UTS staff.

4. POLICY PROVISIONS

4.1 Recruitment options

A decision to recruit should be made in the context of the current and future workforce requirements of the work area, available financial resources and relevant workforce planning strategies within the University and faculty/division.

A number of options may be considered when work needs to be done:

- (a) better use of existing resources, including job redesign
- (b) relieving appointment (refer *3.14 Relieving Appointments (incorporating Higher Duties) Policy*)
- (c) secondment/exchange (refer *6.14 Staff Secondments/Exchanges Policy*)
- (d) appointment of casual employees (refer *Clause 41.3 Support Staff Agreement 2006* or *Clause 40 Academic Staff Agreement 2006*)
- (e) hire of consultants and contractors (refer to the human resources website and to guidelines *5.8 Payment to be made to Employees versus Contractors* and *5.9 How UTS Hires and Pays External Providers*)
- (f) outsourcing
- (g) making a continuing or fixed-term appointment (refer to guidelines *3.3 Fixed-term Employment* and *Clause 41 Support Staff Agreement 2006*, *Clause 38 Academic Staff Agreement 2006* and *Clause 28 Certified Agreement (Senior Staff Group) 2004*).

This policy is concerned with the last option only with the exception that the recruitment and selection of Deans, Associate Deans, Heads of School and Heads of Department will be in accordance with the appointment policy relevant to the position..

4.2 Method of appointment

Staff may be appointed following either:

- (a) competitive recruitment and selection processes designed to assist the appointment of the most capable person
- (b) appointment by nomination/invitation (without a competitive recruitment and selection process). UTS Council reserves the right to make an appointment by invitation. For positions below the level of Vice-Chancellor, Senior Deputy Vice-Chancellor, Deputy Vice-Chancellor, Council delegates authority to exercise this right to the Vice-Chancellor. However, in the vast majority of cases, option (a) will apply
- (c) appointment by conversion as set out in *Clause 43 Conversion of Certain Casual Staff, Support Staff Agreement 2006*, This method of appointment is applicable to casual support staff only.

Appointment by nomination/invitation may be made in, but is not limited to, the following cases:

- (a) for casual appointments and fixed-term appointments of up to 12 months. This recognises the specialist nature of some positions eg research positions, and the need to take advantage of eminent academics or professionals. For appointments of less than six months only, one further contract will be allowed without advertisement provided the total appointment does not exceed twelve months. Exceptions to this will be approved by the Director, Human Resources. For appointments of this nature, supervisors are encouraged to use competitive and equitable recruitment processes wherever possible, eg the use of casual employment registers for support staff and 'eligibility lists' for both academic and support staff, and special employment programs for EEO groups
- (b) appointment to fixed-term grant funded positions where appointment conditions have been determined by the granting body, such as ARC appointments
- (c) in order to facilitate a staff member's rehabilitation program
- (d) to mitigate the effects of restructuring or changing work requirements, where the employee is redeployed/transferred to a comparable position.

Refer also to the policy on *Appointment of Distinguished Professor by Invitation* which allows appointment by invitation under certain conditions.

4.3 Internal or external recruitment

The University aims to achieve an effective balance (on a case by case basis) between advertising externally and internally to ensure it attracts the most appropriate pool of suitably qualified applicants and recognises the value of providing development opportunities for staff. Internal advertisement will normally be used to recruit for all support staff positions up to and including level 6. Internal advertisement may also be used for positions at levels seven to nine if approved by the Director, Human Resources. Prior to making a decision whether to advertise internally only, the recruiting area must first look at the type of job and secondly ensure there is a reasonable pool of applicants who have the skills, abilities and experience required to perform the job. Where there are insufficient suitably skilled staff within UTS the area should recruit externally.

External advertisement will normally be used to recruit for all academic positions and Senior Staff Group positions (excluding the following academic management positions Associate Deans, Heads of School and Heads of Department respectively). The Vice-Chancellor or the Director, Human Resources may approve exceptions to the policy.

4.4 Internal recruitment

Internal recruitment means advertisement of a position via a medium which is normally available only to UTS staff.

To be eligible to apply for an internally advertised position which is continuing or fixed-term in excess of 12 months, applicants must have been:

- (a) appointed to UTS via an externally competitive selection process
- (b) working at UTS for 12 months or more.

All UTS staff (excluding casuals) are eligible to apply for internally advertised positions of less than 12 months duration.

4.5 External recruitment

External recruitment means advertisement of a position in a medium available to targeted members of the general public. Positions must be advertised in a way designed to reach the optimal pool of potential applicants. In most cases the medium of advertising will be web-based (eg job websites) and/or the mainstream press; in other cases, search firms, professional publications, ethnic, local and/or student press, the internet, special interest groups, professional associations will be the chosen medium of advertisement. Care should be taken so that groups with limited access to different media are not excluded.

4.6 Redeployees

Before a position can be advertised the vacancy must be considered for potential filling by a redeployee. Normally, staff whose positions have been declared redundant (redeployees) will be considered first for a vacancy or new position. Redeployees will **not** be given first consideration for a vacancy or new position if it is clearly apparent that they do not have the skills and experience necessary to fulfil the requirements of the job and where it is considered by the University that these could not be obtained after a reasonable period of training.

4.7 Selection documentation

Position Description/Statement

Prior to advertising or contract renewal, a position description for each support staff and senior staff position or a position statement for each academic position will be developed or reviewed by the relevant supervisor.

4.8 Selection criteria

Prior to advertising, key selection criteria will be developed and approved by the relevant supervisor (refer section on Authority). Selection criteria should consist of the critical skills, knowledge, qualifications, experience and attributes required for competent performance.

Formal qualifications are only essential where the requirements of the position include a legal/award obligation for such qualifications or where it can be demonstrated that the qualification is required for competent job performance.

4.9 Selection processes

Selection processes and assessment should be relevant to the skills, experience and attributes required for competent performance.

The Selection Committee will determine the selection process including the selection technique(s) to be used to assess an applicant's suitability against the key selection criteria.

Late applications will not be accepted unless:

- (a) the applicant seeks approval from the chair
- (b) approval is sought prior to the closing date
- (c) the Chair of the Committee agrees to accept the late application.

The Chair of the Committee may make the agreement conditional on the applicant satisfying certain criteria eg the application is received within an agreed extension date.

For all advertised positions there will be a shortlisting process where all Selection Committee members consider each of the applications in terms of the key selection criteria. Selection Committee members will agree, in writing, on the reasons for which applicants have not been shortlisted.

Other than in exceptional circumstances there will be a face-to-face or telephone interview or discussion with the shortlisted applicant(s). Alternative selection methods such as work tests, psychometric profiling, presentations, etc will be at the discretion of the Selection Committee. However, when applying such methods care should be taken to ensure that they do not unfairly disadvantage external applicants or equity target groups.

4.10 References

Confidential referees' reports must be obtained to confirm the suitability of the recommended applicant(s) before a recommendation to appoint is made by the Selection Committee.

The University strongly encourages the use of verbal referees' reports for all suitable candidates even where written references have been sought, to ensure a full and rigorous probing of the applicant's particular claims.

The Selection Committee will determine whether verbal and/or written referees' reports will be sought.

Written references should support the candidate's application with specific comments addressing the selection criteria. Where verbal references are sought a written summary will be provided to the Selection Committee.

All references sought by the University are confidential. Neither the report nor its contents will be made available to anyone other than Selection Committee members and the person authorised to approve the appointment. (Refer human resources guidelines *Staff Records*).

Referees not specifically nominated by the candidate may only be contacted with the applicant's permission.

It is preferred that Selection Committee members not act as referees for applicants. However, where this could disadvantage the candidate the Selection Committee has the discretion to determine appropriate process.

4.11 Composition of Selection Committees

To ensure the best selection decision, Selection Committees should be constituted with the following in mind:

- (a) representative(s) who has relevant and sufficient expertise in the area of appointment
- (b) representation which reflects the direct reporting relationship with the position being recruited
- (c) representation from outside the faculty/unit or the University to ensure a broader view of the process

- (d) every effort should be made to ensure that Selection Committee members include people from diverse backgrounds. Accordingly, due consideration should be given to inclusion of people from Aboriginal and Torres Strait Islander backgrounds, people who speak a first language other than English and people with disabilities, as appropriate to the circumstances
- (e) gender balance - when determining gender balance, Selection Committees should include as close as possible to equal numbers of women and men, but at least one woman and one man if the Committee has three members. Committees with five or more members must have at least 20% of their composition of each sex.

All Selection Committees must have at least three members. The manager to whom the position reports will determine the balance of internal and external representation on Selection Committees.

In addition to the above, academic appointments at the level of Professor and Associate Professor must include the following:

Professor – two members selected from the Senior Deputy Vice-Chancellor, Deputy Vice-Chancellors (with academic portfolio responsibilities) and Chair of Academic Board; a Professor from outside UTS and a senior business/industry person.

Associate Professor - two members, normally one selected from the Senior Deputy Vice-Chancellor, Deputy Vice-Chancellors (with academic portfolio responsibilities) and Chair of Academic Board, and the other selected by the Senior Deputy Vice-Chancellor from the senior academic staff of UTS external to the Faculty in which the appointment is being made. The inclusion of the senior business/industry person is encouraged, but not mandatory.

Whilst ensuring effective skills and experience are represented, the University supports small Selection Committees.

Each member of the Selection Committee will be involved in each part of the selection process from shortlisting to decision-making. If a Selection Committee member is unable to participate in any part of the selection process (eg through sickness) and it is considered such absence may compromise the integrity of the decision, the Chair of the Selection Committee should consult with the Director, Human Resources.

Should Selection Committee members consider that they have a close relationship with the applicant which could unduly affect that applicant's prospects for selection, they should draw this fact to the attention of the Chair and withdraw from the Committee (refer to *Code of Conduct*).

Selection Committees may also include official observers, such as nominees of the Director, Human Resources and Director, Equity and Diversity Unit.

4.12 Selection decision(s) and offer of appointment

When all selection processes have been finalised, the Selection Committee will make a recommendation to appoint a suitable applicant.

The Selection Committee will agree and document the reasons the applicant was considered suitable for appointment and the specific reasons each other applicant was considered not suitable for appointment. The reasons outlined must be clearly expressed in relation to the specific selection criteria.

In the case where there is more than one applicant eligible for appointment, this should be noted by the Selection Committee on the selection report form.

If the recommended applicant declines the position, leaves the University through resignation or some other reason within six months, the Chair may recommend to the person authorised to approve appointments that an applicant identified as eligible be subsequently appointed.

A member of the Committee, or an official observer, who is not satisfied with any aspect of the selection process, may choose to inform the Committee and submit a minority report to the person authorised to approve the appointment. Such person may approve the majority recommendation or authorise that further selection processes take place, eg calling for (further) referees' reports, re-interviewing candidate(s), conducting additional approved selection processes.

In the written offer of appointment provided by the Human Resources Unit, a successful internal candidate will be advised that his/her appointment is subject to appeal. Refer to section 4.15 below.

4.13 Salary

Following discussion with the Selection Committee, the Chair of the Committee will recommend a salary rate within the salary classification of the position and establish the rationale for the rate chosen. For some positions additional market loadings may have been previously approved. When a recommendation is made to offer a salary above the minimum rate, the following factors need to be taken into account:

- (a) the applicant's relevant skills, experience and qualifications
- (b) the rate required to attract the applicant
- (c) existing salary relativities.

4.14 Post-interview feedback

Unsuccessful internal applicant(s) will be offered feedback by the Chair of the Selection Committee as soon as possible after a recommendation to appoint has been approved.

On request, external applicants will be advised of the reason(s) that their application was not successful.

4.15 Appeal

Unsuccessful internal applicants may appeal a selection decision appointing another internal applicant on the ground of lack of due process, which means failure of the Selection Committee to duly follow University policies and procedures.

An internal applicant who wishes to make an appeal must lodge a written notification with the Vice-Chancellor (or the Chancellor if the Vice-Chancellor is a member of the Selection Committee) through the Human Resources Unit, within seven days of receiving written notification of unsuccessful application. Supporting documentation must be lodged with the Human Resources Unit within 14 days of receiving written notice of unsuccessful application. The obligation to establish failure to follow University policy or procedures lies with the appellant.

The Vice-Chancellor or Chancellor, as appropriate, will appoint a person(s) not involved in the original selection process to investigate the circumstances of the appeal and report back. After considering this report, the Vice-Chancellor/Chancellor may decide to:

- (a) reject the appeal
- (b) request further investigations
- (c) appoint a different Selection Committee to shortlist and/or interview all or some applicants
- (d) quash the original selection decision and initiate a completely new selection process.

4.16 False statements

The University may rescind an offer of appointment made to an applicant who has been discovered to have relayed false or deliberately misleading information during the selection process. This rescission of offer may occur at any time.

4.17 Travel and relocation expenses

Refer to the Human Resources Unit for advice on the payment of travel and relocation expenses for new staff.

4.18 Recruitment and selection training

Managers and supervisors responsible for recruitment should refer to the information and tools available on the Recruitment Website, which has been developed by human resources specifically to guide recruiters through all aspects of the recruitment process.

Chairs of Selection Committees should apprise themselves of the principles contained in this policy and all aspects of the recruitment process to ensure the best person is selected for a position. It is also the responsibility of the Chair of the Selection Committee to set aside time at the beginning of the selection process to ensure that all members of the Committee are also informed of these principles and all aspects of the recruitment process. Selection Committee chairs and members should refer to the information contained on the Recruitment Website, especially in relation to the operation and responsibilities of Selection Committees. In addition, they may refer to the Human Resources Unit and/or Equity and Diversity Unit for assistance and/or access to appropriate training.

5. AUTHORITIES AND ACCOUNTABILITIES

Authority to approve: recruitment action and Selection Committee recommendation¹.

Recruitment of	Authority to approve
Vice-Chancellor, Senior Deputy Vice-Chancellor, Deputy Vice-Chancellors	University Council
Deans, Directors and University Librarian	Vice-Chancellor
Professors	Vice-Chancellor / Senior Deputy Vice-Chancellor
Associate Deans, Heads of School, other academic managers within the SSG levels and Associate Professors	Senior Deputy Vice-Chancellor/ Deputy Vice-Chancellors
Senior Lecturers and Lecturers	Deans/ Senior Deputy Vice-Chancellor/ Deputy Vice-Chancellors
Associate Lecturers	Deans (who may delegate to Associate Deans, Heads of School, Heads of Department) or the Senior Deputy Vice-Chancellor/ Deputy Vice-Chancellors
All other support employees and other SSG (not categorised above)	Vice-Chancellor, Senior Deputy Vice-Chancellor, Deputy Vice-Chancellors (who may delegate to the Directors and University Librarian), Deans (who may delegate to Associate Deans, Heads of School and Heads of Dept)

6. SPECIFICATION OF RELATED UTS AND OTHER RELEVANT DOCUMENTATION

- [3.3 Fixed-Term Employment – Guidelines for Supervisors](#)
- [3.6 Employment of Casual Academic Staff - Guidelines](#)
- [3.8 Appointment of Deans – Policy](#)
- [3.9 Appointment of Associate Deans – Policy](#)
- [3.10 Appointment of Heads of School – Policy](#)
- [3.11 Appointment of Heads of Department – Policy](#)
- [3.12 Appointment of Distinguished Professor by Invitation -Policy](#)

¹ Where the Chair of the Selection Committee is the same as the person authorised to approve the recommendation of the Selection Committee, the Selection Committee's recommendation should be referred to the next level of supervision.

- [3.14 Relieving Appointments \(Incorporating Higher Duties\) – Principles and Procedures](#)
- [5.8 Payment to be made to Employees Versus Contractors – Guidelines](#)
- [5.9 How UTS Hires and Pays External Providers - Guidelines](#)
- [6.14 Staff Secondments/Exchanges – Policy](#)
- [7.3 Code of Conduct - Policy](#)
- [7.9 Staff Records - Guidelines](#)
- [7.15 Equal Opportunity – Policy](#)
- [Human Resources Recruitment](#) website
- [NSW Anti-Discrimination Act 1977](#)
- [Support Staff Agreement 2006](#)
- [Academic Staff Agreement 2006](#)
- [Certified Agreement \(Senior Staff\) 2004](#)

7. APPROVAL AND REVISIONS TABLES

7.1 Approval

Approved by UTS Council / Academic Board	Meeting number and date
Council	05/6
	Resolution number
	COU/05/099
Effective date	Review date
19 September 2005	To be comprehensively reviewed in 2008
Accountable Officer (if not the Vice-Chancellor)	
Deputy Vice-Chancellor (Corporate Services)	
Current incumbent	
Anne Dwyer	
Implementation Officer	
Director Human Resources	
Current incumbent	Contact number
Jennifer Gilmore	9514 4679

7.2 Revision/modification history

Date	Version	Current title	Summary of changes	Approved/rejected	Approval authority	Resolution or file number
13/2/06	Version 2	Unchanged	Removal of requirement for Council members to be on Selection Committees for Professors	Approved	Council	COU/06/016.2b
15/8/07	Version 2	Unchanged	Changes to reflect new Executive structure, collective agreements, new practices	Approved	Council	COU/07-4/80