

Recruitment and Selection Policy

Section 1 - Purpose / Objectives

- (1) The policy outlines the process and parameters within which the recruitment and selection of staff is to occur.
- (2) The purpose of this policy is to ensure that:
 - a. The University is supported in achieving a workforce profile that is diverse and appropriately skilled to deliver on its strategic objectives;
 - b. Recruitment and selection decisions are based on equal opportunity and its underpinning principles, including merit, equity, diversity and social justice;
 - c. Recruitment and selection processes are transparent, contemporary and flexible to enable positions to be filled promptly, with the most appropriate talent;
 - d. The University competitively attracts talent (applicants) from local, national, and where appropriate, international markets, including its students and graduates, through positioning VU as a preferred employer; and
 - e. Developmental opportunities are provided to current staff to assist with staff retention and related staff objectives.

Section 2 - Scope / Application

- (3) The policy applies to all continuing, fixed-term, casual and sessional appointments at the University. The policy does not apply to Adjunct, Visiting and Emeritus Appointments and Independent Contractors.

Section 3 - Definitions

- (4) "Applicant" is a person who has applied for a position.
- (5) "Appointment" is the process by which an offer of employment is negotiated and formally proposed and consequently accepted.
- (6) "Casual/Sessional Employment" a person engaged by the hour and paid on an hourly basis.
- (7) "Conflict of Interest" a conflict of interest may occur when a person in a decision making role in relation to recruitment and selection has an interest in the outcome (separate from their professional role), and which may appear to an independent observer to be sufficient to influence the objective exercise of his/her professional obligations or official duties.
- (8) "Continuing Employment" means employment with no fixed end date. Where there is continuing funding and a need for the position into the foreseeable future, the position should be advertised as a continuing position.
- (9) "Continuing Contingent Funding" is limited term funding provided from external sources, but not funding that is part of an operating grant from government or funding comprised of payments of fees made by or on behalf of

students.

- (10) "Conversion" is a change in employment status from casual to fixed-term or continuing, and/or fixed-term to continuing, in line with the relevant employment agreement (i.e. EA for Academic and General Staff and MBA for TAFE Teaching Staff).
- (11) "Delegated Officer" is an incumbent officer who holds a position which has been given a delegated authority within the People and Culture Delegations Policy.
- (12) "Direct Appointments" are those where a position is filled without a formal recruitment and selection process.
- (13) "Equitable" open to all without systemic, hidden or apparent bias on the grounds of any attribute prohibited by State and Commonwealth Anti-Discrimination Legislation.
- (14) "Faculty/Division/Department" refers to any work or organisational area and includes, but is not limited to Faculty, Division, Department, School, and Branch.
- (15) "Fixed Term Employment" means employment with a specified start date to a specified expiry date. At the end of the fixed-term period, employment with the University ceases.
- (16) "Formal Recruitment and Selection Process" a process which includes internal and/or external advertising, and selection activities.
- (17) "Organisational Unit" represents a unit (Department/ School/ Work group) within a Faculty or business area.
- (18) "Prescribed Service" (in relation to "conversion") is the conditions a staff member must meet to be eligible to apply for conversion, in accordance with the relevant employment agreement.
- (19) "Pre-Employment Check" prior to making an offer of employment (e.g. eligibility to work in Australia, verification of essential qualifications, Police Check, Working with Children Check) as specified in the position description.
- (20) "Recruiting Area" is the area within the University's organisational structure which is undertaking recruitment for a position.
- (21) "Recruiting Manager" is the Manager/Supervisor who is leading the recruitment and selection process; usually the direct line manager of the position.
- (22) "Recruitment" is the process of sourcing and obtaining applicants, in sufficient volume and quality, so that the University can select the most appropriate talent to fulfil its workforce requirements.
- (23) "Redeployee" is a staff member, whose position has been declared redundant, who is participating in a redeployment process to transfer/relocate to alternative employment within the University.
- (24) "Secondment" is an arrangement where a staff member is temporarily moved to another position either within the University or external to the University for a defined period, whilst maintaining their substantive position.
- (25) "Selection" is the process of gathering information, assessing applicant suitability and making decisions about applicants' appointability for positions within the University (in relation to the selection criteria and outcomes required for the position).
- (26) "Selection Activity" is an activity designed against essential selection criteria upon which applicants are assessed. Common selection activities include; short listing, interview, psychometric testing (as examples).
- (27) "Selection Panel" is a panel normally established by the University comprising existing staff for the purpose of assessing applicants' suitability for a vacant position.

(28) "Student/VU Student" is a person who is enrolled in any program or course of study at the University (including international and exchange/study abroad students; subject to student visa working conditions).

(29) "Talent" refers to the capabilities, qualifications and attributes possessed by new or current staff members which are required to ensure the organisation has the capacity to achieve its objectives.

(30) "University" is Victoria University.

(31) Victoria University (Academic & General Staff) Enterprise Agreement (current version)

(32) Victorian TAFE Multi Business Agreement (MBA) (current version)

Section 4 - Policy Statement

GENERAL PRINCIPLES

Establishment of positions and approval to recruit

(33) In the context of workforce planning, the recruiting area should assess the need for the position in accordance with their budget, current and future talent requirements including a consideration of equity target groups (refer to the relevant Staff Equity and Diversity Plan and Yannonet Employment Strategy).

(34) Establishment of positions, approval to recruit and appoint is in accordance with the People and Culture Delegations Policy. Delegated Officers ensure compliance with University policy and procedure in relation to position establishment, recruitment and selection within their area(s) of responsibility.

Equal Employment Opportunity (EEO)

(35) Equality of opportunity and its underpinning principles, equity, diversity and social justice form the basis for conferring all forms of employment benefits at VU, including recruitment, selection and appointment. Decisions taken regarding recruitment, selection and appointment will be based on merit and undertaken in a fair and transparent manner. Decisions and processes will not be influenced by irrelevant and unlawful attributes, such as those prescribed by Equal Opportunity and anti-discrimination legislation.

Recruiting for Diversity

(36) The University will take proactive steps to address inequities in its workforce profile through its recruitment and selection processes. This will identify barriers to the inclusion and advancement of equity target groups in accordance with the relevant Equity and Diversity Strategy for Staff.

a. Current Equity Target Groups

(37) Current equity target groups include Indigenous Australians, Women, Cultural and Linguistic Diversity.

a. Indigenous Australian Employment

(38) The University acknowledges and recognises its responsibility to the Aboriginal and Torres Strait Islander peoples of Australia and is committed to extending employment opportunities to their communities through an Indigenous employment and career development strategy named "Yannonet". Certain positions in the University may be identified as "Indigenous" and may allow for targeted advertising subject to, where required, exemptions being approved under the Victorian Equal Opportunity Act.

Confidentiality and Privacy

(39) All staff involved in recruitment and selection processes must uphold the principles of confidentiality and privacy (refer to the University's Staff Code of Conduct and Privacy Policy for further information).

Organisational Change

(40) Where organisational change is enacted, recruitment and selection will be in accordance with the associated "Change Plan". "Change Plans" must comply with the general principles of this Policy. Alternative methods by which positions are filled may vary in accordance with individual Change Plans or at the discretion of the Vice-Chancellor.

Quality of Process

(41) The University is committed to achieving quality outcomes through continuous reflection and review of its processes, as part of its quality agenda to Plan-Do-Improve and Review (PDRI). As such, this policy and its associated procedures aim to facilitate selection of staff through efficient and effective processes including appropriately trained staff and a system of continuous review and improvement to recruitment and selection processes.

Attraction of Talent (Applicants)

(42) The University is committed to sourcing and securing the best available talent based on a relevant combination of experience, qualifications, behaviours, values and capabilities to meet current and future workforce requirements. The University will give preference to Australian citizen and resident applicants in line with clause (53). The University may also undertake searches or other action to specifically source talent from current equity target groups. Where appropriate, the University will source talent through a variety of mediums which may include the use of third party providers (external agencies).

POLICY

Eligibility to Apply for Positions Advertised Internally Only

(43) Only current staff members of Victoria University and Indigenous Australian job-seekers applying through Yannoneit are eligible to apply for positions advertised internally only. This includes full-time and part-time staff members on a continuing or fixed term/task contract basis as well as current casual and sessional staff members who have been employed for a minimum of four consecutive weeks at the time of advertising.

(44) To be eligible to apply under Yannoneit the applicant must:

- a. be an Indigenous Australian in accordance with the Commonwealth Government's definition of Aboriginal and Torres Strait Islanders;
- b. be registered with Yannoneit Employment Unit, People and Culture.

Opportunities for current staff

(45) The University encourages current staff to apply for positions to enhance their career prospects and expand their capability, experiences, skills and knowledge.

(46) All things being "equal" in a merit based selection process, an internal applicant will be deemed successful in an application over an external applicant.

(47) All things being "equal" in a merit based selection process; a suitably qualified internal applicant who is an Australian Citizen or resident will be successful in an application over an external applicant or applicant who is not an Australian citizen or resident.

(48) Where an internal staff member is successful in their application for a fixed-term position, the Staff Secondment

Policy will normally apply.

Opportunities for VU students

(49) The University is committed to creating job ready and community aware graduates in line with its Student Experience Strategy and therefore encourages employment of students, where appropriate, into fixed term or casual entry level positions usually for periods of no greater than twelve months. These opportunities enhance the student experience and their engagement with VU and also provide learning in the workplace and community opportunities.

Third Party Provider/s (external agencies)

(50) A third party provider/s may be engaged at the discretion of the relevant Delegated Officer to conduct components of the recruitment and selection process, including undertaking screening, short listing, psychometric testing, and other selection activities or to support activities such as note-taking as deemed appropriate. Such engagements must be in accordance with the University's Purchasing Policy .

(51) Where the University has instituted a recommended or preferred supplier list, third party provider/s may (at the discretion of the Vice-Chancellor) be required or encouraged to be drawn from such a list.

(52) Where an agency is utilised, a University based Selection Panel must be established and involved in at least the final stages of the recruitment and selection process, and is responsible for making the final decision on applicant selection, completing the selection report and any applicable pre-employment checks.

Applicants from interstate or overseas

(53) The University will provide preference to suitably qualified Australian citizens or residents in all recruitment selection processes. Further, the University reserves the right to advertise positions for application by Australian citizens or residents only.

(54) Recruiting managers should familiarise themselves with the Relocation and Immigration Assistance for New Staff Policy to ensure that they are abreast of the matters pertaining to interstate/overseas applicants.

Requirement to Advertise positions

(55) The University will consider advertising all vacant positions internally with the exceptions of those circumstances outlined in clauses (58) to (65) below.

Fixed-Term Appointments

(56) Fixed-term appointments can be for a maximum period of 5 years for Australian citizens or residents and up to 4 years for non-Australian residents who hold particular types of temporary working visas. The particulars of each type of visa will determine the maximum period of employment and any applicable conditions.

(57) Fixed-term employment must be in accordance with the prevailing enterprise agreements.

Direct Appointments or Appointments subject to varied or nil formal recruitment and selection processes

(58) Fixed-term appointments of six months or less may be direct appointments to the University.

- a. These appointments will be consistent with the fixed term requirements in the prevailing enterprise agreements.
- b. Rather than make a direct appointment in these circumstances, a recruitment and selection process may however still be undertaken at the discretion of the Delegated Officer.

(59) Student Appointments

- a. Positions identified as suitable for a current VU student are subject to varied recruitment and selection processes. Such appointments are usually made through an expression of interest process for a fixed-term period only, as follows:
 - i. Learning in the Workplace and Community (LiWC) e.g. Co-operative Education or Traineeships, for a maximum period of twelve months; or
 - ii. Entry level trainee positions (usually consistent with HEW Levels 1-3), for a maximum period of twelve months; or
 - iii. Students nominated as part of a research grant; or
 - iv. A casual/sessional appointment; or
 - v. Limited by any Visa requirements and conditions for non-Australian citizens or residents.

(60) Vice-Chancellor's Appointment

- a. The Vice-Chancellor may offer continuing, continuing contingent funded or fixed-term employment to any person on the basis of their expertise, credentials and/or experience where the Vice-Chancellor is satisfied that the appointment will assist the University in achieving its overall strategic objectives. Vice-Chancellor appointments are considered direct appointments to the University.

(61) Redeployment

- a. A vacant position need not be advertised where it is deemed appropriate that placement of an employee on redeployment be made to that Position (refer to the appropriate industrial instrument and People and Culture for guidance).

(62) Conversion

- a. A position need not be advertised where a current fixed-term, sessional or casual staff member is eligible for conversion in accordance with the prevailing enterprise agreement.
- b. Refer to the relevant employment agreement for further information and procedural guidance.

(63) Counter Offer

- a. No recruitment or selection process is applicable to the proposal of a counter offer of employment. See the Procedures for Making a Counter Offer for more information.

Casual / Sessional Appointments

(64) The University engages casual and sessional staff for short periods of time and/or where the hours of work required are irregular or ad hoc.

(65) Casual/sessional staff may be engaged either with or without advertising; however the principles outlined in clauses (33) to (42) of this policy still apply (equity, equal opportunity etc). When considering the appointment of casual/sessionals, recruiting managers should ensure that:

- a. The applicant/s has the appropriate skills, capabilities and qualifications to competently perform the position;
- b. Consideration is given to the employment of a current VU student or a VU graduate;
- c. All necessary pre-employment checks are undertaken prior to commencement of employment (e.g. Working with Children Check, evidence of qualifications);
- d. Approvals are made prior to commencement (i.e. Contract of Employment for Casual General Staff HR41, Contract of Employment Academic Sessional Staff HR83 or Contract of Employment of TAFE Sessional Teaching

Staff HR84);

- e. Applicants are properly inducted to Victoria University in line with the Staff Induction Policy ; and
- f. All documentation associated with the selection of casual staff is retained and accessible within the department for a period of 7 years.

Components of the Recruitment and Selection Process

(66) Components of the Recruitment and Selection Process for fixed term, continuing contingent funded and continuing positions will include, where applicable:

- a. Evaluated and approved position description;
- b. Completed and approved documentation (i.e. Recruitment Request HR66 form, Recruitment: Selection Process Arrangements HR42 form and Recommendation to Appoint HR47 form);
- c. A clear plan for advertising and sourcing talent, including where relevant for targeted sourcing of talent from equity target groups;
- d. An application process (defined for each position);
- e. Establishment of an appropriately trained and skilled Selection Panel (in accordance with the Recruitment and Selection Procedures);
- f. The composition of the Selection Panel should be in accordance with the associated procedures;
- g. A minimum of two selection activities in order to make an assessment of applicant/s against essential criteria defined in the Position Description (e.g. short listing and interview);
- h. Reference checking and any pre-employment checks (prior to making an offer of employment) e.g. eligibility to work in Australia, verification of essential qualifications, Police Check, Working with Children Check (as specified in the position description);
- i. Sufficient documentation to support the decision/s taken by the Selection Panel, through expected completion of the Recommendation to Appoint HR47 form;
- j. A formal offer of employment and acceptance facilitated through the provision of a Letter of Offer, issued in accordance with the People and Culture Delegations Policy; and
- k. Notification, as appropriate, to unsuccessful applicants.

(67) Selection processes for Post Doctoral Research Fellowships and VU students may be varied in accordance with clause 3.7.2 of the Procedures (e.g. Post Doctoral Research Fellowships may be judged based solely on their application and/or a discussion with a research supervisor and/or an interview); however the underlying principles of this Policy and Procedures should be upheld.

Conflicts of Interest

(68) Selection Panel members must declare any actual, potential or perceived conflicts of interest to the Chair of the Panel immediately as soon as they are known. If the Selection Panel member believes they are unable to be impartial they should declare this and the Chair of the Selection Panel is to seek a replacement.

(69) In the case of the Chair of the Selection Panel declaring a perceived or real conflict of interest, where they believe they are unable to be impartial, they should declare this to their Delegated Officer (as appropriate) and step down from the Selection Panel. The Delegated Officer will be responsible for appointing a new Chair for the Selection Panel.

Costs

(70) All associated costs of recruitment and selection are to be borne by the area that is recruiting, including use of third party providers, advertising, relocation and immigration expenses and assumption of any leave liability (in line with recognition of prior service) where applicable.

Complaints about the process

(71) Complaints about the process can be made to the General Manager, HR Partnerships (or delegate).

Section 5 - Procedures

(72) The [Recruitment and Selection Procedures](#) give effect to this policy.

Section 6 - Guidelines

(73) Nil

Status and Details

Status	Historic
Effective Date	5th September 2014
Review Date	31st December 2018
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Accountable Officer	Lisa Line Deputy Vice-Chancellor Enterprise and Digital Lisa.Line@vu.edu.au
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