Recruitment and Selection Procedure

Section 1 - Purpose / Objectives

(1) Nil.

Section 2 - Scope / Application

(2) Nil

Section 3 - Definitions

(3) "Applicant" is a person who has applied for a position.

(4) "Appointment" is the process by which an offer of employment is negotiated and formally proposed and conversely accepted.

(5) "Casual/Sessional Employment" a person engaged by the hour and paid on an hourly basis.

(6) "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.

(7) "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.

(8) "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.

(9) "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).

(10) "Delegated Officer" is an incumbent officer who holds a delegated authority within the People and Culture Delegations Policy.

(11) "Direct Appointments" are those where a position is filled without a formal recruitment and selection process.

(12) "Equitable" open to all without systemic, hidden or apparent bias on the grounds of any attribute prohibited by State and Commonwealth Anti-Discrimination Legislation.

(13) "Faculty/Division/Department" refers to any work or organisational area and includes, but is not limited to Faculty, Division, Department, School, and Branch.

(14) "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.

(15) "Formal Recruitment and Selection Process" is a process which includes internal and/or external advertising, and selection activities.

(16) "Organisational Unit" represents a unit (Department/ School/Work Group) within a Faculty or business area.

(17) "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.

(18) "Recruiting Area" is the area within the University's organisational structure who is undertaking recruitment to a position.

(19) "Recruiting Manager" is the Manager/Supervisor who is leading the recruitment and selection process; usually the direct line manager of the position.

(20) "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 fulfill its workforce requirements.

(21) "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.

(22) "Screening" is the process of initially sorting resumes to filter or screen out applications not containing evidence against essential criteria or organisational requirements critical for employment and competent performance.

(23) "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).

(24) "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).

(25) "Selection Panel" is a panel established by the University for the purpose of assessing applicants' suitability for a vacant position.

(26) "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).

(27) "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.

(28) "Targeted search" refers to a method that may be used to identify talent (applicants) from equity target groups who belong to a 'category' or 'group' that is under-represented in the work area, but who may be able to meet the selection criteria for an identified position.

(29) "University" is Victoria University.

Section 4 - Policy Statement

(30) See Recruitment and Selection Policy.

Section 5 - Procedures

ESTABLISHMENT OF POSITIONS AND APPROVAL TO RECRUIT

(31) Prior to proceeding with any recruitment or selection activity, approval must be sought from the Delegated Officer in accordance with the People and Culture Delegations Policy. Delegated officers ensure compliance with University policy and procedure in the area of position establishment and recruitment and selection within their area/(s) of responsibility.

(32) To establish a new position and to recruit to a vacant position, a Recruitment Request (HR66) form is mandatory. Establishment of new positions includes confirmation that budget approval for the position has been attained.

TYPES OF APPOINTMENT

(33) Types of appointment are specified in the prevailing Victoria University (Academic & General Staff) (EA) and the Victorian TAFE Teaching Staff Multi-Business Agreement (MBA) and the Industrial Skills Instructors Certified Agreement (ISI).

APPOINTMENT THROUGH FORMAL RECRUITMENT AND SELECTION (MERIT-BASED) PROCESS

Continuing or fixed-term positions (of more than 6 months)

(34) Any position which will be appointed on a continuing or fixed-term basis (of more than 6 months) must be subject to a formal recruitment and selection process, other than a direct appointment made by the Vice Chancellor in accordance with clauses (46) to (48) of these Procedures. See clauses (64) to (70) regarding advertising requirements and clauses (87) to (97) regarding selection.

Redeployment

(35) Staff members under redeployment arrangements must be considered for vacant positions prior to the position being advertised in accordance with the relevant industrial instrument, University Principles such as the Redeployment Principles (General Staff) and the Victoria University TAFE Teachers Redundancy, Redeployment, Retraining and Retrenchment Policy and Procedures , or following consultation with People and Culture for all other affected staff. Contact People and Culture for further guidance.

Educational Leadership Positions

(36) These roles include but are not limited to Executive Dean, Deputy Dean, Associate Dean, Head of School and Research Institute Director where these positions exist in HE, VE and VU College. These Procedures aim to provide a contemporary and consistent approach to the appointment process of such key roles enhancing VU's capacity to attract high quality leaders.

(37) Educational leaders are critical to the successful implementation of the University's strategic agenda. The Leadership and Management Capability Framework provides guidance on leadership practice and behavioural requirements and is a reference for the selection of VU's current and emerging leaders.

a. Position Establishment
    i. The establishment of new Educational Leadership positions is approved by the delegated officer in line with the People and Culture Delegations Policy. Where there is an incumbent occupying a position, at least 6 months prior (or sooner should contractual arrangements require) to the cessation of the appointment, the line manager of the position may initiate the 'Reappointment of Executive/Senior Staff in a Fixed Term Role" procedures at clauses (39) to (42) of these Procedures. Alternatively the position

may be advertised.

b. Terms and Conditions of Appointment

Position	Time Fraction	Appointment Length
Executive Dean	Full-time	Up to 5 years
Deputy Dean	0 .5 time	Up to 5 years
Associate Dean	0 .5 — full-time	Up to 3 years
Heads of School*	Full-time	Up to 5 years
Research Institute Directors	0.5 - Full-time	Up to 5 years

i. Educational Leadership appointments may be made on a part-time or full-time basis depending on the requirements of the position, and are normally for fixed term periods. The normal terms for each position are:

*Note that Heads of School in VE are normally appointed on an ongoing basis in accordance with the relevant enterprise agreement.

Competitive remuneration must be offered to attract and retain the best people for these roles. Responsibility loadings may be offered for undertaking these roles in recognition of increased accountability and responsibility.

Formal acting appointments to Educational Leadership positions will generally only be made for consecutive periods of six weeks or longer and approved in line with the People and Culture Delegations Policy.

Recruitment, Selection and Appointment

a. The recruitment, selection and appointment process for identified Educational Leadership roles will be undertaken on the basis of merit and in line with these Procedures and seeks:
   i. to attract incumbents with skills and capabilities appropriate to the University's strategic and operational needs;
   ii. to ensure a fair, equitable and transparent approach to the recruitment process based on merit;
   iii. to ensure recruitment and selection processes are consistent, professional, (including offering courtesies to short-listed candidates such as meeting inter-state and overseas applicants at the airport, providing tours of the campus(es), etc), confidential, timely and efficient and result in appointing the best person for the position.

Advertising

Position	Where advertised
Executive Dean	Internal and External
Deputy Dean	Internal initially
Associate Dean	Internal initially
Head of School	Internal and External
Research Institute Director	Internal and External

a. Some positions may be initially advertised internally only to provide development opportunities for existing staff. At the University's discretion, internal and external advertising may occur simultaneously or positions advertised only externally. External advertising does not preclude internal University staff from making an application for the position.

b. The normal advertising arrangements are:

a. Further Appointment
    i. Further appointments of an incumbent in an Educational Leadership role are normally subject to the Reappointment of Executive/Senior Staff in a Fixed Term Role procedures at clauses (39) to (42) of the University's Recruitment and Selection Procedures.

b. Selection Panels
    i. The composition of the selection panel for Educational Leadership positions will include equitable gender representation. Without making the panel too large, it may be appropriate that external representatives are members of the Panels.
    ii. For positions of Research Institute Director and Associate Dean Research & Research Training, the DVC Research Knowledge Transfer and Exchange or nominee will preferably chair or at a minimum be a member of the Selection Panel.
    iii. For positions of Associate Dean International, the Senior Vice-President, Future Students and Planning or nominee will be a member of the Selection Panel.
    iv. For positions of Associate Dean Teaching and Learning, the Director Teaching and Learning or nominee will be a member of the Selection Panel.

c. Selection Activities
    i. Selection activities will be in line with the requirements of the University's Recruitment and Selection Policy and Procedures. An additional activity which may be used for Educational Leadership positions is the conduct of a seminar presented to the Faculty/Institute staff by each shortlisted applicant.
    ii. The seminar will be organised by the Faculty/Institute and must be organised in such a way that no disadvantages/advantages occur for either external or internal candidates. It is recommended that the seminar takes place prior to the selection interview and is open at least to all Faculty/Institute staff members and to the selection panel.
    iii. Short-listed applicants must not attend seminars by other applicants and all applicants are to be provided with consistent information in preparation for the seminar. It is recommended that candidates are asked to use the seminar to indicate, eg their approach to educational leadership and views on challenges specific to the Faculty/Institute.
    iv. Following the seminar, staff of the Faculty/Institute may be invited to express their views on the candidates' suitability for the position through a ballot process. The ballot results will be considered by the Selection Panel along with other selection activity outcomes for the position.

Secondments

(38) Secondments are an arrangement that may be entered into where a staff member, who is employed by the University in either

a. an ongoing position; or
b. a fixed-term position where the fixed term contract will not expire during the term of the secondment ;

is temporarily moved to another position either within the University or external to the University for a defined period, whilst maintaining their substantive position. Refer to the Staff Secondment Policy for procedural guidance.

Reappointment of Executive/Senior Staff in a Fixed term Role

(39) Staff in Executive/Senior roles are normally appointed on a fixed term basis, either having a fixed term appointment with the University or being appointed to a leadership role within the University for a fixed period of time, eg Associate Dean. Upon expiry of the fixed term appointment, a further contract may be offered in accordance with these Procedures. These Procedures provide a consistent, transparent, rigorous and timely process to determine whether a further appointment of the current incumbent is appropriate.

(40) This review process will be applied upon the upcoming expiry of an incumbent's first or any subsequent fixed term contract where the incumbent was initially appointed through a merit-based selection process.

(41) These Procedures apply to all academic, general and TAFE staff employed on a fixed term basis (with a contract for at least 12 months duration) in an Executive or Senior Officer position, including those staff who have a temporary variation within a continuing appointment with the University.

(42) Applicable positions include, but are not limited to, : Deputy Vice-Chancellors, Pro Vice-Chancellors, Vice-Presidents, Executive Deans, Heads of School, Deputy Deans, Associate Deans, Research Institute Directors, Directors of Service Areas and Associate Directors VU College. The procedures may also be applied to other positions as determined by the delegated officer.

a. Review of Role Requirements
    i. At least 6 months prior (or sooner should contractual arrangements require), to the contract end date, People and Culture will notify the line manager of the position to advise that a review is due of the position requirements and the incumbent's suitability to continue in that position.
    ii. A comprehensive review of the role requirements, ie revision of the position description in the context of emerging strategic goals, should be undertaken.
    iii. Should this review lead to the conclusion that the role is no longer required, the line manager must seek approval for this decision from their delegated officer and advise the incumbent accordingly. People and Culture must also be promptly advised so that appropriate end of contract documentation can be prepared for the incumbent in line with any contractual notice requirements.
    iv. Should this review result in substantial change (at least 20% change) to the responsibilities and skills required, the line manager must seek approval from their delegated officer for a selection process to be initiated in line with the Recruitment and Selection Policy. The current incumbent must be advised accordingly and be actively kept updated with the recruitment process so that they are given every opportunity to apply for the role should they wish to do so.
    v. Should the requirements of the role following the review under clause (42) a ii above remain essentially similar, and upon approval of this by the delegated officer, a discussion should be undertaken with the incumbent to ascertain their interest in being considered for a further appointment in the role. The incumbent will then be advised in writing of the review process as outlined in clauses (42) b to (42) e below.
    vi. The focus of the review will be on the overall performance and 'fit' of the incumbent in relation to the current and future position requirements. The review will be conducted by a Panel, details of which are provided below at clause (42) c i.
b. Review Process - Documentation
    i. The incumbent will be asked to provide evidence to inform the review. The evidence will comprise:
        - A summary of key achievements in their role to date (maximum 2 A4 pages). They may wish to include SPDP review documentation within their summary to support their claim.
        - An overview of their plans for the future in that role (maximum 2 A4 pages).
    ii. At the line manager's discretion, the incumbent may also be required to provide a list of up to six staff with whom they regularly interact, including internal/external clients, peers and direct reports whose feedback on their performance could be sought to effectively inform the review process. The line manager is responsible for seeking this feedback and presenting this to the Panel. Feedback must not be sought from anyone not included in the list provided without the incumbent's prior agreement.
c. Review Process — Panel
    i. A Review Panel will be held where the incumbent will be invited to make a presentation to support their submission of evidence and to respond to questions from the Panel. Panel composition must demonstrate

gender equity and the Panel members must ensure any conflicts of interest are reported and that all deliberations and documentation relating to panel proceedings are kept confidential.

- Panel Composition

For Executive/senior staff whose appointment is under review and who reports directly to the Vice Chancellor, the Panel members will normally be:

Vice-Chancellor (Chair)

Council Member

Vice-Chancellor's nominee

For other Executive/senior staff the Panel members will normally be:

Line Manager (Chair)

2 x Vice-Chancellor's nominees

a. Outcome of the Review
    i. Subsequent to this process the Review Panel makes a recommendation to offer a further contract or not to the Delegated Officer in accordance with the People and Culture Delegations Policy. Where the Vice-Chancellor is a member of the panel, the final decision rests with the Vice-Chancellor.
    ii. Where the incumbent is offered a further contract, the terms of this employment including an appropriate remuneration package will be negotiated at this stage. People and Culture is then responsible for preparing the new contract documentation.
    iii. Where the Review Panel deem that the incumbent should not be offered further employment in the role, the Chair of the Panel will advise the incumbent of this decision and provide feedback. People and Culture will then send formal advice that their current contract will end upon the expiry date and that they will revert to their substantive position, should they have one, within the University. The University may provide appropriate career transition assistance and support in this situation.
b. Process Timelines
    i. This process must be undertaken in accordance with timelines that will ensure a decision is finalized and approved in line with contractual notice periods or at least 4 months before, whichever is sooner, the current contract end date.
c. Overview of the Reappointment Process
    i. See flowchart.

DIRECT APPOINTMENT NOT REQUIRED TO BE MADE THROUGH FORMAL RECRUITMENT AND SELECTION (MERIT-BASED) PROCESS

Casual and Sessional Staff

(43) Casual and sessional staff should be assessed as meeting the selection criteria for the position they are appointed to.

(44) A formal recruitment and selection process is not required, however, it must be assured that selection and decisions are made in a non-discriminatory manner.

(45) It is advisable for Organisational Units to source casual or sessional staff through an expression of interest process and maintains a register of persons who have been appropriately screened by the University as compares to essential selection for required positions and who would therefore be potentially suitable for sessional or casual work.

Vice-Chancellor's Appointments

(46) Vice-Chancellor's appointments are deemed direct appointments with the University and a formal recruitment and selection process is not required.

(47) The Vice-Chancellor may offer 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.

(48) Normally the invited person would exceed the selection criteria for the position and other more suitable applicants would be unlikely to be identified if a competitive recruitment process were undertaken.

Fixed term appointments of six months or less

(49) The positions of Deputy Vice-Chancellor (Research) & Provost, Deputy Vice-Chancellor (DVC) and Pro Vice-Chancellor (PVC) (or equivalent as stipulated by the People and Culture Delegations Policy) may make appointments for periods of six months or less. Such appointments are deemed direct appointments with the University and a formal recruitment and selection process is not required.

a. The appointment must be for a period of six months or less.
b. It must be deemed that the appointed employee meets the selection criteria to be able to competently perform the position.
c. Supporting evidence and a rationale must be provided as to why a formal recruitment and selection (merit based) process has not been undertaken.

Continuing Contingent Funded Appointments of Academic or General Staff

(50) Continuing Contingent Funded appointments may be granted where an employee

a. is appointed to an initial fixed-term contract of a duration of twelve months or greater following a formal recruitment and selection process, and;
b. is being appointed to a subsequent consecutive contract, and;
c. funding has been identified as contingent funding as defined in the prevailing Victoria University (Academic & General Staff) Enterprise Agreement.

Honorary, Adjunct, and Visiting Appointments

(51) Refer to the Honorary, Adjunct and Visiting Appointments Interim Policy for appointment procedures and requirements.

(52) Immigration requirements and conditions applicable to non-Australian citizens and residents must be strictly adhered to, refer to the Relocation and Immigration Assistance for New Staff Policy .

Course, Site and Unit Convenors (Higher Education)

(53) The Executive Dean or nominee, often a Head of School, has overall responsibility for appointing and managing the Faculty's Course, Site and Unit Convenors as part of their wider responsibility of managing academic workload allocation.

(54) Whilst financial remuneration is not paid to staff members with course, site or unit coordination duties, these Coordination roles are recognised in the Academic Workload Model, and valued in the University's Higher Education Academic Promotions Process. Coordinators carry out these responsibilities in addition to their normal duties in their substantive academic role with the University. In line with workload allocation, coordinators are normally appointed

annually and appointments are renewable from year to year.

(55) Normally, sessional staff should not undertake coordination duties. However, this may need to occur in exceptional circumstances where specialised knowledge is required and is not available from amongst continuing or fixed term staff. As for all staff members undertaking coordinator responsibilities, it is vital that appropriate induction, support and guidance in the role, including appropriate professional development opportunities, is provided.

(56) There would not normally be any formal appointment process although it should be ensured that the staff member who is appointed coordinator meets the requirements of the role or is provided with the support needed to undertake the role, and that there is equity in the appointment of staff in these roles.

a. Course Chairs
    i. Where appropriate, e.g. where more than one staff member are interested in assuming the role, brief written expressions of interest are called for a vacant Course Chair position. This process should be undertaken in accordance with timelines which allow for appropriate handover and induction into the role. Within an expression of interest the applicant needs to address their suitability for the role.
    ii. The written expressions of interest are then considered by the Head of School, where appropriate, in consultation with the Executive Dean or nominee and the applicant who best meets the role requirements is appointed.
    iii. Likewise, where no interest is shown in a vacant Course Chair position, the Executive Dean or nominee may approach and negotiate with a staff member whom they consider to meet requirements to undertake the role.
    iv. Course Chairs are normally appointed from among academic levels C, D or E although a staff member at that level is not always available and a Level A or B may be appointed. Wherever possible, the Course Chair role for master degree courses should normally be assigned to an associate professor/professor (level D/E).
    v. For the purposes of workload allocation, written email confirmation of the appointment should be provided to the appointed Course Chair by the Executive Dean or nominee.
b. Site Coordinators
    i. Site Coordinators are appointed by the Faculty and are responsible for the management of an offshore partnership.
    ii. In close liaison with VU International, Site Coordinators play a key role in making sure that academic standards in these programs are maintained so that the University builds good reputation in terms of quality academic content, teaching staff and facilities and the University's duty of care to its international students. Site coordinators responsibilities include:
        - Working with partners to ensure proper standards of qualifications of teaching staff;
        - Encouraging adaptation of curricula to include, for example, local and international case studies;
        - Organising teaching visits to offshore locations by VU teaching staff;
        - Assisting to ensure culturally appropriate teaching strategies;
        - Developing support systems for the preparation of students for the onshore component;
        - Providing advice to both offshore teaching staff and students.
    iii. Where a course is taught both onshore and offshore normally the same staff member would be appointed as Course Chair to both, recognising that the relevant site coordinator may undertake some of the roles of the Course Chair with respect to offshore students. The site coordinator and the Course Chair work closely together in relation to maintaining equivalent standards of teaching and learning.
c. Unit of Study Coordinators

(57) Unit of Study Coordinators are appointed from among the academic staff of the School/Department.

(58) Unit of Study Coordinators are normally responsible to the Head of School and work closely with the Course Chair(s) of the Course(s) containing the Unit.

(59) Where a Unit of Study is taught by a single non-casual member of staff, other than in exceptional circumstances, that person will be the Unit Convenor. The staff member should meet the selection criteria for the position or be provided with the support needed to undertake the requirements of the role.

(60) Where more than one member of staff is interested in assuming unit of study coordination duties, the Head of School may call for brief expressions of interest. The appointee should be able to demonstrate their suitability for the role. The Head of School will normally make the appointment in line with their responsibility for managing academic workload allocation.

Students

(61) Students may be appointed by the University as Staff in accordance with clauses (56) a and (56) b. The University's Recruitment and Selection Policy principles will apply to appointments generally. However the formal recruitment and selection process adopted and the forms required to action the process may be varied per the guidelines of the Centre for Work Integrated Learning applicable to each type of Student appointment.

(62) Normally the process for entry level trainee positions would closely mirror the formal merit-based selection process outlined in these procedures with slight differences in the process for making application, reference checking and the required forms utilised throughout the process.

(63) Immigration requirements and conditions applicable to non Australian citizens and residents must be strictly adhered to, refer to the Relocation and Immigration Assistance for New Staff Policy for more information.

a. Students as Staff Program
    i. Positions identified as suitable for a current VU student (including exchange students) are usually made through an Expression of Interest process for a fixed-term period only.
    ii. Students may be appointed through:
        - Learning in the Workplace and Community (LiWC) placement e.g. Co-operative Education or traineeships, for a maximum period of twelve months; or
        - entry level trainee positions (usually consistent with HEW Levels 1-3), for a maximum period of twelve months; or
        - a casual/sessional appointment.
    iii. The Centre for Work Integrated Learning will provide guidance on the more informal process and relevant documentation required to recruit and select to Learning in the Workplace and Community (LiWC) placements.
b. Student Research Positions
    i. Students may be appointed through their nomination as part of a research grant.

REQUIREMENT TO ADVERTISE

Requirement to Advertise for formal Recruitment and Selection processes

(64) A mandatory component of formal (merit-based) recruitment and selection processes is the advertisement of positions.

Advertisement of positions

(65) Advertisement of positions is mandatory where they are:

a. continuing;
b. for a fixed term period of more than 6 months.

(66) It is expected that all such positions will be advertised, as a minimum, through the University's intranet site ("internal advertisement") for application by eligible employees. Alternate requirements apply with regard to Level A Academic positions, see clause (68) b or where opportunity for redeployment is identified per clause (35).

(67) Students as Staff appointments may be advertised through alternate mediums. Refer to the Student Career Development website.

(68) People and Culture, Recruitment can provide a full range of further options for the advertisement of positions external to the University and the People and Culture intranet site contains information regarding advertising deadlines.

a. Eligibility to Apply for Positions Advertised Internally Only
    i. Only current employees of Victoria University and Indigenous Australian job-seekers applying through Yannoneit Employment Strategy are eligible to apply. This includes full-time and part-time staff members on a continuing or fixed term contract 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.
    ii. To be eligible to apply under Yannoneit the applicant must:
        - be an Indigenous Australian in accordance with the Commonwealth Government's definition of Aboriginal and Torres Strait Islander;
        - be registered with Yannoneit; and
        - be job-matched by the Indigenous Employment Coordinator.
    iii. Victoria University employees must not submit applications to positions advertised internally only on behalf of persons who are ineligible to apply.
b. Advertisement of Higher Education Academic Level A positions
    i. Academic Level A positions shall be advertised in accordance with the prevailing Victoria University (Academic & General Staff) Enterprise Agreement.
    ii. Academic Level A positions shall initially be advertised internally within the University where suitably qualified casual academic employees are employed on a regular and systematic basis.
    iii. Advertisement may occur through the People and Culture intranet site, by email or other medium at the discretion of the Delegated Officer. At the discretion of the Delegated Officer the position may also be subsequently advertised externally.
    iv. Appointment to positions will be through a formal (merit-based) selection process.
c. Eligibility to advertise positions to or otherwise provide priority to Australian citizens or residents
    i. The University will provide priority to suitably qualified Australian citizens or residents in all recruitment and selection processes. Further, the University reserves the right to advertise positions for application by Australian citizens or residents only.
d. Recruiting for Diversity
    i. When preparing to recruit, or as part of broader workforce planning initiatives, Recruiting Managers should consider recruiting for diversity by recruiting from the University's equity target groups. Refer to the Yannoneit Employment Strategy, Equity and Diversity Policy for Staff and Equity and Diversity Strategy for Students, Staff and Community 2009-2011 for more information and guidance.
    ii. The University's current equity target groups are:
        - Indigenous people,
        - People with a disability,
        - People from diverse language and cultural backgrounds, and

- Women.

iii. Where applicable , a targeted search may be instituted to indentify talent (applicants) belonging to an equity target group that is under-represented in the work area but who may be able to meet the selection criteria.

iv. A targeted search may be conducted within, or external to, the University and may be used either:
    - As part of the advertising process if it is anticipated that there will be insufficient candidates from under-represented groups; or
    - Following an advertising process where it has failed to attract sufficient applications from under-represented groups.

v. Targeted searches apply only to the process of attracting talent (applications), all applicants will be assessed against the selection criteria for the position and are appointed in accordance with the Recruitment and Selection Policy and Procedures.

vi. Further information and guidance on conducting targeted searches should be sought from the Staff Equity and Diversity Unit within People and Culture.

Content of Advertisements

(69) No advertisement for a position/(s) may be made external to the University without the University's express approval in relation to content and format. This approval will be facilitated by People and Culture, in consultation with the Marketing and Communications Department where appropriate.

(70) Advertisements must state any requirement for essential qualifications, Working with Children Check, Police Check or other essential licence/registration or background check.

ACCEPTANCE OF APPLICATIONS

(71) All applications for formal Recruitment and Selection processes must be made through the University's on-line recruitment system care of the Victoria University intranet or internet site http://www.vu.edu.au/jobs. Requests for special needs assistance in submitting an application should be directed to People and Culture, Recruitment. The University reserves the right not to accept applications submitted via mediums other than the University's intranet and internet site.

(72) Applications received following 4pm on the advertised closing date will not be accepted subject to the discretion of the Chair of the Selection Panel in exceptional circumstances.

POSITIONS EXCLUDED FROM ADVERTISING

Advertising of positions is not required when they are:

(73) Fixed term appointment (6 months or less)

a. The appointee must be able to demonstrate that they have the expertise to meet the criteria specified for the position.
b. Supporting evidence and a rationale must be given as to why the position is not subject to a formal recruitment and selection process.
c. A subsequent contract in the same position may only be granted once and for up to and including three months only, in exceptional circumstances, and a rationale must be provided.

(74) Casual and Sessional Appointments

(75) A formal recruitment and selection process is not required per clauses (43) to (45) however it may be determined

by the Delegated Officer that advertisements be placed internally or externally to VU to attract suitable candidates for casual and sessional appointments.

(76) Vice-Chancellor's Appointments

a. Vice-Chancellor's appointments are deemed direct appointments with the University and a formal recruitment and selection process, including advertisement, is not required.

(77) Continuing Contingent Funded Employment

a. Continuing Contingent Funded Employment may be offered following an initial fixed-term contract of a duration of twelve months or greater where the initial fixed-term appointment resulted from a formal recruitment and selection process. The second or subsequent contract resulting in continuing contingent funded employment does not need to be advertised.

Informal Recruitment and Selection Process

(78) In circumstances where a formal recruitment and selection process is not mandated, a more informal selection process may be undertaken at the discretion of the Recruiting Manager/ Delegated Officer. This process may involve individual or panel assessment against the inherent requirements or selection criteria for the position and may include the utilisation of components from a formal recruitment and selection process at clause (95).

(79) Processes should be conducted in a manner which ensures process equity and fair treatment of candidates. The principles of confidentiality and privacy must be adhered to at all times.

(80) Background checking, as relevant to the inherent requirements of the position, and/or in relation to eligibility to work in Australia must be undertaken (refer to the Relocation and Immigration Assistance for New Staff Policy and clause (104) of these Procedures).

THIRD PARTY PROVIDERS

(81) 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:

a. undertaking screening;
b. short listing
c. psychometric testing, and
d. other selection activities; or
e. to support activities such as note-taking as deemed appropriate.

(82) Such engagements must be made in accordance with the University's Purchasing Policy .

(83) 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.

(84) The recruiting Organisational Unit is responsible for any costs incurred in employing a person who is registered with or otherwise engaged by an external recruitment agency.

(85) The Recruitment Request (HR66) form must be completed and People and Culture advised well in advance to the publishing of any advertisements by third party providers (should VU's identity be disclosed in such advertisements).

(86) A University based Selection Panel must be established and involved in at least the final stages of the recruitment and selection process. The Selection Panel must have conducted some form of selection activity (independent to the

third party provider) to assess at least the preferred candidate/(s) against the essential selection criteria for the position. The Selection Panel is responsible for making the final decision on candidate selection, documenting selection outcomes as well as any applicable pre-recruitment/ background checks. The Selection Panel must complete the Recommendation to Appoint (HR47) form.

SELECTION

Selection Panels

(87) Composition of Selection Panels for formal Selection Processes

a. A Selection Panel must include a minimum of three members and a maximum of five.
b. At least one Panel Member must be external to the immediate organisational unit. External Panel Members would usually be sourced from an alternate School/ Department/ Branch/ Unit. At a minimum, the external Panel Member must not fall within the same direct management reporting line and must be considered by the Chair of the Selection Panel as being sufficiently removed to provide independent evaluation and perspective to the deliberations of the Panel.
c. Both genders must be represented on all Selection Panels.
d. Where a position is targeted at equity group/(s), at least one member of the Panel must be from that equity group.
e. Where the position is targeted for students, it is allowable for a student who is already a staff member to be a member of the selection panel.
f. Chairs of Selection Panels are usually the Manager/Supervisor for the position being recruited, or their nominee (at an equivalent level).
g. A majority of Panel Members should be at or above the same classification level as the position being recruited for.
h. Chairs and Panel Members must also be trained in Recruitment and Selection in accordance with clause (88) of these Procedures.

(88) Training for Selection Panel Members

a. All Selection Panel members should have completed formal training in the University's recruitment and selection Policy and Procedures and Equal Employment Opportunity compliance training.
b. The Chair of the Selection Panel must have undertaken Recruitment and Selection Policy and Procedures training within the last three years.
c. Formal training may include a VU sanctioned or externally sanctioned course approved by VU People and Culture or one-on-one training from a People and Culture Consultant or Recruitment Officer.
d. A list of trained staff will be maintained by People and Culture.

(89) Role and Responsibilities of the Selection Panel

a. The Selection Panel must ensure that:
    i. any conflicts of interest are declared in accordance with the any conflicts of interest are declared in accordance with the Appropriate Workplace Behaviour Policy, clause (91) of these Procedures and the Recruitment and Selection Policy;
    ii. all deliberations and documentation are kept confidential (including support staff who may have access to such information in their support of the panel);
    iii. a minimum of two selection activities take place in order to make an assessment of applicant/s against the essential criteria defined in the Position Description (e.g. short listing and interview);
    iv. that selection is based on merit;

v. that qualifications are confirmed during interview or prior to commencement of employment;
vi. that applicants are advised of a timeframe for decision making, any feedback planned to be provided and a written offer(s) of employment;
vii. reference checking is conducted for all positions 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) are conducted and deemed satisfactory;
viii. sufficient documentation to defend/ support the decision/s taken by the Selection Panel, through expected completion of the Recommendation to Appoint (HR47) form;
ix. 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
x. notification of status to shortlisted applicants who attended the University for selection activities;
xi. The Chair of the Selection Panel (or nominee) may choose to provide feedback to candidates in accordance with these Procedures.

b. The Chair of the Selection Panel has the authority to alter the composition of the selection panel before the selection process begins:
   i. where a conflict of interest is declared at or prior to the first meeting of the panel, or
   ii. where specialist knowledge or expertise is required, or
   iii. where involving a particular person on the panel will add value to the selection process.
c. Ideally, the Selection Panel should consist of the same members for the entire process, however, members may be substituted and/or co-opted at the discretion of the Chair where this becomes necessary provided that any new members review the process to date and there is agreement about the applicants to proceed to the next stage. The Chair should not be substituted unless under exceptional circumstances.
d. At the conclusion of selection activities and any relevant testing and checks are completed, the Selection Panel may recommend a preferred candidate/(s). In order to make an offer of employment the Recommendation to Appoint (HR47) form must be approved in accordance with the People and Culture Delegations Policy and an original signed copy of that form sent to People and Culture, Recruitment.
e. Where there is more than one suitable applicant this should be noted in the Selection Report so that subsequent approvals and potential offers of employment may be made should a recommended applicant decline the offer or vacate the position (this option may be instituted for a period of up to 6 months from the date of approval of the original Recommendation to Appoint (HR47) form).
f. Where no suitable applicants are found, discussions with People and Culture should occur to decide an appropriate course of action which may include re-advertisement.
g. Where a decision of a panel is not made by consensus, a majority vote will determine the outcome. Where a panel is tied, the Chair will cast the deciding vote. Where a Panel member has a complaint regarding the process this may be exercised in accordance with clause (105).
h. A recommendation by a Selection Panel may be declined by the Delegated Officer in the following circumstances:
   i. the proposed appointment is not considered to be in accordance with the details of the position specified in the original published advertisement;
   ii. the proposed conditions of appointment are not considered to be consistent with the nominated source of funds or employment agreement;
   iii. the proposed successful applicant has not demonstrated they meet the selection criteria;
   iv. selection outcomes are not sufficiently or accurately documented; or
   v. due process in accordance with University Policy and Procedures has not been followed throughout the process leading to the recommendation.

This policy document may be varied, withdrawn or replaced at any time. Printed copies, or part thereof, are regarded as uncontrolled and should not be relied upon as the current version. It is the responsibility of the individual reading this document to always refer to Victoria University's Policy Library for the latest version.

(90) Panels for Equity Groups

a. Where an application is received from an indigenous Australian, it is strongly recommended that the Panel includes an indigenous Australian. Likewise, if there are any applicants from other equity groups, it is recommended that an appropriate equity representative be included on the Panel where possible.
b. Where a position has been identified as an indigenous position and advertised as such, at least one member must be indigenous but ideally 50% of the Selection Panel should be indigenous (either staff member or Indigenous community member) in line with the University's Indigenous Employment and Career Development Strategy.

(91) Conflicts of Interest and the selection process

a. It is recommended that all Selection Panels include a standard requirement to call for conflicts of interest as part of their proceedings. Selection Panel members must declare any perceived, potential or real conflicts of interest to the Chair of the Panel immediately they are known. The Chair of the Selection Panel may seek a replacement Panel member at their discretion following consideration of the conflict of interest and all relevant risks and issues.
b. 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.
c. A Delegated Officer must not exercise delegated authority in relation to a proposed appointment of a family member or any other person with whom she or he has a close personal relationship to any position in the University, including a casual or sessional position, but must refer the appointment to another authorised officer.
d. Refer to the Victoria University Appropriate Workplace Behaviour Policy for more information regarding conflicts of interest.

(92) Application Process

a. Generally the application process involves an applicant:
    i. applying on-line via the University's intranet and/or internet site;
    ii. completing the appropriate on-line application forms and attaching a brief cover letter, resume/ CV;
    iii. providing, as required, any supporting documentation (e.g. evidence of eligibility to work in Australia, Working with Children Check, essential qualifications, registrations or licences);
    iv. providing any initial selection activity response required, on a position-by-position basis, such as a written response to the selection criteria for the position.
b. People and Culture, Recruitment may conduct screening in accordance with clause (93).
c. People and Culture will collate applications for short-listing of the position and forward to all nominated Selection Panel members.

(93) Screening

a. Screening of applications prior to short-listing may be undertaken by People and Culture, Recruitment or an external third party provider on behalf of a Selection Panel by agreement and instruction from the Panel Chair.
b. Screening would generally be undertaken by People and Culture, Recruitment using an automated system based on the applicant's own responses to agreed pre-set questions in the application form. For instance, applicants who indicate that they do not have the right to work in Australia or who have not submitted a resume for consideration may be immediately screened out upon application (and advised they are

unsuccessful as a result).

(94) Short Listing

a. All members of the Selection Panel should meet and/or participate in the short listing of applicants. Where the Selection Panel is unable to meet within a reasonable period after applications close, they may decide to shortlist by telephone or email communication. Short listing would ideally take place within one week of applications closing.
b. The Panel should base its decision on the selection criteria specified in the position description, with internal and external applicants assessed in the same manner, and invite only those applicants who best meet the selection criteria to attend a selection activity. There is no required minimum or maximum number of applicants who should be short listed.
c. The Selection Panel's short list is documented on the Recruitment: Selection Arrangements (HR42) form and forwarded to People and Culture, Recruitment in time to allow candidates 3 working days notice before any face-to-face selection activity is to take place.
d. Where the Selection Panel determines that there are no suitable applicants, they should prepare a Selection Report which is included on the Recommendation to Appoint (HR47) In the event that the position remains required, People and Culture should be consulted. Options which may be considered include:
    i. re-advertising the position;
    ii. reassessing the position description and selection criteria and re-commencing a recruitment process;
    iii. not filling the position and developing alternate arrangements to ensure that the work of the position is undertaken, such as outsourcing.
e. In the case of a short listed candidate residing interstate or overseas, the Selection Panel may choose to consider the candidate in one of the following ways:
    i. arrange for a telephone interview or video conference (preferred). If considered appropriate, the candidate may subsequently be invited to attend the University to be assessed against the selection criteria by the Selection Panel.
    ii. arrange for the candidate to travel to the University for face-to-face selection activities immediately.
f. All expenses and arrangements are the responsibility of the Recruiting Area.

(95) Selection Activities

a. Selection Activities are wide and varied but may include:
    i. behavioural event style interview;
    ii. written response to selection criteria;
    iii. telephone interview;
    iv. work sample test;
    v. case study/ role play;
    vi. seminar or presentation.
b. Please see the Good Practice Guides on the People and Culture intranet site for more information on selecting candidate assessment tools and designing selection activities such as behavioural event interviews.
c. Generally,
    i. all applicants must be assessed and provided with information in the same way;
    ii. candidates must not be compared to each other but rather to the selection criteria and inherent requirements of the position;
    iii. the selection activity must be designed to assess candidates against the selection criteria outlined in the position description;

iv. selection activities must not discriminate or disadvantage applicants in any unlawful way;
v. candidates must not be misled or provided any assurances during the process (i.e. such as assurances of early promotion, renewal of contract, classification or remuneration arrangements nor any offer of further employment beyond that advertised);
vi. all recruitment related expenses and arrangements such as venues, catering and other logistical matters are the responsibility of the Recruiting Area.

(96) Occupational Requirements

Type of Check	Purpose of Check	Applicability	Pre-employment/Transfer Procedures	Ongoing Checking Procedures
Eligibility to work in Australia	To ensure immigration legislation is fully complied with	All new staff (including casual/sessional)	Candidates must provide original/certified copy of Australian passport, citizenship or working visa	Visa expiry dates are recorded on HRIS and flagged. No contract end dates must go beyond visa expiry date
Qualifications or Equivalency	(i) To ensure compliance with regulatory standards (ii) To ensure quality of delivery of services (iii) To determine salary level of TAFE teaching staff	All new staff (including casual/sessional)	Candidates must provide original/certified copy of qualifications	Although expiry dates are recorded on HRIS and flagged, it is the joint responsibility of the manager and employee to ensure the employee re-qualifies if required and provides updated details to People and Culture
Pre-existing injury	(i) To sign a disclaimer around compensation entitlement (ii) To enable preparations for required workplace adjustments	All new staff	Pre-existing Injury Declaration Form is attached to contract of employment — to be signed and returned with the contract	N/A
Police Check and Criminal Record	To meet selection criteria of a role and/or legislative requirements	Only to those staff in positions which require a Police Check only (eg some Finance positions) and do not require a WWCC	Candidates must provide evidence of police check BEFORE commencing employment	Although expiry dates are recorded on HRIS and flagged, it is the joint responsibility of the manager and employee to ensure the employee's Police Check is kept current and VU and Victoria Police are advised of any changes to personal details

Type of Check	Purpose of Check	Applicability	Pre-employment/Transfer Procedures	Ongoing Checking Procedures
Working with Children Check	(i) To ensure compliance with the WWC Act (ii) To ensure VU provides a safe environment for all children/students under 18 years of age	All positions requiring a WWCC under legislation and all VE and FE teachers employed under the MBA and engaged in teaching activities	The E (Employee) Working with Children Check card must be viewed and verified by the recruiting manager BEFORE the employee commences employment	Cost for renewal of check every 5 years is responsibility of employee (with the possible exception of VE teachers — see clause (96) i viii) below). Although expiry dates are recorded on HRIS and flagged, it is the joint responsibility of the manager and employee to ensure the employee's WWCC is current and VU and Department of Justice are advised of any changes to personal details
Professional Registration	To meet selection criteria of a role and/or legislative requirements	Specific roles, eg nursing, psychologists	Candidates must provide originals or certified copies of registration documentation to recruiting area BEFORE commencing employment	Although expiry dates are recorded on HRIS and flagged, it is the joint responsibility of the manager and employee to ensure the employee re-qualifies if required and provides updated details to People and Culture
Licenses, Trades and other Certificates	To meet selection criteria of a role and/or legislative requirements	Specific roles, eg industrial skills instructors in forklift driving	Candidates must provide originals or certified copies of licenses or certificates to recruiting area BEFORE commencing employment	Although expiry dates are recorded on HRIS and flagged, it is the joint responsibility of the manager 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 and VET registration requirements	Vice-Chancellor and direct reports	Fit and Proper Person Check through 'PeopleCheck' — paid for by VU	Annual declaration — September each year. TEQSA/ASQA to be notified of any changes

a. Summary of Occupational Requirement Checks

b. Pre-Employment Screening

   i. As part of the assessment process to determine whether a person is suitable for a particular position at Victoria University, a range of checks is undertaken at the pre-employment stage. The type of checks are specific to the position and aim to protect the professional reputation of the University by minimising risks associated with hiring unqualified and/or unsuitable employees. In this way pre-employment screening offers the University another opportunity to assess that the person being appointed is who they say they are and has the experience and qualifications to effectively perform and undertake the requirements of the role for which they are being recruited. These checks are in addition to referee checks — see clause (96) m — and assist the recruiting area in making an informed appointment

decision.

ii. Determining the inherent requirements of a position is therefore important. Specific occupational requirements must be identified whilst developing the position description and included in all recruitment documentation. The fact that the preferred applicant will be subject to pre-employment screening by the University should be made clear at the advertising stage. Subsequently, specific details of the required checks will be outlined in the offer of employment letter as a condition of employment. A check should also be undertaken where an existing employee is transferring into a position within the University which requires specific qualifications, license or certificates not required in their previous role, ie. pre-employment checking also applies to internal candidates moving into a new role with the University.

iii. The pre-employment screening should be undertaken by the Selection Panel, in conjunction with People and Culture where appropriate, eg Fit and Proper Person Check, and in line with the inherent requirements and selection criteria for the position. Certified copies of required documents must be produced and maintained for the employee's personal file. A certified copy is that which has been verified to be a true copy by a witness after sighting the original. The person certifying the copy must sight the original document and sign in accordance with the University's Document Verification

iv. All individuals subject to pre-employment screening should be advised of the checks to be undertaken, how the information collected will be used and to whom information will be disclosed.

c. Ongoing Checks

i. Whilst it is vital that checks are undertaken at the pre-employment stage, it is also important that the currency of certain occupational requirements, eg professional registration, working visas, is checked on a regular and ongoing basis. Although processes are in place to prompt such regular checks through the HR Information System, eg expiry dates of Working With Children Checks and visas, there is a joint responsibility of the employee's manager (to ensure their staff have up to date registrations and other checks at all times) and the employee themselves to ensure they satisfy such checks at all times during their employment with the University.

ii. In regards to a fit and proper person check, an annual declaration must be made by the appropriate senior officer — refer to clause (96) l

iii. In conducting the checks the employee's/candidate's right to privacy is maintained and all checks are only undertaken with the prior agreement of the individual concerned.

d. Type of Checks

i. Checks include, but are not limited to:

- Eligibility to work in Australia
- Qualifications check or equivalency assessment
- Pre-existing injury declaration
- Police Checks
- Working with Children Check
- Professional Registration
- Licenses, Trades and other Certificates
- Fit and Proper Person Check

ii. Note that not all the above-listed checks are undertaken for each individual but determined by the nature of the position they (will) hold with the University. The cost of undertaking any checks is met by the employee with the exception of the Fit and Proper Person Check which will be met by the recruiting area or the area in which the employee works.

e. Eligibility to work in Australia

i. Victoria University and its delegated officers have a responsibility to ensure that all potential and current employees are eligible to work in Australia. As part of the recruitment process, proof of eligibility to work in Australia must be provided and a person is neither to be offered employment, nor commence work

with the University without all necessary immigration requirements being fully complied with. A contract of employment will not extend beyond the expiry date of a working visa.

ii. Evidence of eligibility to work in Australia includes Australian passport, citizenship certificate or working visa. Certified copies or original documentation in relation to eligibility to work in Australia must be presented to the recruiting manager prior to commencement of employment and attached to the recruitment documentation sent to People and Culture.

iii. Further information regarding immigration and visas can be accessed at: http://intranet.vu.edu.au/hr/RecruitImmigrationAndVisa.asp

f. Qualifications check or equivalency assessment

i. It is a requirement that the University verifies and records essential qualifications for all positions. This is particularly important for TAFE teaching staff as, in addition to ensuring compliance with regulatory bodies, and in line with the employment agreement, qualifications and experience determine salary level.

g. Pre-existing injury declaration and disclosing disability

i. Attached to an offer of employment for all new employees is a pre-existing injury declaration form. This asks the new employee, having been provided with detailed information of the duties they are to perform, to declare their awareness of any pre-existing injury or disease that could be expected to be affected by the nature of their proposed employment and to sign a disclaimer around compensation disentitlement in the event of failure to disclose.

ii. Information around any pre-existing injury which may require adjustments to the workplace will be passed onto the University's Occupational Health and Safety team so that appropriate preparations can be made for the employee commencing employment.

iii. Disclosing Disability

- New employees will be asked if they wish to disclose a disability for purposes of reasonable adjustment and reasonable accommodation. In the event a new employee indicates a requirement for workplace modifications or reasonable adjustment for reasons associated with a disability, it will be managed in accordance with the University's Disability and Medical Condition Support and Workplace Adjustment Policy (For Staff) .

h. Police Record Check and Criminal Record

i. Where a satisfactory Police Records Check is required for a position, a new employee will not commence employment without evidence of the satisfactory check. Victoria University does not conduct a Police Record Check on behalf of applicants; it is the responsibility of the applicant to ensure the check is conducted. Refer to Victoria Police for more information and how to apply. A Police Record Check is not normally required if a Working with Children Check (see 3.9.7.9 below) or Victorian Institute of Teaching registration is also required, although for specific positions both may be required.

ii. The University will only ask prospective staff to disclose a criminal record if a criminal record is relevant to the particular job, for example, a fraud conviction may be relevant to a job in financial management.

i. Working with Children Check (WWC Check)

i. To ensure the University is providing a safe and protective environment for all children under 18 years of age who participate in programs, activities, study or educational services provided by the University, and to ensure compliance with the Working with Children Act 2005 (Vic) (WWC Act), all new employees appointed to a position requiring a WWC Check as determined by legislation and by the University must provide evidence of a current satisfactory WWC Check before they can commence employment. This includes Vocational Education and Further Education teachers employed under the Victorian TAFE Teaching Staff Multi-Business Agreement ("MBA") and engaged in teaching activities, academic lecturers teaching undergraduates who are under 18 years of age, and other positions identified as requiring a WWC Check following a risk assessment by the University.

ii. A WWC Check is not required for those employees with Victorian Institute of Teaching registration (refer to http://www.justice.vic.gov.au/workingwithchildren/home/about+the+check/who+needs+a+check/exemptions/)

iii. A WWC Check is undertaken by the Department of Justice to assess or re-assess whether a person is suitable to work in child-related work. The WWC Check only checks criminal offences relating to serious sexual offences, violent offences and drug-related offences, and for details of 'relevant offences' as defined by the Act. If there are no relevant offences found in the employee's criminal history record, they will pass the WWC Check and be given an Assessment Notice and WWC Check Card.

iv. It is a Victoria University requirement that any VE or FE teacher employed under the MBA and engaged in teaching activities must have a WWC Check. VE or FE teachers employed under the MBA who do not engage in teaching activities do not normally need to obtain a WWC Check, for example, Senior Educators not involved in teaching students, although this may vary according to the specific position.

v. In circumstances where it is not possible to obtain a WWC Check because the employee or prospective employee is not an Australian citizen or an Australian resident, VU will decide on a case-by-case basis the process to be followed to ensure responsibilities under the WWC Act and these Procedures are met.

vi. The determination of positions which require a WWC Check will be in accordance with the criteria set out in the WWC Act and other positions identified by the University as high risk. A list of these positions will be maintained by People and Culture and will include, but is not limited to, any VE and FE teacher employed under the MBA and engaged in teaching activities, school holiday program instructors and teachers, childcare workers, swim instructors, and fitness instructors leading children's programs. All VU staff, agency employees, contractors and volunteers who are, or will be, engaged to work with, or to care for, children in these positions must have a WWC Check.

vii. Prior to the commencement of new employees in positions which require a WWC Check, the recruiting manager is responsible for viewing the original WWC Check Card or receipt of application prior to an employee's commencement with the University. A photocopy of the WWC Check Card (or application receipt) must be included with the relevant appointment documentation and sent to People and Culture for recording purposes. In the case of casual / sessional employees, a copy of the WWC Check must be maintained and filed in the Department/School. For casual MBA teaching employees, evidence of a WWC Check Card must be sighted each time the employee is re-engaged by the University. It is considered a criminal offence for an employer to allow an employee to undertake child-related work if a WWC Check application has not been made.

viii. Currency and Renewal of Checks

- Employees occupying positions requiring a WWC Check are responsible for keeping their WWC Check card current and advising the University and the Department of Justice of any changes to their personal details.
- The cost for ongoing renewal of checks carried out every five years will be the responsibility of the employee, contractor or volunteer with the exception that the University may provide a reimbursement for VE teachers where the WWC renewal is an inherent requirement of the position. This policy of reimbursement will be reviewed annually as part of the VET budget discussions.
- It is the responsibility of the recruiting manager to sight the WWC Check Card prior to the employee commencing duty and, together with the employee themself, to ensure the WWC Check Card remains valid. Validity of WWC Check Cards can be checked on the Department of Justice website on https://online.justice.vic.gov.au/wwc/wwc-online-check by entering the surname and card number.
- For new employees who have a current WWC Check Card, the recruiting manager must ensure the employee completes and sends to Department of Justice a WWC Check Notification of Change of Personal Details Form to allow for the employer details to be updated. This form can be accessed

at Department of Justice Working with Children . The completion of this form will ensure the Department of Justice is able to contact the University in the event that an employee or prospective employee is issued with an interim negative or negative notice; or where their WWC Check Card has been revoked.

- For more information visit the Department of Justice Working with Children website.

j. Professional Registration

i. Some positions require the incumbents to have professional registration and therefore evidence of this is required. Examples include Victorian Institute of Teaching, Certified Practising Accountants (CPA), nursing staff and psychologists. Registration details, including expiry date, will be recorded on the University's Human Resources Information System (HRIS) but it is the joint responsibility of the manager and the employee to ensure the employee re-registers as required and updated details of their registration are provided to People and Culture.

k. Licenses, Trades and other Certificates

i. Some positions require the incumbents to have a license, trade or other certificate and therefore evidence of this is required. Examples include drivers license, forklift license, builder's license, and first aid certificate. As in clause (96) j above, license and certificate details, including expiry date, will be recorded on the HRIS but it is the joint responsibility of the manager and the employee to ensure the employee re-applies as required and updated details of their license and/or certificate are provided to People and Culture.

l. Fit and Proper Person Checks

i. In line with legislative requirements, (namely TEQSA registration and the National Vocational Education and Training Regulator Act 2011) fit and proper person declarations are required for the senior officers of the University who are in positions to influence the management of the University. For this purpose the senior officers are deemed to be the Vice-Chancellor and his/her direct reports. The University has engaged an agency to undertake a fit and proper person check at the pre-employment stage for the preferred candidate for these positions. This check, which is undertaken with the informed consent of the (potential) employee and paid for by the recruiting area, includes a check on criminal charges or convictions, a bankruptcy search and a search of the banned persons list to ascertain whether the candidate has ever been disqualified from managing corporations.

ii. Once employed, an annual declaration is to be completed in September each year by the incumbents of these positions. The declarations will be sent out from People and Culture and the completed documentation retained on the employee's personal file.

iii. Furthermore, the relevant legislative bodies must be notified at any time of any changes which may affect the University's ability to meet the standards required under legislation, eg a change in the incumbents of these senior officer positions, or an individual's situation in regards to meeting the fit and proper person check requirements.

m. Referee Checks

i. 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, regardless of whether the preferred candidate/(s) is a current VU employee. Further checks may be required at the discretion of the Chair of the Selection Panel.

ii. Reference Checking is usually the final and confirmatory selection activity conducted prior to a recommendation to appoint.

iii. The Chair of the Selection Panel (or nominee within the Selection Panel) is responsible for conducting reference checks. The Chair must ensure that reference checks are obtained lawfully in relation to Privacy requirements, are conducted in a non discriminatory manner so as not to offend anti-discrimination law and are based only on the selection criteria and inherent requirements of the position.

iv. Reference checks must be documented and be forwarded to People and Culture with the Recommendation to Appoint (HR103)
v. Prior to conducting any reference checks the Chair must ensure they have explicit approval from the candidate to contact referees even where referees have been listed in a candidate's application documentation. The Chair, at their discretion, can request further or alternate referees from a candidate in order to ensure the Selection Panel are able to make a fair and reasonable assessment of the candidate against the position requirements.
vi. Referees should normally be briefed and supplied with a copy of the Position Description by the candidate to assist them to understand the position and respond in relation to the criteria in the areas in which they are competent to comment.
vii. A member of a Selection Panel is not able to fulfil the role of referee for a candidate.
viii. Refer to the Good Practice Guides on the People and Culture intranet site for further guidance regarding Reference Checking.

n. Consideration of Adverse Information or Discrepancy
    i. If the background checks result in adverse information or discrepancies, the manager must seek advice from the People and Culture Department who will liaise with the Director Risk, Legal, Records and Compliance to determine the effect of the information to the University and undertake an assessment. Each case will be considered on an individual basis and will include an assessment of the level of risk to the University.
    ii. The information will be assessed in relation to a number of factors to ensure the information or discrepancy is considered and acted upon in a fair and consistent manner and in a way which minimises any risk to the University. Factors that will be considered would include, for example, the relevance of any criminal offence to the incumbent's role, the extent of any criminal record revealed, the type and timeframe of any offence committed. If the University refuses employment because of a criminal record, it is not discrimination if the criminal record is relevant and it means that the person is unable to perform the 'inherent requirements' of the job. It must be noted, however, that if the University refuses employment on the grounds of 'irrelevant' criminal record, the candidate could make a complaint of discrimination to the Human Rights Commission.
    iii. Any criminal record information identified is to be destroyed no later than three months after the information was received.

(97) Recommendation to Appoint

a. Following a selection process, where the Selection Panel has determined their preferred applicant/s the Recommendation to Appoint (HR47) form needs to be completed for types of appointment including:
    i. Continuing and fixed-term appointments (6 months or more);
    ii. fixed-term appointments (6 months or less);
    iii. Continuing contingent funded appointments;
    iv. Vice-Chancellor's appointments.
b. A detailed Selection Report (or suitable documentation) must be included where a formal (merit-based) recruitment and selection process was undertaken. A Selection Report pro-forma is included in the Recommendation to Appoint (HR47)
c. The Selection Report documents and provides reasons as to why the preferred candidate/(s) best meets the selection criteria for the position. It is expected that the Selection Report section of the HR47 form be completed, however it is critical that selection outcomes are otherwise thoroughly documented to ensure the University can defend/ support its decisions in reference to the inherent requirements and selection criteria for the position.
d. Refer to the People and Culture intranet site Good Practice Guide for Documenting Selection Outcomes for

further guidance.

e. A delegated officer may refuse to approve a recommended appointment as described in clause (89).

POST SELECTION ACTIVITES

(98) Notification and feedback to Applicants and Candidates

a. Applicants not short listed are notified in writing (usually via email) by People and Culture following short listing unless other arrangements are made with the Chair of the Selection Panel.
b. The Chair of the Selection Panel (and/or delegated nominee on the Panel) is authorised to provide feedback to unsuccessful applicants.
c. The Chair of the Selection Panel (and/or nominee on the Panel) may give brief verbal feedback to unsuccessful external candidates who attended the University to participate in selection activities. People and Culture, when authorised by the Chair of the Panel, will send a written notification (usually via email) as to the candidate's status as unsuccessful.
d. Internal applicants should receive an offer of feedback which, if accepted, could possibly inform the employee's Staff Performance and Development Plan.
e. It is recommended that successful candidates should also be provided with the opportunity to receive feedback by the Chair of the Selection Panel (or nominee) at a suitable time.
f. Further guidance on how to approach the provision of feedback to candidates is available from the Good Practice Guides on the People and Culture intranet site or from People and Culture Consultants.

(99) Offer of Employment

a. The preferred (recommended) candidate/(s) may be advised of their status as being recommended as the preferred candidate and negotiation of employment arrangements made by the Chair of the Selection Panel/ Recruiting Manager. Negotiation would normally occur around the elements noted on the HR47 form inclusive of; employment dates, remuneration and benefits, conditions such as completion of particular qualification/(s) and potentially flexibility in work arrangements where reasonable.
b. However, it must be noted to the candidate that they are not yet successful in their application for employment and that the process of negotiation does not constitute a formal offer of employment.
c. A formal offer of employment can only be made by the Delegated Officer in writing in accordance with the People and Culture Delegations Policy
d. Refer to the Good Practice Guides on the People and Culture intranet for guidance in relation to the negotiation process with preferred candidates.

(100) Commencement

a. An appointment must be formally offered in accordance with the People and Culture Delegations Policy, and accepted by the candidate (by signature on the letter of offer) prior the commencement of duties in any position with the University.

(101) Counter Offers and Market Loadings

a. Counter Offers may be considered in exceptional circumstances to retain a staff member who can provide evidence of a genuine offer of employment that is external to the University. Consideration should be given to the strategic importance of the position to the University and the uniqueness of the expertise held by the staff member. Refer to the Counter Offers (Procedures for Making) Policy for further information.

(102) Secondments

a. Where an existing employee on a continuing, continuing contingent funded or fixed-term contract of employment with the University is successful in attaining an alternate position with the University, the Secondment Policy may apply depending on the individual circumstances. Refer to the Staff Secondment Policy for further procedural guidance.

(103) Relocation and Immigration

a. Where an applicant is not an Australian citizen or resident, or is required to relocate to work at Victoria University, the Relocation and Immigration Assistance for New Staff Policy may apply and must be adhered to along with all relevant legislative provisions.

(104) Document Management

a. Documentation of Selection Activities
    i. Documentation in relation to selection activities must be managed in accordance with the University's Records Management Policy, Privacy Policy and relevant legislation.
    ii. Certain Recruitment and Selection records may be subject to Freedom of Information legislation and the University may be required to support its decisions in the event of litigation or an Adverse Action claim made by a prospective, current or past employee under the Fair Work Act 2009.
    iii. The Chair of the Selection Panel must ensure that accurate and complete records are made for all recruitment and selection processes. The Chair of the Panel should ensure that all relevant documentation and information pertinent to the decision making process is reflected in the Recruitment Request (HR66), Recruitment: Selection Arrangements (HR42), Recommendation to Appoint (HR47) or otherwise forwarded to People and Culture.
    iv. It is recommended that the Chair of the Selection Panel retain the following records generated from a recruitment and selection process for a period of at least twelve months and then ensure secure destruction of documents:
        - Short-listing notes or annotations made on individual applications.
        - Interview questions/ selection activities and notes made by individual Panel Members of selection activities.

(105) The Recruiting Manager may securely retain copies of Recruitment Request (HR66) Recruitment: Selection Arrangements (HR42) and Recommendation to Appoint (HR47) including Selection Report to facilitate further recruitment and selection or to support budget allocation records.

a. Management of Staff Records for Continuing, Continuing Contingent Funded and Fixed Term appointments
    i. People and Culture maintain records for continuing, continuing contingent funded and fixed-term staff members. Documentation includes, but is not limited to:
        - Signed Letter of Offer
        - Position Description
        - Evidence of eligibility to work in Australia and date and place of birth
        - Evidence of essential qualifications
        - TAFE Salary Assessment documentation
        - Working with Children Check or VIT registration (as required)
        - Recruitment Request (HR66), Recruitment: Selection Arrangements (HR42), Recommendation to Appoint (HR47)
b. Management of Staff Records for Casual or Sessional appointments
    i. People and Culture maintain records for casual and sessional appointments. Documentation includes, but

is not limited to:

- Casual/ Sessional contract
- Evidence of eligibility to work in Australia and date and place of birth
- Evidence of essential qualifications
- Working with Children Check or VIT registration (as required)
- Time sheets

ii. The Recruiting Manager must maintain private, secure records for casual and sessional appointments including;

- Evidence of suitability against selection criteria.
- Evidence of support to be provided (eg. where there is no Cert IV in Training and Assessment in a Vocational Education position).
- Completed induction checklist and evidence of completion of Induction to Teaching.
- Evidence of the completion of mandatory internal training (e.g. online Equal Opportunity training).

COMPLAINTS ABOUT THE PROCESS

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

FEEDBACK TO People and Culture

(107) People and Culture are committed to continuous improvement of its policies and procedures and values feedback. Feedback may be provided through the People and Culture intranet site.

Section 6 - Guidelines

(108) Nil

Status and Details

Status	Historic
Effective Date	14th August 2018
Review Date	14th August 2021
Approval Authority	Chief of Staff
Approval Date	7th August 2018
Expiry Date	15th December 2020
Accountable Officer	Lisa Line Deputy Vice-Chancellor Enterprise and Digital Lisa.Line@vu.edu.au
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