

unisa

RECRUITMENT AND SELECTION

GOOD PRACTICE GUIDE



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Introduction

A high performance culture driven by pride and passion is essential in supporting the University's vision of being a leading contributor to Australia having the best higher education system in the world, supporting the world's best educated and most innovative, cohesive and sustainable society.

People are at the core of, and vital to, the achievement of this vision.

Effective recruitment and selection is about finding the best person for the position; the person that has the right skills, abilities, knowledge and experience to perform the responsibilities and meet the challenges of the position.

A well-planned recruitment and selection process will attract the right candidates and will rigorously assess those candidates against the requirements of the position.

The Recruitment and Selection Good Practice Guide has been developed to assist managers and Human Resources professionals effectively fill vacancies within the University. It is accompanied by two specific reference documents:

- [Information for Panel Members](#); and
- [Information for Applicants](#).

Appendix A provides a summary of the recruitment and selection process at UniSA and some of the actions undertaken at each stage of the process.

Recruitment within the University is based on a number of core principles outlined in the [Recruitment and Selection policy](#).

These principles include:

- building workforce capabilities
- selecting on merit
- ensuring fairness and accountability
- valuing a diverse workforce
- ensuring an efficient, effective and timely process; and
- maintaining confidentiality.

Role of the Human Resources professional

Your local Human Resource professional can assist with job analysis, recruitment planning, advertising markets, competitive salary, selection committee membership and selection strategies.

Recruiting a diverse workforce

The University recognises the importance of a diverse workforce whose capabilities are recognised and has a responsibility to ensure that:

- staff with disabilities are not discriminated against by less favourable treatment or indirectly by treatment which is less favourable in its impact
- reasonable adjustments are made to accommodate an employee's disability where required
- harassment of staff with disabilities is avoided and prevented.

The University's [Equal Opportunity policy](#) and all other equity policies and principles apply to the recruitment and selection process. Specific information relating to equity considerations in recruitment and selection can be found in the [Equity and Diversity](#) section on the Human Resources website or by contacting the Human Resources Unit.

The University's commitment to attract and recruit Indigenous people is articulated in the Indigenous Employment Strategy 2008 – 2010.

It is important to note that it is not deemed discriminatory to fail or refuse to employ a person with disabilities if the person is unable, or would be unable, to perform the inherent requirements of the role and that this inability cannot be remedied by making a reasonable adjustment.

In order to fulfil the capabilities of the role, the requirements of some people with disabilities may need to be accommodated within the work environment. Many of these requirements can be made with little or no cost, however, there are occasions where the costs involved are greater than an area can manage.

To ensure the best possible person for the job is employed, the University has created a fund to assist with reasonable costs associated with employing a person with disabilities. This fund is managed by the Director: Human Resources and managers can apply for these costs to be met or shared.

If you are unsure as to what constitutes adjustments, whether a request for an adjustment is appropriate or reasonable or you require advice on costs or funding, please contact the Human Resources Unit for advice.

Step 1 - Defining the Position

This section includes information about:

- Job analysis
- Position description
- Review of classification

Job analysis

The decision to undertake a recruitment process should begin with an [analysis of the position](#) and be used as an opportunity to review the position description.

Job analysis and design is a vital part of the recruitment process. Organisational needs are constantly changing and when a position becomes vacant it is important to re-examine the role. In some cases you may find that the position is no longer required. It may be possible to allocate the duties elsewhere or they may be better filled at a different level.

A well designed job is much easier to recruit for as it ensures an appropriate match of the person to the position.

Position description

The position description must provide applicants with a clear indication of the duties, accountabilities and outcomes expected of the position. [Writing position descriptions](#) is a guideline designed to assist managers and local Human Resources professionals develop and review position descriptions.

The position description is the base document used in the management of the staff member's performance as outlined in the University's [Performance Development and Management Framework](#).

Position evaluation

The work value of the position is dependent on a range of factors. Positions are evaluated to establish internal benchmarking and to determine the appropriate classification level within the University's Industrial Instruments. Further information about classifying positions can be found at the University's [Classification and Reclassification website](#).

Significant changes to a role may require a review of classification and it may also be necessary to refer to the [Position Title Guidelines](#).

Step 2 - Planning to Recruit

This section includes information about:

- Approval to recruit
- Redeployees / rehabilitees
- Recruitment process timeline
- Panel membership
- International recruitment

Recruitment planning enables the manager to consider a process to:

- market the benefits of becoming a staff member of UniSA
- create an 'ideal'/'high performing' staff member profile
- utilise innovative talent sourcing methods (for example, creative advertising strategies)
- target the specific applicant market
- use appropriate applicant assessment methods.

Managers are assisted in the recruitment process by the following:

- [Recruitment Plan Checklist](#)
- [Hiring Manager's Recruitment Checklist](#).

Approval to recruit

To ensure the recruitment approval process is as efficient as possible, managers should identify the rationalisation underpinning the need to recruit by considering:

- the need for the position
- the key role of the position
- how the position fits into the existing structure
- the alternatives to filling the position
- agreed workforce planning priorities/needs
- budget implications.

Before commencing the recruitment process, managers must obtain approval from the appropriate senior manager in accordance with the [Vice Chancellor's Authorisations](#). Appendix B summarises the authorisations required to commence recruitment to new and vacant positions.

Redeployees / rehabilitees

University redeployees / rehabilitees must be considered for all vacant positions prior to advertising. Please contact the [Human Resources Unit](#) for more information.

Panel membership

The size and composition of the panel is determined by the Chair. The following is a guide to the number of members considered appropriate to sit on a panel:

Academic Levels A & B	2-4 members
Academic Level C	3-4 members
Academic Levels D & E	4-5 members
Professional, Security, Grounds and Document Services Staff	2-4 members

Expert membership

The Chair of the panel is responsible for selecting panel members with the required expertise to assess and validate the claims of each candidate in order to make a recommendation for appointment.

Interviewing for Indigenous positions

Positions which specifically mandate Indigenous occupancy must include one or more Indigenous people as members of the panel. In the process of selecting the most suitable Indigenous employee, ensure that an Indigenous person is on the panel who is of a different clan group from the candidate(s). The Consultant: Indigenous Employment and Development may participate as a panel member. Refer to the [Aboriginal and Torres Strait Islander staff website](#) for more information.

International recruitment

There are a number of sponsorship methods for recruiting international staff to Australia. Local Human Resources professionals should refer to the Human Resources Unit for information prior to offering employment to an overseas applicant.

The Human Resources Unit will act as a liaison between the organisation and the Department of Immigration and Border Protection.

Step 3 - Attracting Candidates

This section includes information about:

- Advertising
- Employment referral program
- Information for applicants
- Responding to enquiries and applications
- Targeting an international audience
- Application requirements
- Timelines for advertising internal and external vacancies

Advertising

All vacancies in excess of twelve months must be advertised.

The [Recruitment Advertising Deadlines Table](#) provides the cut-off dates and times for vacancy advertisements.

eRecruitment

The University uses internet based software to attract, screen and recruit suitable job candidates. This is known as e-recruiting (or electronic recruiting). E-recruiting reduces the time taken to identify appropriate candidates, helps organisations improve the quality and quantity of the applicant pool and reduces the cost of the recruitment process.

A vacancy is entered through the University's eRecruitment site, commencing with an approval process requiring the senior manager's online authorisation to fill the vacant position.

The online vacancy will contain:

- the advertisement
- the cover sheet and position description
- any selection criteria that must be addressed.

Please refer to your eRecruitment Manual or your local Human Resources professional for more information about the eRecruitment process.

An All Staff email is distributed weekly to advertise all vacancies.

UniSA website

Both internal and external advertisements are placed on the [Working @ UniSA website](#).

Job websites

Vacancies are uploaded regularly to internet job websites by the Human Resources Unit.

Print media advertising

The aim of the print media job advertisement is to lure candidates who are not actively looking. In contrast internet advertising often captures the active job seeker. Both forms should direct applicants to the University's career website where they can obtain information about current vacancies and the benefits of working at UniSA.

The Human Resources Unit coordinates external advertising with the University's advertising agency and prefers to use composite or block adverts when advertising in the print media.

While consistency in presentation is preferred, Divisions/Units should adjust the content of the advertisement to suit the requirements of each particular position. For example, more information may be needed for a senior academic or management position, than is needed for an administrative position.

Developing a successful print advertisement

The formatting of the advertisement must be consistent with the University format as set by the Communications and Marketing Unit. For further information please refer to the [Recruitment Advertising Writing Tips](#).

Employment Referral Program

The [Employment Referral Program](#) allows a referral bonus to be paid to staff members who refer candidates to designated professional vacancies if they are subsequently appointed.

Information For Applicants

A web page specifically for applicants applying for any advertised position is available at the [Working @ UniSA website](#).

Conditions of employment

The University has excellent conditions of employment, such as superannuation, leave provisions, and flexible work practices. The [Attraction Checklist](#) is a valuable tool to use when communicating with the potential candidates.

It is also important that potential candidates are made aware early in the recruitment and selection process that a probation period may apply.

Step 3 - Attracting Candidates (cont.)

Responding to enquiries and applications

All contact that potential candidates have with UniSA contributes to their positive/negative view of the University. Response to enquiries should always be prompt. Shortlisted candidates should be notified as soon as practicable and informed if the process is delayed.

The eRecruitment system has the ability to contact groups of candidates by email about the progress of their application. Personal contact by telephone may still be used where it is considered preferable, for example, senior positions.

The panel should use discretion regarding the acceptance of late applications to:

- ensure the inclusion of quality applications
- address extenuating circumstances
- ensure equity and consistency.

Targeting an international audience

One of the best ways to recruit internationally is to advertise on the Internet. Using online recruitment sites such as [Unijobs](#) and [Seek](#), will allow international applicants to view the position and submit their application online.

Other ways of attracting international applicants include:

- advertising in international journals (for example, New Scientist for research positions)
- networking opportunities
- head hunting
- advertising in the local papers or job websites of targeted countries
- international search companies.

A link to the Department of Immigration and Border Protection's [Visit Australia webpage](#) may be a useful addition to the advertisement to provide potential candidates with information about visas, and living and working in Australia.

Candidates seeking specific information about living in South Australia can be referred to the [Immigration SA](#) website.

Application requirements

Applicants to UniSA are required to complete the online application form. The following documents may be uploaded as one file:

- a cover letter
- curriculum vitae
- any other supporting documents e.g. transcript, list of publications.

Application requirements should be clearly identified in the information package.

The University requires referee information at some stage, however, many candidates prefer not to provide referees unless they have been shortlisted. Two referees for Professional, Security, Grounds and Document Services positions and three referees for Academic positions are required.

Addressing selection criteria (where required)

Addressing selection criteria is no longer essential for University vacancies, particularly professional positions. The process is considered tedious and may deter some highly skilled candidates from applying.

Where it is a requirement, it should be clearly identified in the customised application form and reiterated in the Cover Sheet attached to the Position Description.

Alternatively, the selection criteria can be addressed during the selection process by:

- using behavioural questions that relate to the criteria
- measuring an applicant's ability through a specific assessment
- responses by referees to questions relating to the criteria.

The position description should not be relied upon as an attraction tool for potential candidates to a position. There are other tools which can be used to attract potential candidates, such as a recruitment brochure.

Step 4 - Selecting the Candidate

This section includes information about:

- Shortlisting
- Selection techniques
- International recruitment
- Prior knowledge
- Online verification of qualifications
- Reference checking
- Informing candidates of the outcome
- Administration requirements

Shortlisting

Shortlisting is conducted to determine which applicants will proceed to the next stage of the selection process. Shortlisting is done by assessing the information provided by the candidate in their application against the essential criteria in the position description.

Panel members involved in shortlisting should be provided with:

- applications including any supporting documents, for example, the cover sheet, covering letter or email and curriculum vitae
- the advertisement and position description
- a [selection grid](#) (if required)
- [Recruitment and Selection Information for Panel Members](#).

The panel must be advised of any information that may negate the validity of the application.

Contact the Human Resources Unit for information about work entitlements on varying visa subclasses.

Shortlisting and interview administration checklist

- ensure that an appropriate room for the interviews has been organised
- applicants shortlisted should be advised if an assessment or a multi-faceted task is part of the process
- collect all applications that have not been shortlisted (the panel should retain shortlisted applications only)
- applicants who have not been shortlisted should be notified as soon as possible
- all unsuccessful applications are destroyed. Softcopy curriculum vitae will be kept in our eRecruitment database if the candidate has given their permission.

- shortlisted applications and other information should be forwarded to the members of the panel prior to interview
- interview details are created in conjunction with the Chair and forwarded to panel members prior to assessment and interviews
- interview questions that relate to the essential criteria and/or the work area should be determined. The [Question Bank](#) is a good resource for interview questions.

Probation

It is important that candidates are made aware early in the recruitment and selection process that a probation period may apply.

Selection techniques

Panels are encouraged to use a multi-faceted approach to gain as much information as possible from the candidates.

Interviews

The interview is a two-way communication between panel members and the candidate. It allows the panel to assess the candidate's potential and enables the candidate to assess the University's proposed position and environment.

If you have a large number of candidates to choose from, or are having trouble separating your top two or three, then a second interview may be useful. Remember this will add to your selection timeframe.

Presentations

Presentations can be a good tool to assess whether a candidate can demonstrate that they meet particular criteria (for example, verbal communication skills, knowledge of particular relevant subject matter).

View past work (journals, research papers)

In some situations it may be useful to view work produced by the candidate to assess their skills in a particular area. For example, a journal published or brochure with their copyright. Past work should be clearly identifiable as the candidate's or verified by a referee.

Step 4 - Selecting the Candidate (cont.)

Assessments

There are a number of assessment methods available including Psychometric testing and work area assessments to test specific job role tasks and skills.

Reference checking

References are a critical component of the recruitment process and it is important to undertake a thorough checking of all preferred candidates. Reference checking should be conducted by the Chair of the Panel or the Human Resources Professional. For further information relating to reference checking please refer to the [Information for Panel Members](#).

International recruitment

When recruiting internationally the applicant must be eligible to work in Australia. A potential applicant may be eligible in their own right; however in some cases they may require sponsorship by the University.

Selection methods for international applicants

The strategies listed below are examples of methods used by the University to select and appoint staff from overseas.

- Teleconference / video conference
- scheduling interviews when candidates are in the country or when senior staff are in the applicant's country sighting samples of work which can be verified
- flying the candidates to Australia (generally used only for very senior positions).

Prior knowledge

Caution should be exercised when introducing prior knowledge of a candidate as it may be out of date, be atypical or highly subjective and overly advantage or disadvantage particular candidates.

Members of a selection panel should discuss withdrawing their panel membership with the Chair if they believe they have information about a candidate that will, or may, preclude them from making an objective judgement.

Online verification of qualifications

If the candidate is a graduate of UniSA their qualifications can be verified at [UniSA Award Verification Online](#).

Informing candidates of the outcome

If they have the authority to do so, the Chair should advise candidates of the outcome as soon as practicable (refer to the section on appointing the candidate).

Unsuccessful interviewed candidates should be provided with the opportunity for feedback. Feedback should be provided in verbal format only.

If the candidate is the second preferred candidate then it is appropriate to tell them so. Any candidates deemed appointable but ranked second should not be told they are unsuccessful until such time as the successful candidate has accepted.

Providing feedback

When providing verbal feedback be sure to:

- be sensitive - choose the most appropriate time and place
- give specific reasons for the decision
- demonstrate the decision was based on information related to the position description and selection criteria
- ensure the maintenance of confidentiality of the process
- focus on the experience or skills gap and not the person
- provide examples of where the panel saw experience or skills gaps
- focus on observations, not inferences or judgement
- be constructive in giving the feedback by providing information that will assist the candidate to perform better next time.

Further information on providing feedback is available in [Providing Quality Feedback: A Good Practice Guide](#).

Administration requirements

The following checklist should be followed:

- administrators will process letters for all unsuccessful candidates through eRecruitment.
- all unsuccessful applications are destroyed. Softcopy curriculum vitae will be kept in our eRecruitment database if the candidate has given their permission.
- the outcome of the selection process should be recorded via eRecruitment or in a selection panel report which is retained on file by the local Human Resources professional.

Templates for these documents can be found at the [recruitment templates website](#).

Step 5 - Appointing the Candidate

This section includes information about:

- Authority to make an offer of employment
- Remuneration
- Negotiating the offer
- Formalising the offer
- Contract of employment
- Appeals
- International recruitment
- Information and forms
- The next steps

The period where suitable employment, salary and conditions are being negotiated can impact on whether the chosen candidate accepts the position offered.

Authority to make an offer of employment

An offer of employment should only be made by staff members who have the authority to do so. The Vice Chancellor (or nominee) is the only University staff member authorised to make such an offer in accordance with the [Vice Chancellor's Authorisations](#).

It is important to note that a legal offer of employment is not restricted to written offers. A verbal offer can still form a valid contract of employment.

The Vice Chancellor may appoint outstanding individuals to senior positions by invitation, where the Staff Recruitment and Selection Policy principle applies. This principle is supported by guidelines to ensure a consistent approach.

Remuneration

The [applicable industrial instrument](#) outlines the salary levels for the Academic, Professional, Security, Grounds and Document Services staff classifications.

Any capacity to negotiate the step of the salary range or any other special remuneration arrangements should be discussed with the authorised delegate prior to commencing negotiations. Please refer to the [market allowances website](#) for further information about market allowances.

No negotiation of remuneration beyond that defined in the applicable industrial instrument can occur without appropriate approval through the [Vice Chancellor's Authorisations](#).

Information on allowances and other remuneration options can be obtained through your local Human Resources professional and the [Human Resources Unit](#).

Negotiating the offer

Prior to commencing negotiations with a candidate it is essential the Chair has a clear indication of the incentives they are authorised to negotiate or offer. Incentives may include allowances or additional staff development funding. However, when negotiating with a candidate the incentives should be fair, consistent and equitable and should not be offered unless the authorised delegate has approved them for negotiation.

Once an offer is made and accepted by the candidate the University is bound by that agreement. All negotiations should be consistent with the [applicable industrial instrument](#).

Formalising the offer

Prior to formalising the offer, the Chair should ensure the following are complete:

- qualifications are sighted and verified
- academic titles are granted where appropriate
- *Academic Practice @ Unisa* program has been discussed with academic and research only candidates where appropriate
- medical examination (if required)
- security clearance/National Police Clearance (if required)
- Australian Citizenship, New Zealand Citizenship, Permanent residency or appropriate work visa is verified. *

* There are substantial employer and staff member penalties for hiring an illegal worker.

The Human Resources professional should obtain consent from the candidate and then email vevo@unisa.edu.au to verify work entitlement through VEVO 'Visa Entitlement Verification Online'.

Further information about the VEVO process can be found in the [VEVO Fact Sheet](#).

Step 5 - Appointing the Candidate (cont.)

Probation

At the commencement of their employment with the University, all employees of the University will be placed on a period of probation. The [appropriate industrial instrument](#) outlines the minimum period for staff.

Prior to commencing employment with the University, It is important that the staff member is made aware that a probation period may apply and the probation end date. This information should be contained within the letter of offer and contract of employment.

Further information about probation can be obtained from the [appropriate industrial instrument](#) and the [probation website](#).

Academic Practice @ UniSA

As part of probation, academic and research only staff members (Levels A to C) are required to complete the *Academic Practice @ UniSA* program within one year of commencement. This requirement should be discussed with preferred candidates at the interview stage and at the time of offer.

Contract of employment

A letter of offer, employment agreement and the terms and conditions covered under a collective agreement should be sent to the candidate as soon as possible after the Chair has negotiated the terms of employment. A package of information and forms (see table overleaf) needs to be sent with the contract and should be signed and returned to the University prior to the staff member's commencement date.

The appointee must accept the employment offer in writing before commencing employment. Once this information is received, the new staff member's details will be entered on the University's information systems.

Contract of employment templates are available at the [recruitment templates website](#).

Where a continuing staff member is selected for appointment to an advertised fixed-term position, please refer to the [Managing Internal Secondment Guidelines](#) and the [Secondment Agreement template](#).

Appeals

Thorough planning will ensure that in the event of an appeal the panel can demonstrate due process was followed and the principles of recruitment and selection were applied.

Only internal staff may appeal against a selection process. An appeal against an appointment may only be made on the grounds that due process was not followed. Appeals will be in accordance with the [applicable industrial instrument](#).

Settlement for international staff

International staff will require more support during settlement. Providing sufficient support for new international staff will assist them to settle into their new role with ease and increase retention. Managers should be aware that the contentment of a new staff member's family may influence retention. Therefore, offering additional out of hours support to the new international staff member and their family may be beneficial.

The [Guidelines on Relocation Management Services](#) provide information about the support available for the relocation of staff. Please contact the Human Resources Unit for a copy of this information for applicants relocating to South Australia.

The [Welcome to South Australia: A Guide to relocating to SA](#) is a useful resource for staff who are relocating to SA to commence work at the University of South Australia.

The [Settlement checklist](#) has been developed to ensure successful settlement of a new or continuing senior academic staff member to a role within the University.

The next steps

Once the preferred candidate has been selected, induction, probation and performance management should be the next priority. For details on these processes please refer to:

- [Induction](#)
- [Performance Development and Management](#)

Step 5 - Appointing the Candidate (cont.)

Information and forms

Prior to commencement, the letter of offer, contract of employment, relevant paperwork (see below) and a replied paid envelope is sent to the candidate via the post.

The candidate returns the completed documents to the HR Officer in the replied paid envelope.

Once all paperwork has been received, the HR Officer takes the appropriate action (see below).

A position should be created on the HR Information system (if it has not yet been created) and the details of this position (including the position number) should be included on the HRIS002 form. For further information, please refer to [procedures for creating a position on the HR information system](#)

Documentation for payroll should be submitted with the HRIS002 form.

Document	Action by candidate	Action by University
Contract of employment	Original signed and returned to University. Candidate to make a copy if required.	Filed in personnel file.
Position Description	Kept for information.	N/A
011 Request to deposit salary into bank account	Completed and returned to University.	Filed in personnel file, a copy should be forwarded to payroll.
TFN Declaration Form	Completed and returned to University.	Should be forwarded to payroll.
003 Employee details	Completed and returned to University.	Filed in personnel file, a copy should be forwarded to payroll. <i>Qualification details should be entered into the Human Resources system. Procedures</i>
Superannuation Documents <i>Superannuation clause in contract is determined by using the superannuation decision tree.</i>	Completed and returned to University.	Should be forwarded to payroll.
Diversity survey form	Completed and returned to University.	HR Officer to forward original, marked confidential, to the Director: Human Resources.
Other forms as required	Completed and returned to University.	Filed in personnel file, a copy should be forwarded to processing authority.

Steps in the process

Actions include:

Step 1 - Defining the Position

- Job analysis
- Review the position description
- Review the classification

- Consult with relevant parties - does the position need to be filled?
- Conduct job analysis & review the position description.
- Confirm remuneration level

Step 2 - Planning to Recruit

- Approval to recruit
- Redeployees / rehabilitees
- Recruitment process timeline
- Panel membership
- International recruitment

- Obtain approval to recruit
- Examine the market
- Consider using a Recruitment Plan Checklist and/or Hiring Manager's Checklist
- Determine method of attracting candidates
- Confirm selection panel composition

Step 3 - Attracting Candidates

- Advertising
- Employment referral program
- Information for applicants
- Responding to enquiries and applications
- Targeting an international audience
- Application requirements
- Timelines for advertising internal & external vacancies

- Draft and submit the advertisement
- Ensure appropriate information about the position is available for candidates
- Receive applications until closing deadline

Step 4 - Selecting the Candidate

- Processing the applications
- Shortlisting
- Selection techniques
- International recruitment
- Prior knowledge
- Online verification of qualifications
- Reference checking
- Informing candidates of the outcome
- Administration requirements

- Shortlist candidates for interview
- Determine selection technique
- Prepare interview questions
- Conduct interviews
- Check references
- Select candidate

Step 5 - Appointing the Candidate

- Authority to make an offer of employment
- Remuneration
- Negotiating the offer
- Formalising the offer
- Contract of employment
- Appeals
- International recruitment
- Information and forms
- The next steps

- Obtain approval to appoint
- Ensure the candidate has the right to work in Australia
- Make an offer
- Negotiate and formalise the offer
- Ensure probation is included in the contract
- Sign the contract
- Arrange induction

This Approval Matrix summarises the Vice Chancellor's Authorisations. Please refer to the [Vice Chancellor's Authorisations](#) for further information about the approvals required.

DELEGATE'S ACTION	VC	Level of delegation					D:HR
		Provost	Band 1	Band 2	Band 3	Band 4	
Commence recruitment to new and vacant positions							
Approve the commencement of recruitment to the following new positions:							
- academic (including research only) - level E - continuing							
- academic (including research only) - level E - FTC							
- academic (including research only) - level D - continuing							
- academic (including research only) - level D - FTC > 3 years							
- academic (including research only) - level D - FTC < 3 years							
- academic (including research only) - level A, B, C - continuing							
- academic (including research only) - level A, B, C - FTC > 3 years							
- academic (including research only) - level A, B, C - FTC < 3 years							
- grant-funded professional and academic (including research only) - level A, B, C - FTC < 3 years (grant-funding needs to cover the entire duration of the contract)							
- senior staff (employed under the Senior Staff Collective Agreement 2006)							
- professional (HEO10 and above) - continuing							
- professional (HEO10 and above) - FTC							
- professional (HEO9 and below) - continuing							
- professional (HEO9 and below) - FTC > 12 months							
- professional (HEO9 and below) - FTC up to and including 12 months							