

Recruitment and Appointment Vice-Chancellor's Directive

Abstract

This Directive sets out the processes for the recruitment, selection and appointment of appropriately skilled and qualified employees who can contribute positively to the University's objectives, values and culture.

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1. Purpose

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

This Directive should be read in conjunction with the clauses on modes of employment and categories of appointment in the relevant enterprise agreements and HR Manual 3.3, [Fixed-Term Employment Guidelines](#).

2. Scope

This Directive applies to the recruitment and selection of UTS staff including:

- support staff
- academic staff, including Distinguished Professor appointments, and
- senior staff.

This Directive does not apply to re-appointment to the same fixed-term or reversionary position. Refer to HR Manual 3.3, [Fixed-term Employment Guidelines](#) for further information.

3. Definitions

Hiring Manager is the staff member with responsibility for managing the recruitment and selection process. This staff member would normally be the supervisor of the position to be filled and act as the Convenor (ie the Chair) of the Selection Panel.

Academic management position includes the Dean of the faculty and/or other positions within the academic management structure of an academic unit approved by the Vice-Chancellor. Such positions fulfil the leadership and management functions of a faculty, unit, institute or equivalent.

Appointments to such positions are made on a fixed-term or reversionary basis. When making such appointments also refer to HR Manual 3.3, [Fixed-term Employment Guidelines](#) (in particular, the section on contract lengths and renewals).

Equity Target Groups are groups which are under-represented in employment at UTS; that is Indigenous Australians, people with disability, people of racial, ethnic and ethno-religious minority groups and women in areas of under-representation.

The following have the **Right to Work in Australia**:

- Australian citizens
- Australian permanent residents
- New Zealand citizens who entered Australia on a current New Zealand passport and were granted a visa with work entitlements on arrival
- non-Australian citizens holding a valid visa with work entitlements.

4. Directive principles

The key principles below guide recruitment and selection process and practice at UTS.

- (a) Recruitment and selection will be undertaken within the context of achieving a diverse workforce profile capable of achieving the University's vision and strategic objectives.
- (b) Recruitment and selection will be guided by the principles of equal employment opportunity in order to:
 - ensure that the most capable person is selected for a position on the basis of merit and without regard to irrelevant factors such as a person's sex (including pregnancy), sexual preference, transgender status, race, colour, ethnic or ethno-religious background, descent or national identity, marital status, disability, age, political conviction or religious belief, and
 - recognise that historic and ongoing disadvantage creates barriers to access employment for people in Equity Target Groups through such special measures as targeted recruitment programs.
- (c) Recruitment will be undertaken through internal and/or external recruitment strategies as appropriate to circumstances to achieve a balance between the retention, development and reward of existing talent, and attraction of new talent to refresh the UTS workforce.
- (d) Recruitment and selection practice will be conducted in such a way as to protect and enhance the reputation of the UTS 'brand' in the labour market and be fair, equitable, transparent and compliant with relevant legislation (refer to legislation section (above) of this Directive).
- (e) All appointees must have the Right to Work in Australia in accordance with the requirements of the Australian Department of Immigration and Citizenship (DIAC).

5. Directive statements

5.1 Recruitment options

A decision to recruit should be made in the context of the following:

- current and future workforce requirements of the work area
- available current and future financial resources
- relevant workforce planning strategies including strategies for staff retention, succession planning and career development within the University and faculty/unit.

When deciding how a position could be best filled or a body of work carried out, a number of options are available and should be considered:

- (a) better use of existing resources, including job redesign
- (b) making a relieving appointment or allocating additional duties (refer to [Relieving appointments](#) on Staff Connect)
- (c) arranging a secondment/exchange with another work area or external organisation (refer to [Staff Secondments and Exchanges Vice-Chancellor's Directive](#))
- (d) arranging a jointly funded appointment by forming a strategic partnership with another organisation which fully or partially funds a position (refer to HR Manual 3.16, [Jointly Funded Appointments Guidelines](#))
- (e) engagement of consultants or contractors provided the nature of the arrangement is not an employment relationship (refer to the HR website, [Contractors and consultants](#) and to HR Manual 5.8, [Engaging Contractors vs Employees Guidelines](#))

- (f) outsourcing of existing services in accordance with the managing change clause of the relevant enterprise agreement (refer to clause 16 [Support Staff Agreement](#) or clause 16 [Academic Staff Agreement](#) or clause 9 [Senior Staff Group Collective Agreement](#))
- (g) engagement of recruitment agency staff to fulfil an immediate need and for a short period of time
- (h) appointment of casual employees (refer clause 44.5 [Support Staff Agreement](#) or clause 42 [Academic Staff Agreement](#) and HR Manual 3.6, [Employment of Casual Academic Staff Guidelines](#))
- (i) appointment of support staff apprentices or trainees; that is, persons who undertake a structured program of paid work and training in accordance with a formal agreement registered with the relevant training authority (eg Australian Apprenticeship Contracts) (refer to clause 17, [Support Staff Agreement](#))
- (j) in accordance with an approved equity program, designating the position as an identified position to be filled by a person from an Equity Target Group (for information about such programs contact the Equity and Diversity Unit)
- (k) the recruitment and selection of existing UTS staff or external applicants on a continuing, fixed-term or reversionary basis (refer to HR Manual 3.3, [Fixed-term Employment Guidelines](#) and clause 44 [Support Staff Agreement](#), clause 40 [Academic Staff Agreement](#) and clause 26 [Senior Staff Group Collective Agreement](#)).

Sometimes individuals willingly offer their services to the University on a volunteer basis, for example, students seeking to undertake work experience, retired staff seeking to continue to be part of the UTS community, etc. Volunteers must not perform the work normally undertaken by paid staff. Managers should contact their HR Partnership Team before accepting services from a volunteer. A record of the volunteer work must be retained within the faculty/unit (the [Record of Volunteer Work form](#) has been developed for this purpose).

5.2 Method of appointment

Once approval has been given to fill a position (refer to section 6.5.2), an appointment may be made through one of the actions below. However, in the vast majority of cases, the first option (ie 5.2.1) will apply.

5.2.1 Competitive recruitment and selection processes designed to assist the appointment of the most capable person for the position.

5.2.2 Appointment by nomination/invitation (without a competitive recruitment and selection process). Refer to section 5.4 below.

5.2.3 Approval of conversion from:

- casual to fixed-term or continuing employment: Eligible casual support staff may apply for conversion (refer to clause 45 Conversion of Certain Casual Staff, [Support Staff Agreement](#))
- fixed-term to continuing employment: Academic and support staff who meet specified criteria may apply for conversion (refer to clause 44.3, [Support Staff Agreement](#) or 40.3 [Academic Staff Agreement](#)).

The remaining sections of this Directive are concerned with 5.2.1 above (ie section 5.3 Competitive recruitment and selection), and 5.2.2 above (ie section 5.4 appointment by nomination/invitation).

The authority to approve appointments are set out in section 6, Roles, Responsibilities and Authority, which refers to the [Standing Delegations of Authority](#).

5.3 Competitive recruitment and selection

The processes set out in sections 5.3.1–5.3.10 apply to all full-time, part-time, part-year (support staff) or sessional (academic staff):

- continuing appointments, and
- fixed-term appointments in excess of 12 months, in conjunction with HR Manual 3.3, [Fixed-term Employment Guidelines](#).

For appointments of 12 months or less on a fixed-term or casual basis, the processes set out in sections 5.3.1–5.3.9 may provide guidance for conducting recruitment, selection and appointment processes and should be considered in conjunction with the requirements relevant to such appointments as set out in the following:

- for casual appointments: clause 44.5 [Support Staff Agreement](#) or clause 42 [Academic Staff Agreement](#) and HR Manual 3.6, [Employment of Casual Academic Staff Guidelines](#)
- for fixed-term appointments: HR Manual 3.3, [Fixed-term Employment Guidelines](#).

5.3.1 Recruitment

External and internal recruitment strategies are used by UTS in order to identify the most appropriate pool of suitably qualified applicants and refresh its workforce, as well as recognise the value of the skills, attributes and experience of existing staff and provide staff development opportunities. Internal recruitment strategies may be used as the sole recruitment method. However, when external recruitment strategies are used, they will be in conjunction with internal strategies.

The decision on whether to use internal or external recruitment strategies will be informed by the nature of the job and whether:

- (a) there are likely to be potential applicants within UTS who have the skills, attributes and experience required to perform the job, including redeployees (refer to 5.3.1(C)). If so then the area may recruit internally (refer to section 5.3.1(A)), in the first instance
- (b) the academic vacancy is at Level A or B in which case consideration will be given to designating the position as an Early Career Development Fellowship (refer to section 5.3.1(D))
- (c) the area is seeking to bring in new talent and/or increase the diversity of its workforce through participation in an equity program. If so then external recruitment is advisable (refer to section 5.3.1(B)).

Internal recruitment is the normal form of recruitment for faculty-based academic management positions within the Senior Staff Group below the level of Dean (for example, Associate Deans, Heads of School, etc), unless the Provost approves external recruitment.

The Hiring Manager should refer to the information and tools available on the [HR Recruitment website](#), which has been developed by Human Resources to guide recruiters through all aspects of the recruitment process.

(A) Internal recruitment

Internal recruitment means filling the position via a medium that is normally available only to UTS staff, for example:

- advertising a vacancy through UTS Staff Notices. All UTS staff are eligible to apply for positions advertised through UTS Staff Notices
- calling for expressions of interest within relevant work areas within the University
- targeted retention or career development strategies
- targeted recruitment of redeployees (refer to 5.3.1(C) below) or under an Early Career Development Fellowship (applies to Level A and/or B positions — refer to 5.3.1(D) below).

(B) External recruitment

External recruitment means using attraction strategies and channels to target members of the general public structured in a way designed to reach the optimal pool of potential applicants.

External attraction strategies may typically include a web-based component (eg job websites) and, for academic positions, an advertisement in the mainstream press. Specialised publications (hard copy or online), websites and networks may also be considered to attract applicants from particular professional and industry groups, Equity Target Groups, geographic location.

In other cases, appropriate strategies could include recruitment and search firms, targeting special interest groups and professional associations, reviewing past eligibility lists, using social media, searching candidate databases and sourcing through professional networks.

For information regarding equity programs and targeted recruitment options for people from Equity Target Groups, the Equity and Diversity Unit should be contacted.

Print advertising and the engagement of recruitment/employment agencies (excluding for temporary assignment) requires approval in accordance with section 6.5.1.

(C) Redeployees

At the time recruitment action begins, consideration will also be given to filling the position by any staff who are redeployees. UTS has a legal obligation to redeploy redundant staff to any suitable vacant position as a way of avoiding retrenchment. Normally, staff whose positions have been declared redundant by UTS (redeployees) will be considered first for a vacancy or new position which is at the redeployee's classification level and which is considered to be suitable. Redeployees will *not* be given first consideration for a vacancy or new position if it is clearly apparent that they do not have the skills, attributes, qualifications and experience necessary to fulfil the requirements of the job or where it is considered by the University that these could not be obtained after a reasonable period of training.

(D) Early Career Development Fellowships

The Early Career Development Fellowship (ECDF) Scheme was established under the [Academic Staff Agreement](#) (clause 42.20) in order to provide a pathway for casual academic staff into an academic career at UTS. Casual academic staff who meet specific criteria may register their interest in the Scheme (refer to the Agreement for the specific criteria). The details of the eligible casual academic staff who express interest in the ECDF Scheme are recorded on an ECDF Register. When recruitment action is initiated for an academic vacancy at Level A and/or B the ECDF Register will be consulted and relevant casual academic staff invited to apply for the vacancy.

External recruitment for the Level A and/or B position may be initiated under the following circumstances:

- there are no eligible casual academic staff from the relevant unit on the ECDF Register
- relevant casual academic staff on the Register have not applied for the position or are not considered appointable following a selection process
- for Chancellor's Postdoctoral Research Fellowships
- the position is to be filled in accordance with an approved equity program, or
- a business case is made for external recruitment and this is approved by the Provost.

5.3.2 Selection documentation

Whether the recruitment is undertaken internally or externally, the following selection documentation must be prepared prior to recruiting:

- position description/duty statement, and
- selection criteria.

(A) *Position description/duty statement*

A position description for each support staff and senior staff position or a duty statement for each academic position will be developed or reviewed by the relevant Hiring Manager.

For support and senior staff positions, position descriptions inform the job evaluation conducted by the Human Resources Unit, which forms the basis of remuneration decisions.

(B) *Selection criteria*

Key selection criteria will be developed and approved by the Hiring Manager. Selection criteria should consist of the critical skills, knowledge, qualifications, experience and attributes required for competent performance.

Selection criteria form the basis on which selection decisions are made and applicants must be assessed against the criteria. The recruitment and selection process must provide opportunities to applicants to demonstrate their merit in terms of the selection criteria. Refer to section 5.3.5(B) and 5.3.5(C) for further information about the selection interview and the other selection methods.

It is important to consider whether the selection criteria are discriminatory and could exclude groups of people who otherwise could competently complete the tasks associated with the role. For example, formal qualifications are only essential where there is a legal or industrial obligation for such qualifications or where it can be demonstrated that the qualification is an inherent requirement of the position.

5.3.3 Applications

Applications are received through the University's recruitment website (ie [Careers@UTS](#)) except for certain internal recruitment processes. If it is not possible for an applicant to submit an application through Careers@UTS, then the Hiring Manager should seek advice from HR. All applicants must:

- have seen and indicated their acceptance of the University's Privacy Statement, and
- receive information about UTS procedures for workplace adjustments in the recruitment and selection process.

The Hiring Manager is responsible for taking appropriate action if an applicant requests workplace adjustments to allow them to participate fully in the selection process (refer to HR Manual 8.7, [Workplace Adjustments Procedures](#)).

Late applications will not be accepted unless the applicant is granted approval from the Hiring Manager.

There is no UTS requirement for applicants to formally address each selection criteria as part of their written application, however, it is expected that applications will provide information on an applicant's skills, knowledge and experience relevant to the key selection criteria for the position.

5.3.4 Composition of Selection Panels

Selection Panels will normally be three members including the Hiring Manager as Convenor. Two panel members may be appropriate for lower level support staff positions. More than three panel members may be appropriate for senior leadership positions but the Selection Panels should be contained to a size that will facilitate effective decision-making. Selection Panels should be constituted with regard to the following:

- (a) representative(s) who have relevant and sufficient expertise in the area of appointment
- (b) representation of the supervisor and/or manager of the position being recruited
- (c) gender balance
- (d) representation from outside the work unit (eg from another faculty/unit or from business or industry) to ensure a broader view of the process
- (e) every effort should be made to ensure that Selection Panel members include people from diverse backgrounds including Equity Targets Groups, as appropriate to the circumstances.

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

Selection Panels for the following academic and academic management appointments will normally include:

Appointment / position	Selection Panel composition
Dean	<ul style="list-style-type: none"> i Provost (Convenor) ii Vice-Chancellor, optional at his/her discretion iii two staff appointed by the Convenor from nominations from the academic, support and senior staff of the faculty iv academic manager from another faculty or university v any additional members appointed by the Provost particularly to meet the requirements 5.3.4 (a)–(e) above (see note below table)
Academic managers within the Senior Staff Group (excluding Deans)	<ul style="list-style-type: none"> i the Hiring Manager (Convenor) ii Provost or nominee iii two staff appointed by the Convenor from nominations from the academic, support and senior staff of the relevant school or unit iv academic manager from another school or unit (either within the faculty or from another faculty) or another university v any additional members appointed by the Provost particularly to meet the requirements 5.3.4 (a)–(e) above (see note below table)

Appointment / position	Selection Panel composition
Professor	<ul style="list-style-type: none"> i the Hiring Manager (Convenor) ii Dean of faculty or nominee from within the faculty iii a Professor from outside UTS iv inclusion of a senior business/industry person is encouraged, but not mandatory v any additional members appointed by the Provost particularly to meet the requirements 5.3.4 (a)–(e) above (see note below table)
Associate Professor	<ul style="list-style-type: none"> i the Hiring Manager (Convenor) ii Dean of faculty or nominee from within the faculty iii an Associate Professor or Professor of UTS, external to the faculty in which the appointment is being made iv inclusion of a senior business/industry person is encouraged, but not mandatory v any additional members appointed by the Provost particularly to meet the requirements 5.3.4 (a)–(e) above (see note below table)

Note: The Provost may appoint him/herself as a member of any of the above Selection Panels.

Should Selection Panel members have a financial, family or other close personal relationship with any applicant there is potential for an actual or perceived conflict of interest. They must therefore refer to section 4.4 of the [Code of Conduct](#). The conflict of interest must be disclosed to the Convenor¹ by the Selection Panel member completing a [UTS Conflict of Interest Disclosure Statement](#). The Convenor will fulfil the role of the 'supervisor' as described within the Code of Conduct and make a recommendation to the Dean/Director regarding action which may be taken to address a conflict of interest. If the Convenor considers the presence of the Selection Panel member could inappropriately affect or be perceived to inappropriately affect the outcome of the selection process then the Convenor should recommend that the member withdraw from the Panel. If such action is considered necessary the Convenor and Dean/Director must follow the process set out within the [Code of Conduct](#) (refer to section 4.4).

Convenors of Selection Panels will inform themselves and members of the Panel of the principles contained in this Directive and all aspects of the recruitment and selection process. In addition, Selection Panel Convenors and members should refer to the information contained on the [HR Recruitment website](#), especially in relation to the operation and responsibilities of Selection Panels. They may also refer to the Human Resources Unit and/or Equity and Diversity Unit for assistance and/or access to appropriate training.

5.3.5 Selection processes

Selection processes and assessment should be relevant to the selection criteria for the position (refer to section 5.3.2(B), Selection criteria).

¹ In the case of a Convenor having a financial, family or other close personal relationship with any applicant, he/she must disclose this to the manager of the work unit. The manager will make a recommendation to the Dean/Director regarding action which may be taken to address a conflict of interest (where the Convenor or manager is a Dean, Director, the University Librarian, the University Secretary or a member of the Senior Executive, such action will be determined by their supervisor, who will be a member of the Senior Executive, the Vice-Chancellor or, in the case of the Vice-Chancellor, the Chancellor). Such action may be to appoint a replacement Convenor if the Convenor withdraws from the Selection Panel.

The Selection Panel will determine the selection process including the selection technique(s) to be used to:

- provide applicants with opportunities to demonstrate their merit against the selection criteria, and
- enable the Panel to assess and compare the applicants' suitability against the selection criteria.

The selection process involves the following steps.

(A) Screening and shortlisting

Screening refers to the process of eliminating applicants who, based on their written applications, clearly do not meet a substantial number of the key selection criteria for the position or are ineligible to apply (eg right to work). Shortlisting refers to the process of selecting applicants for interview from among those who meet a substantial number of the key selection criteria. Screening and shortlisting may be undertaken as a single process.

The screening of applicants may be conducted by one or more members of the Selection Panel and/or be delegated (eg to a search firm). Normally a majority of members of the Selection Panel will be involved in the shortlisting of applicants who will be invited to participate in interviews and other selection processes. The Convenor of the Selection Panel is responsible for ensuring that the reasons why applicants have not been shortlisted are recorded, in writing.

As part of the screening and/or shortlisting process, applicants may be asked to provide further information (eg supplementary documentation or through participation in a telephone/video-conference interview).

(B) Interview

There must be a face-to-face or video-conference (eg Skype)² interview with the shortlisted applicant(s). When the Selection Panel and an applicant see each other, there is greater opportunity to build rapport which will facilitate a more effective two way exchange. In addition, each part can gather additional information about the other through body language and other visual cues. The Selection Panel is also able to validate the identity of the applicant. Such visual information is not available via a telephone interview.

The interview should be a substantial discussion during which members of the Selection Panel should ask questions and seek clarification to elicit information from applicants about their skills, attributes and experience in terms of the selection criteria for the position.

(C) Use of additional selection methods

Additional selection methods will supplement the interview and provide further opportunities to applicants to demonstrate their merit in terms of the selection criteria. The use of additional selection methods is encouraged and may include but will not be limited to one or more of the following:

- further interview(s) by the Selection Panel or other appropriate persons
- work tests
- psychometric profiling (through providers approved by the Human Resources Unit)
- presentations

² In exceptional circumstances, such as where video conferencing technology is not available, a telephone interview may be conducted.

- meeting with key stakeholders
- case studies.

The additional selection methods used will vary depending on the position. Care should be taken to ensure that selection methods:

- are relevant to the position
- elicit information from applicants about their skills, attributes and experience in terms of the selection criteria for the position
- protect the applicant's confidentiality and privacy (the Hiring Manager must contact Human Resources in order to discuss measures to protect applicant confidentiality where the applicant is likely to be exposed to an audience beyond the Selection Panel), and
- do not unfairly disadvantage external applicants or members of Equity Target Groups.

(D) Reference checks

Reference checks must be conducted before a recommendation to appoint is made by the Selection Panel. The Convenor of the Selection Panel is responsible for obtaining a minimum of two oral reference checks that confirm the suitability of the recommended applicant(s). A written summary of reference checks must be prepared and will normally be provided to members of the Selection Panel.

Where written references are obtained they will be confirmed with the author.

References will be confidential to the Selection Panel members and the person(s) authorised to approve and arrange the appointment. (Refer HR Manual 7.9, [Staff Records Guidelines](#).)

Candidates may have access to information collected by the University during the reference checking, following formal application for such information to the Coordinator, Records Management Services. Referees must be informed that this could occur.

(E) Other checks

The Hiring Manager is advised to contact their HR Partnership Team in relation to the following:

- appropriate processes for conducting background checks (ie validation of factual information provided in an applicant's curriculum vitae)
- whether police record and/or probity screening is considered appropriate.

The findings of the above checks must be documented and may, if appropriate, be provided to members of the Selection Panel.

Hiring Managers and members of Selection Panels should be wary of sourcing information about applicants obtained from social media websites and other public information sources. There is potential to breach equal opportunity and privacy legislation when such information is used in selection processes.

5.3.6 Confidentiality of applications and recruitment documentation

Information about applicants (eg application documentation, the names of applicants and recruitment records) should not be released outside the following without prior approval of the applicant:

- Selection Panel

- relevant officers within the Human Resources Unit and Equity and Diversity Unit, and
- the person(s) authorised to approve and arrange the appointment.

The Selection Panel should be aware of, understand and act on their responsibilities to protect applicant's privacy as set out within the UTS [Privacy Vice-Chancellor's Directive](#).

5.3.7 Selection decision(s)

When all selection processes have been finalised, the Selection Panel will make a recommendation to appoint a suitable applicant and the Convenor of the Selection Panel will prepare a Selection Panel Report form.

The report will include the following expressed clearly and in the context of the selection criteria:

- the reasons the applicant was considered suitable for appointment
- the reasons the other interviewed applicants were not considered suitable for appointment, and
- whether any other applicant was considered appointable (eg in the event the recommended applicant declines the position).

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

The Hiring Manager will submit the following to the Human Resources Unit:

- [Appointment Recommendation and Selection Panel Report form](#)
- written summary of reference checks
- any supplementary documentation supplied by applicant (ie that was not part of the original application)
- records of background, police and/or probity checks.

The above and other documents relevant to the recruitment and selection process for a position will be filed on an official recruitment record for that position.

5.3.8 Appointment

The Hiring Manager may contact the recommended applicant in order to notify him or her of the University's intention to make a formal offer of employment only after the following processes have occurred:

- the Selection Panel process is completed (including compulsory reference checks), and
- the appointment recommendation is approved by the relevant authorised delegate (refer to section 6, Roles, responsibilities and authorities).

Contact with the recommended applicant may result in discussions in relation to remuneration, terms and conditions of employment. The Hiring Manager must not commit UTS to any remuneration, terms and conditions that have not been approved (refer to section 6.5) or that are outside the control of UTS (eg the issuing and timing of visas or permanent residence). UTS may be liable for any informal written or verbal agreements or representation of conditions and, in the event of legal action taken by the successful applicant (or staff member), may be required to pay damages.

(A) Remuneration

The Hiring Manager will recommend a salary rate for the recommended applicant within the salary classification of the position and any other remuneration. The Hiring Manager should always contact the relevant HR Partnership Team within the Human Resources Unit, in the first instance, to discuss the remuneration package and request the necessary approvals for:

- salary rates for members of the Senior Staff Group
- remuneration other than base salary (eg allowances, loadings, performance based pay, etc) for all categories of staff.

The following factors will be taken into account in determining remuneration:

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

(B) Right to Work in Australia and visas

All offers of employment are conditional on the recommended applicant having, maintaining and providing evidence of the Right to Work in Australia for the period of the appointment. It is an offence under the [Migration Act 1958 \(Cwlth\)](#) to allow a person to work when they do not have the Right to Work in Australia or are breach of their visa conditions. The penalties for breaches of this Act include fines and penalties on individual managers and/or UTS, sponsorship sanctions (which may affect the ability of UTS to sponsor current or future staff) and harm to the reputation of UTS.

It may be possible for UTS to sponsor an appointee, who does not have the Right to Work in Australia, on a temporary or permanent business visa. Requests for sponsorship should be made only after careful consideration of:

- whether there are any appointable applicants who have the Right to Work in Australia
- the associated costs and visa processing time against the potential benefits of the appointment.

DIAC imposes certain obligations, which change from time to time, on the sponsors of staff on temporary visas. UTS and the faculty/unit must meet those obligations or face the possibility of penalties by DIAC for breaches of the [Migration Act 1958 \(Cwlth\)](#) and associated regulations.

(C) Travel and relocation expenses

The relevant HR Partnership Team within the Human Resources Unit should be contacted for advice on the payment of travel and relocation expenses for an appointee from outside greater Sydney, interstate or overseas.

(D) Offer of employment

The formal offer of employment will be made by the Human Resources Unit. The offer will include a contract of employment setting out the terms and conditions applicable to the appointment.

(E) False statements

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

5.3.9 Post-interview feedback

As soon as possible after a recommendation to appoint has been accepted, the Hiring Manager must:

- advise all other interviewed applicants that their applications have been unsuccessful
- offer unsuccessful internal applicant(s) feedback on their applications and/or performance during the selection process.

On request, the Hiring Manager will also advise external interviewed applicants of the reason(s) that their application was not successful.

5.3.10 Appeal

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

An internal applicant who wishes to make an appeal must lodge a written notification with the Director, Human Resources, within seven days of receiving written notification of unsuccessful application. Supporting documentation must be lodged within 14 days of receiving written notice of unsuccessful application. The obligation to establish failure to follow the selection processes outlined in this Directive lies with the appellant.

The Director, Human Resources will appoint a person(s) not involved in the original selection process to investigate the circumstances of the appeal and report back. After considering this report, the Director, Human Resources may decide to:

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

5.4 Appointment by nomination/invitation

Subject to approval by the appropriate authority, any position may be filled by nomination/invitation.

5.4.1 Circumstances for appointment by nomination/invitation

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

- (a) for casual appointments and fixed-term appointments of up to and including twelve months. This recognises the specialist nature of some positions, for example, research positions and the need to take advantage of eminent academics or professionals. For appointments of this nature, Hiring Managers are encouraged to use competitive and equitable recruitment processes wherever possible, for example, the use of casual employment registers for support staff and 'eligibility lists' for both academic and support staff, and special employment programs for Equity Target Groups
- (b) where the appointment constitutes a career progression for a staff member who has demonstrated relevant skills, attributes and experience required for the position (for example, the staff member may have performed the position in an acting capacity or have been developed to assume the position as part of a succession planning strategy) and there is a low probability that a competitive

- recruitment process would elicit superior applicants to the staff member (and therefore be a waste of resources and effort by applicants)
- (c) appointment to fixed-term grant funded positions where appointment conditions have been determined by the granting body, such as ARC appointments
 - (d) in order to facilitate a staff member's rehabilitation program
 - (e) to mitigate the effects of restructuring or changing work requirements, where the staff member is redeployed/transferred to a comparable position
 - (f) where the University identifies opportunities for eminent Australian or overseas academics or professional practitioners with outstanding reputations in appropriate fields of endeavour to join UTS. Such appointment must be made having regard to the UTS Research Strategy and other Key Performance Indicators such as the proportion of female senior academics in the area and the representation of Indigenous Australians. An appointment as Distinguished Professor falls within this category and may be made with approval of the Vice-Chancellor and in accordance with the arrangements set out in the [Appointment of Distinguished Professor by Invitation Vice-Chancellor's Directive](#). For all such appointments evidence of the eminence and ability of the appointee including reference checks (refer to section 5.3.5(D)) must be provided.

5.4.2 Procedures for appointment by nomination/invitation

The following process will be followed prior to an appointment by nomination/invitation of greater than 12 months being recommended and/or approved:

- the normal selection documentation (refer to 5.3.2 above) will be developed
- a curriculum vitae for the appointee will be obtained
- reference checks and, where appropriate, other background checks will be conducted (refer to sections 5.3.5(D) and (E) above), and
- an interview will be conducted (refer to section 5.3.5(B)), if appropriate
- the appointment will be offered in accordance with section 5.3.7 and 5.3.8.

For appointments by nomination/invitation of 12 months or less, the Hiring Manager may be guided by the process set out in the previous paragraph. In addition, the requirements relevant to appointments of 12 months or less as set out in the following must be met:

- for casual appointments — clause 44.5 [Support Staff Agreement](#) or clause 42 [Academic Staff Agreement](#) and HR Manual 3.6, [Employment of Casual Academic Staff Guidelines](#)
- for fixed-term appointments — HR Manual 3.3, [Fixed-term Employment Guidelines](#)

6. Roles, responsibilities and authorities

This section sets out the roles and responsibilities of particular positions and the approval authority for recruitment, selection and appointment.

6.1 Hiring Manager

The Hiring Manager is responsible for the following:

- ensuring that the position description (for support staff and senior staff) / duty statement (for academic staff) and selection criteria for the position have been developed prior to recruiting

- familiarising themselves with the [HR Recruitment website](#) and initiating the request to recruit for a position
- using appropriate attraction and selection strategies
- developing any advertising copy.

Refer to section 6.5.1 for the Hiring Manager's level of authority with regard to the engagement of recruitment/employment/search firms.

6.2 Convenor, Selection Panel

The Convenor of the Selection Panel, who is normally the Hiring Manager, is responsible for the following:

- determining whether late applications will be accepted
- familiarising him/herself with and informing members of the Selection Panel of this Directive and the [Equal Opportunity and Diversity Policy](#)
- ensuring that thorough reference checks are undertaken in accordance with section 5.3.5(D) of this Directive
- ensuring that the recruitment and selection process is handled professionally, diligently and with proper regard for UTS and legislative requirements in relation to equal opportunity, confidentiality and privacy
- documenting the reasons why applicants were not selected for interview in accordance with section 5.3.7 of this Directive
- documenting the selection decisions and recommendation of the Selection Panel in accordance with section 5.3.7 of this Directive
- advising all interviewed applicants of the outcome of the process in accordance with section 5.3.9 of this Directive
- advising Human Resources Unit of the applicants not selected for interview, and the applicants interviewed but not offered the role
- lodging specified documentation to Human Resources Unit for filing on the official registered recruitment file
- providing structured feedback to all unsuccessful internal applicants and when requested, external applicants in a timely manner
- ensuring no offers are made to applicants that do not comply with this Directive and/or commit the University to terms and conditions of employment without approval by the appropriate authorised officer.

6.3 Members, Selection Panel

Members of the Selection Panel will:

- familiarise themselves and comply with this Directive and the [Equal Opportunity and Diversity Policy](#)
- consider the merit of applicants in terms of the selection criteria for the position
- maintain confidentiality and privacy with respect to the selection process and application information
- participate in the selection process in accordance with this Directive
- inform the Convenor of the Selection Panel of any actual or potential conflict of interest in relation to the selection process, which includes declaring any financial, family or other close personal relationship with any applicant for the position.

6.4 Director, Human Resources

In accordance with section 5.3.1, print advertising requires approval from Director, Human Resources, or nominee. The Director, Human Resources, or nominee also has for authority to engage recruitment/employment/search firms for certain types of positions (refer to section 6.5.1 below).

In accordance with section 5.3.10, the Director, Human Resources will:

- appoint person(s) to investigate an appeal by an internal applicant
- determine action following the investigation of an appeal.

6.5 Authority to approve

6.5.1 Authority to approve engagement of a recruitment or executive search agency

The engagement of recruitment/employment/search firms to assist with the recruitment of positions must be undertaken in accordance with [Procurement Policy](#) and the approval authority below.

Level of position	Approval authority
Senior Staff Group positions excluding Senior Staff Specialist positions	Director, Human Resources or nominee
All academic, support and Senior Staff Specialist positions	Hiring Manager unless that position does not have the general expenditure delegation to cover the total cost of the firm's services (refer to section 1.2 of the Standing Delegations of Authority).

The Hiring Manager should contact their HR Partnership Team for advice on recruitment options and whether the engagement of a recruitment or executive search firm is an appropriate recruitment strategy for the position.

6.5.2 Authority to approve recruitment action, appointment and setting of remuneration

UTS Council has delegated its function to appoint staff to delegates who are officers of the University. Section 2.1 of the [Standing Delegations of Authority](#) sets out the delegates authorised to approve the following for different levels of appointment:

- recruitment action
- appointment
- appointment by invitation/nomination
- setting of remuneration.

Only authorised delegates may approve the above.

7. Version control and change history

Effective date	Version	Approved by (approval date)	Amendment
29/08/2012	1	Vice-Chancellor (10/08/2012)	New Directive, renamed Recruitment and Appointment Vice-Chancellor's Directive (previously Recruitment and

Effective date	Version	Approved by (approval date)	Amendment
			Selection Vice-Chancellor's Directive). Comprehensive review and update. Changes include smaller Selection Panels; streamlined shortlisting; more robust practices in relation to reference checking, background checking and feedback to candidates; and arrangements for appointing from within UTS.
04/04/2013	1.1	Vice-Chancellor (04/03/2013)	Clarification of process issues identified during the implementation of the Directive. Information incorporated as a result of rescission of 'Overseas staff, visitors and consultants — How to bring people from overseas to UTS — Guidelines'.
23/07/2015	1.2	Director, Governance Support Unit (11/12/2014)	Changes (approved under Delegation 3.17) to implement 2014 Senior Executive restructure.
		Director, Governance Support Unit (27/05/2015)	Changes (approved under Delegation 3.17) to update references to the role of Registrar (part of the 2014 restructure).
07/11/2015	1.3	Director, Governance Support Unit (15/10/2015)	Changes (approved under Delegation 3.17) to section 5.1(b), to remove reference to the rescinded Relieving Appointment Principles and Procedures.