# Recruitment, Selection and Appointment Procedure

This Procedure is under review to capture the terms of the UQ Enterprise Agreement 2021-2026. Updates will be made in due course.

# Section 1 - Purpose and Scope

(1) In the pursuit of excellence, The University of Queensland (UQ) is committed to attracting and selecting exceptional talent to achieve both strategic and operational goals.

(2) This Procedure applies to the recruitment, selection and appointment of all fixed-term and continuing Academic and Professional staff and provides a framework for effective recruitment and selection practices which meet the needs of UQ.

(3) This Procedure is to be read in conjunction with:

a. Recruitment, Selection and Appointment Policy;
b. Background Checks and Conditions of Employment Procedure, and other recruitment, selection and appointment procedures as required;
c. Diversity, Equity and Inclusive Behaviours Policy; and
d. other relevant UQ policies and procedures as applicable.

# Section 2 - Process and Key Controls

(4) Professional advice and support are available at all stages of the recruitment, selection and appointment process by contacting the Human Resources Division.

(5) This Procedure covers 4 stages:

a. Pre-Recruitment
b. Recruitment
c. Selection
d. Appointment

(6) The key controls to effectively manage the recruitment, selection and appointment process at UQ include:

a. Human Resources Division will partner with Hiring Managers on workforce planning.
b. Human Resources Division will provide advice and support to Hiring Managers to design an appropriate sourcing strategy including: reviewing University redeployment lists; advertising and networking; market mapping and headhunting; coordination of the interview process; and use of assessment tools including work tests or psychometric testing.
c. Where all other in-house recruitment activities have been exhausted, or as part of an agreed recruitment

strategy in consultation with Human Resources Division, external recruitment agencies may be engaged. The engaged agency must be on the Preferred Supplier Agreement panel and be endorsed for the recruitment activity with approval from the Chief Human Resources Officer or delegate.

d. UQ's Human Management Capital System (HCMS) will ensure recruitment, selection and appointment processes and outcomes comply with the Key Requirements outlined in this Procedure through automatic workflow and approval processes, alerts, storage of key information and reporting.

# Section 3 - Key Requirements

## Part A - Pre-Recruitment

(7) Before commencing the recruitment process, the Hiring Manager must:

a. assess the need to replace a leaving incumbent or create a new position against workforce planning and operational requirements in consultation with the relevant HR representative;
b. ensure that budget and all other appropriate approvals are obtained from the relevant Authorised Officer prior to commencing the recruitment process;
c. ensure that the vacancy is recruited in accordance with workforce planning;
d. review the job profile and/or position description to ensure it is accurate and up-to-date;
e. determine and include any relevant background checks and/or conditions of employment required for the role in accordance with the Background Checks and Conditions of Employment Procedure;
f. arrange a classification evaluation in accordance with the Evaluation and Classification of Professional Positions Procedure if required;
g. consider whether the role should be deemed as an identified position under the Anti-Discrimination Act 1991;
h. ensure the position accommodates flexible work arrangements, where appropriate, in accordance with the Flexible Work Policy and Flexible Work Procedure;
i. ensure that the selection committee has the correct composition and members have been confirmed, with tentative interview dates confirmed prior to advertisement;
j. determine whether a seminar is required to be presented as part of the process for an academic appointment; and
k. in advance, ensure that appropriate time is allocated to the various stages of the recruitment process as required.

## Part B - Recruitment

### Advertising

#### Academic and Professional Positions

(8) For recruitment activities that have the potential to involve international appointments, federal immigration and domestic labour market testing requirements need to be satisfied before commencement. HR will be able to provide advice on current advertisement requirements.

(9) As a general rule, positions advertised externally will be for a minimum period of 14 calendar days. Positions advertised internal only will be for a minimum period of 7 calendar days including Expressions of Interest (EOI).

(10) Vacant continuing and fixed term positions of 12 months or more duration must be advertised externally on UQ's Careers website as a minimum except:

a. an Appointment by Invitation where an appointment would meet a strategic or operational need of UQ (refer to clauses 20–21); or
b. where a vacancy is identified as being suitable for redeployment.

(11) Positions of less than 12 months' duration can initially be advertised internally only (where required). If these positions are subsequently extended beyond 12 months, then they must be advertised externally.

(12) External Indigenous persons are able to apply for internal-only UQ Professional roles.

## Position Exceptions

### Fixed-term

(13) Fixed-term employment may be used for staff engaged on research only functions for a contract period that does not exceed 5 years.

### No Advertising

(14) UQ staff members named/identified for a position in a successful research funding application will be deemed to have undergone a satisfactory recruitment process.

### Reappointment of Research Academic Staff

(15) The Chief Investigator may recommend the reappointment of a research academic staff member to the same level in the Level A to Level E range based on satisfactory performance.

## Direct Appointment – Academic and Professional Positions

### Positions Less than 12 Months

(16) For positions less than 12 months' duration, applicants can be assessed as suitable against the requirements of the position and appointed:

a. by direct appointment without advertisement; or
b. by an internal appointment or secondment in accordance with the Staff Movement Policy and Staff Movement Procedure.

(17) A request to appoint a fixed-term position of less than 12 months' duration is to be processed through UQ's HCMS.

(18) If these positions are subsequently extended beyond 12 months, then they must be advertised externally.

### Direct Appointment from UQ's Indigenous Employment Pathway Program

(19) High calibre staff who were initially recruited to UQ through the Indigenous Pathway Program, can be directly appointed to a fixed-term or continuing Professional role during and/or at the conclusion of the 12 month Pathway Program provided that the following criteria are met:

a. the staff member is participating/has participated in one of UQ's Indigenous Employment Pathways Programs within the previous four years; and
b. the appointing supervisor is satisfied that the staff member has the ability to successfully perform at the proposed HEW Level; and
c. the Authorised Officer has sufficient funding to make the appointment and approves the appointment; and
d. the Organisational Culture and Capability team endorses the appointment.

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### Appointment by Invitation – Academic and Professional Positions

(20) In exceptional circumstances, a requirement to advertise can be waived. A written justification for an Appointment by Invitation must be submitted by the Hiring Manager to the relevant Authorised Officer in accordance with the Human Resources Sub-delegations Instrument.

(21) The written justification must include:

a. The strategic or operational need that would be met by the appointment and the exceptional circumstances that apply for the appointment to be made;
b. The job profile or position description;
c. The applicant's curriculum vitae and reference checks;
d. The proposed selection committee and timeframe; and
e. Any other relevant information.

### Redeployment

(22) As required, HR will contact the Hiring Manager to provide advice and assistance in relation to a staff member who has been identified as suitable for redeployment to a vacant position.

(23) The processes will be in accordance with the provisions for redeployment under the Enterprise Agreement.

## Part C - Selection

### Selection Committee

(24) Selection committee composition will vary depending on the level of appointment.

(25) The selection committee must be:

a. gender diverse (preferably at least 25%); and
b. for an identified position, include a person with that particular attribute or with a demonstrated in-depth knowledge of that particular attribute.

(26) The Hiring Manager and/or the Chair of the selection committee should have undertaken recruitment, selection and appointment training within a reasonable timeframe (e.g. 3 years) prior to commencing the process.

### Minimum Selection Committee Composition

| Position Level | Panel Composition and Size |
|---|---|
| Management level 1 appointments | • Senate selection committee as approved by the Chancellor |
| Management level 2 appointments | • Vice-Chancellor and President as Chair<br>• One member of Senate<br>• Chief Operating Officer/Chief Human Resources Officer (or nominee)<br>• University Senior Executive Team member (or nominee)<br>• President of the Academic Board (or nominee)*<br>* For vacancies relating to the positions of Deputy Vice-Chancellor (Academic), Deputy Vice-Chancellor (Global Engagement), Deputy Vice-Chancellor (Research and Innovation) and Provost and Senior Vice-President. |

| Position Level | Panel Composition and Size |
|---|---|
| Academic Management levels 3 or 4 (Continuing and Fixed-Term) | • Provost (or nominee) as Chair<br>• Executive Dean (or nominee)<br>• Two appropriate representatives from the relevant Organisational Unit<br>• HR representative as appropriate<br>• President of the Academic Board or nominee<br>• Student Representative and/or Cognate Academic staff member (optional) |
| Academic Level A – E (Continuing and Fixed-Term) | • Relevant University Senior Executive Team member (or nominee) as Chair<br>• Head of School/Centre Director/Institute Director<br>• Academic staff member from relevant Organisational Unit<br>• President of the Academic Board or Academic Board Standing Committee representative*<br>• HR representative as appropriate<br>• Student Representative and/or Cognate Academic staff member (optional)<br>* For all Level E positions, the President of the Academic Board (or nominee) will be invited. For continuing and fixed-term positions greater than three years at Level A - D, an Academic Board Standing Committee representative will be invited. |
| Professional Management Levels 3 and 4 (Faculty / Institutes) | • Executive Dean/Institute Director (or nominee) as Chair<br>• Appropriate senior staff representative<br>• Chief Human Resources Officer or nominee<br>• A relevant HEW 10 Professional staff member |
| Professional Management Levels 3 and 4 (Central) | • Relevant University Senior Executive Team member (or nominee) as Chair<br>• Chief Human Resources Officer (or nominee), and<br>• a relevant HEW 10 Professional staff member |
| Professional HEW 1 – 9 (Faculty / Institutes / Central) and positions not included in the above Position Levels | • Authorised Officer (or nominee) as Chair<br>• Direct supervisor<br>• HR representative as appropriate<br>• A relevant professional staff member at same or higher level |

## Selection Committee Proceedings

(27) The selection committee will:

a. assess applicants according to the inherent requirements of the role, values alignment and growth potential, submitting their recommendations and considerations to the Selection Committee Chair;
b. ensure they have adequately prepared for the interview including completing training or development as required;
c. represent UQ appropriately to ensure a positive applicant experience;
d. have or gain an understanding of the requirements of the role before commencing the process;

e. respect the confidentiality of applicants and the deliberations of the selection committee;
f. allocate appropriate time for interviews to minimise the need to reschedule;
g. declare all conflicts of interest to the Chair and ensure any declarations are managed in accordance with the Conflict of Interest Policy;
h. be cognisant of conscious and unconscious bias throughout the process;
i. ensure that the principles of equal opportunity, transparency, merit and consistency are applied;
j. ensure that applicants who require reasonable adjustment are not disadvantaged;
k. remind applicants about background checks or conditions of employment for the position as required; and
l. ensure the recruitment, selection and appointment process (including the decision-making process) is followed in line with these procedures, including appropriate documents being submitted to Human Resources.

(28) The Selection Committee Chair, or nominated committee member, will be responsible for capturing applicant summaries and providing constructive feedback to unsuccessful shortlisted applicants.

# Part D - Selection

## Shortlisting

(29) Shortlisting occurs prior to interview, is aimed at removing applications that do not adequately meet the inherent requirements of the position and identifying those applicants to be progressed to the next phase of the recruitment process. At the discretion of the Chair, the shortlisting process may be conducted by the Chair or a subgroup of the selection committee.

## Reasonable Adjustment

(30) Where an applicant has advised the selection committee as having a disability, injury, or health condition, the Chair will ensure that reasonable adjustments are made to accommodate the needs of the applicant to the extent reasonably possible. Please contact HR for more information.

## Sanction Regimes

(31) UQ is required to abide by Australian sanctions regimes that impose restrictions on activities that relate to particular countries, goods and services, or persons and entities. The list of the current sanctions regimes implemented by Australia can be found on the Department of Foreign Affairs and Trade website. If a preferred applicant is shortlisted from one of the listed sanctioned countries, please contact HR for further advice.

## Interviewing Applicants

(32) The selection committee is required to interview shortlisted applicants to assess their suitability against the requirements of the position, performance relative to opportunity, values alignment and future potential in line with succession planning. Additional methods of assessment, such as work based and psychometric testing, may also be used to assess an applicant’s suitability. HR will provide advice in respect to determining whether additional methods of assessment are recommended.

(33) A minimum of 48 hours is required to make any changes to the interview schedule. Applicants, as well as the selection committee, need to be provided with clear interview instructions at least 48 hours prior to the commencement of interviews.

(34) Shortlisted applicants should be interviewed face-to-face wherever possible. Arrangements such as video conference can be used as an alternative to a face-to-face interview.

(35) If a preferred applicant has only been interviewed by video conference or telephone, then every attempt should

be made to meet the person face to face before making an Offer of Appointment.

(36) The Authorised Officer will determine on a case-by-case basis if the cost of travel and accommodation expenses for a prospective staff member to attend an interview will be paid for by UQ.

## Academic Seminars

(37) If a seminar is required as part of the process, this should be confirmed at the Pre-Recruitment stage (refer to clause 7). Academic applicants can be required to present a seminar as a means of demonstrating their knowledge and skills in academic staff selection.

(38) Seminars should be conducted prior to the final interview (if required) and be attended by a select number of relevant individuals including at least two selection committee members making up the seminar audience, as determined by the Chair.

(39) The Head of School or nominee is expected to facilitate the seminar ensuring due and fair process is followed, and report back to the selection committee at the final interview stage. The report back can be in person or via consolidated written feedback.

## Applicant Ranking

(40) Where the selection process results in more than one applicant being considered as suitable for appointment, the selection committee must note this on the recruitment record in HCMS and create an order of ranking.

(41) Where the preferred applicant declines an offer of appointment with UQ, or leaves UQ within 6 months of commencement, the Authorised Officer may, if they choose to do so, approve an offer of appointment to another applicant on the order of ranking following referee and any necessary background checks. UQ may also readvertise the position where appropriate.

(42) The relevant Authorised Officer may also choose to offer another appointable applicant, who has been interviewed in the last 6 months, for another similar role (at the same classification level) without the requirement to readvertise.

## Reference Checks

### Academic Staff Appointments

(43) Before or after the interview process, the preferred applicant/s will have reference checks completed on their suitability. Written references will be facilitated by HR, with verbal reference checks post interview to be conducted by the Chair or delegate.

### Professional Staff Appointments

(44) Reference checks must be conducted on the preferred applicant/s prior to the selection committee recommending the appointment to the Authorised Officer. For external applicant/s, two references must be obtained, one of which should be from the applicant's most recent supervisor.

(45) For internal applicants, at least one reference check must be completed from the applicant's most recent supervisor. The Authorised Officer may waive the requirement for reference checks for internal applicant/s where appropriate by providing a written justification. This information will be stored in the HCMS.

## Background Checks and Conditions of Employment

(46) Background checks and conditions of employment are to be completed in accordance with the Background

Checks and Conditions of Employment Procedure.

# Part E - Appointment

## Appointment Recommendation

(47) The Chair or delegate recommends an applicant for appointment and provides the details of the Offer of Appointment to the Authorised Officer for consideration and approval via UQ's HCMS.

(48) The recommendation must contain:

a. the applicant's suitability for the position with appropriate panel justification;
b. the applicant's application documentation;
c. referee reports;
d. relevant employment arrangements such as remuneration package and probation; and
e. information regarding background checks and conditions of employment relevant to the role.

## Offer of Appointment

(49) The Authorised Officer will consider and, if considered appropriate, approve the Chair's recommendation and Offer of Appointment.

(50) The Authorised Officer is responsible for approving, via UQ's HCMS, the terms and conditions to be included in the written Offer of Appointment including:

a. relevant employment conditions;
b. whether exceptional circumstances apply whereby the probationary period is shortened or waived;
c. a special condition is contained e.g. completing a PhD before the final review for continuing appointment or an internal applicant with relevant and transferable skills;
d. applicable salary loadings and allowances in accordance with the Salary Loadings and Performance Payments Policy and Salary Loadings and Performance Payments Procedure; and
e. whether relocation assistance is approved in accordance with the Appointment Relocation Assistance Procedure.

(51) The Authorised Officer must notify HR of the Offer of Appointment, and any approved negotiated contract terms using UQ's HCMS.

(52) HR will finalise and send the Offer of Appointment to the preferred applicant for consideration and acceptance.

## Probation

(53) Probation periods are in accordance with Clause 37 of the Enterprise Agreement.

# Part F - Complaints

(54) Any concerns about the recruitment, selection and appointment process are to be referred to Human Resources Division.

# Section 4 - Roles, Responsibilities and Accountabilities

| Role | Actions |
|---|---|
| Authorised Officer | • Approve the request to fill a position prior to the commencement of the process.<br><br>• Approve the job requisition and job offer, including any background checks, post-offer checks, and employment conditions in a timely manner.<br><br>• Ensure an appointment complies with relevant UQ policies and procedures. |
| Hiring Manager | • Assess the need to replace a vacating position, or create a new position, in line with operational requirements and future workforce plans for the Organisational Unit in conjunction with HR.<br><br>• Secure budget and other necessary approvals by the Authorised Officer before proceeding with a recruitment, selection or appointment process.<br><br>• Work in partnership with HR through the recruitment process in accordance with the Recruitment, Selection and Appointment Policy and this Procedure.<br><br>• Initiate appropriate job and offer cards as part of the recruitment process.<br><br>• Contact the Organisational Culture and Capability Unit in HR in relation to targeted recruitment, identified roles and selection measures if required.<br><br>• Conduct referee checks on the preferred applicant if required.<br><br>• Provide all relevant information to the Authorised Officer for approval of the appointment.<br><br>• Provide constructive feedback to unsuccessful, shortlisted applicants, as required, upon request by the applicant.<br><br>• Ensure the recruitment, selection and appointment process (including the decision-making process) is clearly documented. |
| Selection Committee Chair | • Work in partnership with HR through the recruitment process in accordance with the Recruitment, Selection and Appointment Policy and this Procedure.<br><br>• Contact the Organisational Culture and Capability Unit in HR in relation to targeted recruitment, identified roles and selection measures if required.<br><br>• Appropriately manage and resolve any conflicts of interest.<br><br>• Ensure that all panel members are reminded of, and cognisant of, conscious and unconscious bias throughout the process.<br><br>• Appropriately manage confidentiality of all documents and discussions relating to individual applicants.<br><br>• Provide constructive feedback to unsuccessful, shortlisted applicants upon request by the applicant.<br><br>• Ensure the recruitment, selection and appointment process (including the decision-making process) is clearly documented. |

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| Role | Actions |
|---|---|
| Human Resources Division | • Provide professional advice and support in relation to all stages of the recruitment, selection and appointment process, including advertising, sourcing strategies and screening.<br><br>• Provide professional advice and support to ensure that UQ's values and cultural requirements are aligned throughout the process.<br><br>• Review and manage position information (including development of job profile/position description, business cases, position numbers and workforce planning) via UQ's HCMS and workflow for relevant approvals.<br><br>• Work with the Organisational Unit and/or Hiring Manager to raise the job requisition and any related documentation via UQ's HCMS.<br><br>• Actively participate on selection committees as required.<br><br>• Upon confirmation from the Chair, prepare and send correspondence at all stages of the process, including:<br><br>• Invite shortlisted applicants for interview.<br>• Manage all correspondence with the selection committee.<br>• Arrange flight, accommodation bookings and catering as needed and within budgetary requirements.<br>• Coordinate all background checks.<br>• Advise unsuccessful non-shortlisted applicants.<br>• Where relevant, drafting memos to the Authorised Officer for appointment.<br>• Assist the Chair and/or Hiring Manager to raise the online job offer via UQ's HCMS and any related documentation.<br><br>• Provide training and development to Hiring Managers and staff in recruitment, selection and appointment activities. |

# Section 5 - Monitoring, Review and Assurance

(55) The Chief Human Resources Officer is responsible for continuous monitoring of the effectiveness, application and improvement of this Procedure.

# Section 6 - Recording and Reporting

(56) Recording and reporting are completed in accordance with legislative and UQ requirements.

(57) Human Resources Division is responsible for retaining records in relation to recruitment, selection and appointment in accordance with the Information Management Policy and the Privacy Management Policy.

(58) Transactions and approvals referred to in this Procedure are recorded in the Human Management Capital System.

# Section 7 - Appendix

## Definitions

| Term | Definition |
|---|---|
| ABSC | Academic Board Standing Committee. |
| Anti-Discrimination Act | The Anti-Discrimination Act 1991 (Qld). |
| Attribute | As defined in Section 7 of the Anti-Discrimination Act 1991 (Qld) (Refer to Identified Positions). |

| Term | Definition |
|---|---|
| Authorised Officer | The officer authorised to exercise the relevant HR power or function in accordance with the Human Resources Sub-delegations Instrument. |
| Chief Investigator | Lead academic in a research project. |
| Cognate | A relevant individual outside of the immediate organisational unit of the position. This person can be external to UQ. |
| Enterprise Agreement | The University of Queensland Enterprise Agreement 2021-2026, or as amended or replaced. |
| Hiring Manager | The manager responsible for filling the vacant position (usually the supervisor of the position). |
| Identified Positions | A position to be filled by a person who has a particular attribute, where it is lawful to discriminate on the basis of that attribute such as: racial background, disability, gender and age, in accordance with Section 7 of the Anti-Discrimination Act 1991 (Qld). |
| Performance Relative to Opportunity | The quality and impact of contributions and achievements given the opportunities available, rather than the quantity and frequency of achievements. |
| Referee checks | Used to validate the information provided by the applicant, and to seek comment with respect to the selection criteria set out in the Position Description and any other matters identified by the selection committee. |
| Selection Committee | A panel of qualified staff members (and external expertise if necessary) who assess and recommend the best applicant available to fill a vacant position to meet the strategic objectives and/or operational requirements of UQ. |
| Selection Committee Chair | Member of the selection committee who leads and has the overall responsibility for the selection process. The Chair may also be the Hiring Manager. |

## Status and Details

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|---|---|
| **Status** | Historic |
| **Effective Date** | 6th July 2022 |
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| **Enquiries Contact** | Human Resources Division |

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