



## Staff Recruitment and Selection Procedure

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<b>Related Documents</b>	Staff Induction Policy Staff Induction Procedure Diversity and Equity Policy Management of Personal Information Policy Management of Personal Information Procedure Staff Grievance Policy Staff Grievance Procedure Staff Code of Conduct

### 1. Purpose

The purpose of this Procedure is to support the **Staff Recruitment and Selection Policy**. The Policy seeks to ensure that the most qualified and suitable people for the range of positions required by the Australian Institute of Higher Education Pty Ltd ('the Institute') are systematically recruited based on merit and that the process is equitable and free from bias or discrimination.

### 2. Scope

This Procedure applies to Executive Management, managers, and all employees and prospective employees of the Institute.

### 3. Definitions

See the **AIH Glossary of Terms** for definitions.

### 4. Actions and Responsibilities

#### 4.1 Responsibilities

##### 4.1.1 Executive Management Team

The Executive Management Team will be responsible for:

- Authorising the recruitment of existing or new vacancies;
- Conducting an analysis of resource requirements;
- Approval of job descriptions;

- Providing approval of Executive Academic positions; and
- Ensuring budget is approved and available for salaries.

#### **4.1.2 Manager**

The Manager will be responsible for:

- Creating the job description;
- Providing Human Resources with the approved job description;
- The screening of shortlisted candidates;
- Being a member of the interview panel (if appropriate); and
- Selecting the successful candidate (if appropriate).

#### **4.1.3 Human Resources**

Human Resources will be responsible for:

- Creating a job advertisement based on the job description;
- Maintaining the job description template and providing it to Managers;
- Advertising the job;
- Shortlisting candidates;
- Arranging interviews;
- Coordinating the interview panel;
- Being a member of the interview panel (if appropriate);
- Selecting the successful candidate (if appropriate);
- Performing reference checks and qualification verification;
- Notifying unsuccessful candidates;
- Preparing the offer;
- Issuing the offer and new starter pack to successful candidates;
- Maintaining recruitment and selection records;
- Maintaining and updating as required the new starter pack;
- Gathering proof of identification for successful candidates and ensuring required paperwork is completed and returned.

## **4.2 Recruitment and Selection Process**

There are seven stages in the recruitment and selection process:

1. Review resource requirements
2. Define the role
3. Authorisation
4. Advertising and attracting candidates
5. Shortlisting and interviewing
6. Selecting, reference checks and verifying qualifications
7. Offer

### **4.2.1 Review resource requirements**

When an existing job vacancy arises, the Executive Management Team will evaluate the effectiveness of the position and use the opportunity to make appropriate changes before recruitment for the existing vacancy commences.

Where any gaps are identified in the current resourcing, a new job can be created once a job analysis is conducted by the Executive Management Team.

### 4.2.2 Define the role

To define the role, a job description is required. The job description will be used to advertise the role and will also serve as a formal job description for the new recruit.

The Manager will be responsible for creating the job description using the job description template available from Human Resources.

Job descriptions must clearly and accurately outline the duties and responsibilities, and include the following:

- Job title
- Department
- Reporting line
- Main purpose of the job
- Main duties and responsibilities
- Desired and essential selection criteria
- Required qualifications

### 4.2.3 Authorisation

Once the job description has been prepared, the Manager will send it to the Executive Management Team for approval. The Executive Management Team will notify the Manager of their decision.

### 4.2.4 Advertising and attracting candidates

If the job description is approved, the Manager will provide Human Resources with a copy of the job description. Human Resources will then prepare a job advertisement based on the job description.

The following rules apply to anyone writing the job advertisement:

- The job advertisement should be written in clear, non-discriminatory language;
- The job advertisement must contain the job title, location of the vacancy and a list of key duties and responsibilities;
- The advertisement should outline desired and essential selection criteria and required qualifications;
- Information about how candidates can apply and what documentation is required must be included;
- Duration of appointment (if fixed term);
- Closing date for applications;
- Information on who a candidate should contact must be provided; and
- The job advertisement should state that the Institute is an equal opportunity employer.

Consideration for appointment of new, existing or revised positions must be made available to internal staff for promotion and external candidates where relevant.

Job advertisements may be promoted via Seek, on the Institute's website, in the company newsletter or by other means.

The Institute recognised employee referral is a quality source of acquiring highly qualified and experienced employees. Institute employees are encouraged to refer suitable candidates for employment at the Institute.

## 4.2.5 Shortlisting and interviewing

### Shortlisting

Human Resources will be responsible for reviewing applications against the job criteria and providing a shortlist of candidates to the hiring Manager for further screening. Once the Manager has a final shortlist of candidates, Human Resources will contact the candidates and arrange interviews.

### The Interviewing Panel

Interviews are to be conducted by a panel of at least 2 members. Membership of the interview panel will generally consist of Human Resources and the hiring Manager. At least one member of the interview panel must have detailed knowledge of the requirements of the job.

### Conducting the Interview

The interview panel should prepare the questions to be asked at the interview. Standard questions should be asked for all candidates for the same position to ensure consistency of questioning and equitable opportunities for candidates to respond to the same critical issues pertaining to the position. All candidates must be given a similar allocated time frame to address critical issues during the interview panel.

After all standard questions have been addressed, the candidates must be given the opportunity to ask questions, raise other relevant issues that will give them the opportunity to exhibit additional relevant qualities for the position.

Interview notes must be taken by the interview panel to ensure that the panel makes an informed decision based on the content of the interview. The notes must relate to how each candidate demonstrates their knowledge, skills, experience and abilities in relation to the person specification and job description.

The interview panel must not offer the job to the candidate during the interview.

Human Resources will keep records of all interview notes taken, application forms, curriculum vitae, references, qualifications, etc.

In some instances, a second interview may be required with a different interview panel.

## 4.2.6 Selecting, reference checks and verifying qualifications

### Selecting

The interview panel will select a candidate for the position based on their suitability and if they have met all the required selection criteria.

### Reference Checks

Shortlisted candidates will be subject to reference checking prior an offer of employment being made. Appropriate referees are those who have had direct experience of a prospective candidate's work, education or training and must have been in a supervisory capacity. At least one reference must come from the current or previous employer. References from relatives or friends will not be accepted.

References are confidential and should be sought "in confidence". References can only be used for the purpose for which they are intended and their confidentiality must be maintained.

During the reference check, Human Resources will confirm:

- The candidates previous job title and responsibilities
- Significant achievements made by the candidate
- The candidates strengths and limitations

Notes should be taken by Human Resources during the reference check process and a copy stored on the candidates file.

### **Verifying Qualifications**

Where specific qualifications are required to undertake the job, original or certified copies of the qualifications must be produced by the applicant at the final interview stage or when requested. A copy of the qualification must be taken by Human Resources and noted as a true and original copy.

If essential qualifications are not written in English, a certified translation must be provided.

Human Resources will, where required, make all possible efforts to authenticate and validate the qualifications of the candidate. This will include contacting the relevant education provider to verify the academic records of the candidate.

### **Determining equivalent professional experience**

The following are indicative types of professional experiences that could be put forward by an academic candidate in making a case for equivalent professional experience:

- Provided leadership in the development of professional standards;
- Performed in a role requiring high order judgement and provision of expert advice;
- Performed in a role at a senior level;
- Managed significant projects in the relevant field;
- Obtained testimonials, awards or other recognition that acknowledges leadership or achievement in the relevant discipline;
- Contributed to the discipline through participation in governing bodies, advisory boards or professional networks;
- Peer-reviewed publications in the relevant discipline; and
- Contributed to other publications (e.g. books, reports) in the relevant discipline.

The Executive Dean will be responsible for determining equivalent professional experience.

### **4.2.7 Offer**

Once a successful candidate has been selected (and approved for Executive or Academic positions as per **Section 6.7: Approvals of the Staff Recruitment and Selection Policy**) Human Resources will prepare and issue a contract.

The contract will clearly outline the position, conditions of employment, probation period, salary, superannuation, confidentiality conditions, duration (for short term contracts) and any other agreed terms.

Accompanying the contract, the successful candidate should be sent a New Starter Pack as part of the pre-commencement induction and orientation process (refer to the **Staff Induction Policy** and associated Procedure for further information). The New Starter Pack will include:

- Superannuation form
- Tax file declaration form
- New employee information form
- Proof of identity checklist
- Fair work information statement and acknowledgment form
- Staff Code of Conduct
- Other relevant policies and procedures

## 5. Version Control

This Procedure has been endorsed by the Australia Institute of Higher Education Chief Executive Officer as at April 2017 and is reviewed every 3 years. The Procedure is published and available on the Australian Institute of Higher Education website <http://www.aih.nsw.edu.au/> under 'Policies and Procedures'.

<b>Change and Version Control</b>				
<b>Version</b>	<b>Authored by</b>	<b>Brief Description of the changes</b>	<b>Date Approved:</b>	<b>Effective Date:</b>
2016-2	Registrar	Updated template Restructured document, added box to beginning Initial review/edit of content	6 July 2016	6 August 2016
2017-1	Registrar	Updated content.	19 April 2017	20 April 2017