



# Talent Acquisition Procedure

## Procedure

Approver and Sponsor	Deputy Vice-Chancellor (Operations)
Owner	Chief People and Culture Officer
Secretary	Corporate Secretary
Policy	UP22/15 Talent Acquisition

## 1 Purpose

- 1.1 This Procedure —
- provides a full understanding of the University's Talent Acquisition process;
  - provides additional explanatory information to assist with the correct interpretation and application of the Talent Acquisition Policy when undertaking a selection process for an Academic or Professional and General position on behalf of the **University**.
- 1.2 This Procedure is to be read in conjunction with the following –
- Talent Acquisition Policy;
  - Mobility and Flexibility Policy;
  - Visa and Immigration Policy;
  - Conflict of Interest Policy;
  - Award of the Title of Emerita Emeritus Professor Policy;
  - Diversity, Equity and Inclusion Policy;
  - Code of Ethics and Code of Conduct;
  - Gender Based Violence Policy;
  - Employment Checks Procedure;
  - Relocation Expenses Procedure;
  - Honorary and Visiting Appointments Procedure; and
  - DoPCA Recruitment Approvals Matrix.

## 2 Roles and Responsibilities

Role	Responsibilities
Policy Owner	<ul style="list-style-type: none"> <li>The designated department, reporting to the Policy Sponsor, who manages the day-to-day operations of the Policy.</li> <li>Responsible for the administration of the Policy including its communication, maintenance and review.</li> </ul>
Policy Sponsor	Accountable for strategic oversight of the Policy, ensures its alignment with University strategy, and champions compliance with the Policy. The Sponsor is also the approving authority on subordinate documentation.
Policy Approver	The ultimate authority on each Policy.
Transformation Team	Provide support for the development, review, mapping and operationalisation of Procedures and subordinate documentation.
Policy Secretariat	<ul style="list-style-type: none"> <li>The department responsible for the Policy Framework and its governance.</li> <li>The Academic Secretary is the Policy Secretary for Academic Policy.</li> <li>The Corporate Secretary is the Policy Secretary for Institutional and Administrative Policy.</li> <li>The Policy Secretariat is to be contacted via <a href="mailto:policy@uwa.edu.au">policy@uwa.edu.au</a>.</li> </ul>

### 3 Definitions

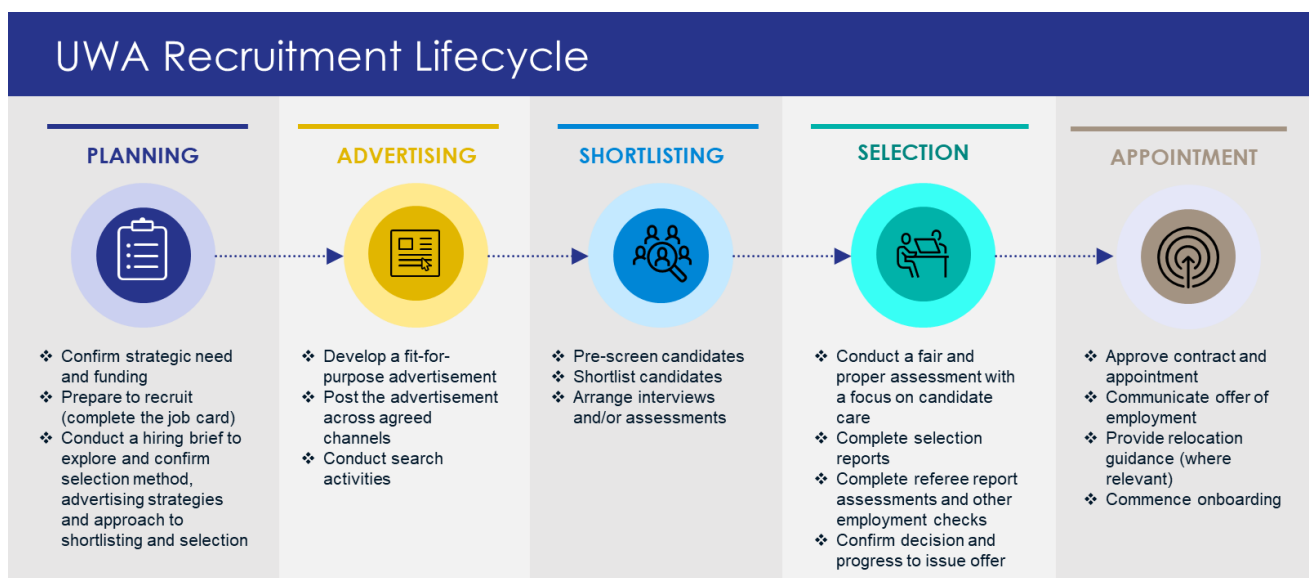
Term	Definition
Casual Employment	An engagement with no ongoing commitment, paid hourly with a casual loading, typically used for short-term or irregular work.
Conflict of Interest	A situation where personal, professional or financial interests may compromise or appear to compromise impartial decision-making in the recruitment process.
Corresponding Member	A selection committee member who is external to UWA and provides independent subject-matter expertise relevant to the role or discipline.
Delegated Authority	The individual or role authorised to approve recruitment actions and associated costs under the DoPCA Recruitment Approvals Matrix.
Desktop Assessment	A competitive selection method where the selection committee formally assess the candidate's application against the selection criteria with documented evidence.
Direct Appointment	A fixed term appointment of up to two years made without a competitive selection process, supported by a business case and approved under the DoPCA Recruitment Approvals Matrix.
Fixed Term Employment	Employment for a specified period, either full-time or part-time, aligned with the conditions outlined in the relevant Employees Enterprise Agreement and the Modern Award.
Hiring Manager	The person responsible for initiating and managing the recruitment process for a vacant position.
Interview by Invitation	A competitive selection method where advertising is not required, and a candidate is invited to participate in a formal assessment against selection criteria.
Ongoing Employment	Employment with no fixed end date, continuing until terminated by either party, and may be full-time or part-time.
Policy	An approved document registered on the UWA Policy Library that expresses requirements for behaviour and practice.
Procedure	An approved document that enables compliance with the implementation of Policy principles by providing step-by-step instructions on how to action specific parts of a Policy.
Secondment	A temporary internal appointment for a fixed period, after which the employee returns to their substantive position unless otherwise agreed.
Section 50(d) Positions	Aboriginal and/or Torres Strait Islander Identified positions under the <i>Equal Opportunity Act 1984 (WA)</i> .
Selection Committee	A group of individuals responsible for assessing candidates and recommending appointments in accordance with the University's recruitment policies and procedures.
Selection Committee Chair	The designated lead of the Selection Committee who ensures compliance, facilitates discussion and manages conflicts of interest.
Talent	An Employee or Prospective Employee.
Talent Acquisition	The process of attracting, selecting and appointing Talent.
Talent Pool	A list of candidates deemed suitable for appointment following a competitive process and used to fill similar roles without re-advertising.
University	Is defined in Part 1 section 2 of the University of Western Australia Act 1911 (WA).

### 4 Scope

- 4.1 This procedure applies to all new or existing vacant appointments at the University, including the appointment of existing employees to new roles, but excludes the appointment of Honorary and Visiting Appointees, Independent Contractors, University Visitors or Volunteers.

## 5 Procedure

5.1 **Talent Acquisition** refers to the end-to-end process of attracting, selecting and appointing **Talent**, as outlined in the UWA Recruitment Lifecycle —



## 6 Roles and Responsibilities

6.1 The following outlines the roles and responsibilities of those involved in the talent acquisition process —

<b>Delegation of People and Culture Authority (DoPCA)</b>	<b>Are responsible for —</b> <ul style="list-style-type: none"> <li>• Ensuring all approvals relating to talent acquisition are appropriate and aligned with the Talent Acquisition Policy and related procedures.</li> <li>• Approving all relevant costs related to the acquisition of talent.</li> </ul>
<b>People and Culture</b>	<b>Are responsible for —</b> <ul style="list-style-type: none"> <li>• Supporting <b>Hiring Managers</b> (typically the Selection Committee Chair) by providing support and advice throughout the Talent Acquisition process.</li> <li>• Coordinating advertisement activities and where relevant provide targeted support for candidate sourcing and/or shortlisting.</li> <li>• Being the main point of contact throughout the Talent Acquisition process.</li> <li>• Undertaking pre-employment compliance checks prior to making an offer of employment.</li> <li>• Making formal offers of employment to successful candidates.</li> <li>• Developing contracts of employment and coordinating the onboarding process.</li> <li>• Provide training and development to Hiring Managers and employees involved in Talent Acquisition activities.</li> <li>• Ensuring a positive recruitment experience for Hiring Managers and Candidates.</li> <li>• Managing relocation initiation and coordination with the Relocation Provider.</li> <li>• Managing visa initiation and coordination with the Immigration provider.</li> </ul>
<b>Selection Committee</b>	<b>Are responsible for —</b> <ul style="list-style-type: none"> <li>• Actively participate in the Talent Acquisition process in accordance with the University's Talent Acquisition Policy and related procedures.</li> <li>• Ensuring records created throughout the process sufficiently record decision making, are transparent, and can be reviewed.</li> </ul>

	<ul style="list-style-type: none"> <li>Ensuring they have successfully completed the University's mandatory Recruitment and Selection Training for <b>Selection Committee</b> members.</li> <li>Disclosing any potential, perceived or actual <b>Conflict of Interest</b> and ensuring appropriate management strategies are put in place to mitigate any risks.</li> </ul>
<b>Selection Committee Chair</b>	<p><b>In addition to the responsibilities of a Selection Committee, the Selection Committee Chair is additionally responsible for —</b></p> <ul style="list-style-type: none"> <li>Formulating the Selection Committee.</li> <li>Facilitating constructive discussions and resolving any discrepancies between panel members.</li> <li>Appropriately managing any conflict of interests should they arise.</li> <li>Ensure that all panel members are reminded of, and cognisant of, conscious and unconscious bias throughout the process.</li> <li>Appropriately managing the completion of Public Sector Cultural Awareness Training and/or receiving cultural awareness guidance prior to shortlisting and interviews of 50(d) positions and/or Indigenous candidates.</li> <li>Being available throughout the process to answer any questions from prospective candidates or to provide feedback to candidates at the end of the process if requested.</li> <li>In the event of an appeal from an unsuccessful applicant, providing a written report on the reasons for non-selection within seven (7) working days of receiving the request.</li> </ul>

## 7 Types of Employment Arrangements and Appointment Methods

### 7.1 Employment Arrangements

- (a) The University utilises a range of employment arrangements to make appointments to vacancies, depending on the circumstances. These include —

<b>Casual Employment</b>	<ul style="list-style-type: none"> <li><b>Casual employment</b> contracts are used when there is no commitment to ongoing work with an agreed pattern of work.</li> <li>A Casual Employee is engaged and paid by the hour, inclusive of a 25% casual loading.</li> <li>For further information please refer to the <a href="#">Casual Academic Process</a> and <a href="#">Casual Professional and General Process</a> in the Appendix.</li> </ul>
<b>Fixed Term Employment</b>	<ul style="list-style-type: none"> <li><b>Fixed Term Employment</b> means employment for a specified term or ascertainable period and may be on a full-time or part-time basis. The use of fixed term employment is limited to work that comes within the descriptions as described in all relevant current Employees Enterprise Agreement and the Modern Award.</li> </ul>
<b>Ongoing (including ongoing contingent funded)</b>	<ul style="list-style-type: none"> <li><b>Ongoing Employment</b> contracts are for employees who have an indefinite period of employment, until the employer or employee ends the employment relationship.</li> <li>Ongoing employment may be on a full-time or part-time basis.</li> </ul>

## 8 Appointment Methods

8.1 The University's preferred appointment method is to undertake a standard competitive selection process, detailed in sections 10 to 14 below, which means that the position is advertised, and a candidate is selected from a pool of applicants following a merit-based competitive selection process.

8.2 Where appropriate, variations in the appointment method can be used as follows —

- (a) More extensive and/or targeted support for Hiring Managers and the Candidate(s) for Senior Appointments to reflect the strategic importance of these roles, as outlined in the Senior Appointments Process in Appendix C: Process Maps.
- (b) Interview by Invitation, where a merit-based competitive selection method is undertaken but advertising is typically not required, as outlined in the Interview by Invitation process in Appendix C: Process Maps.

- (c) Direct Appointments, where a candidate is appointed to a position without a merit-based competitive selection process for a period of up to two (2) years, as outlined in the Direct Appointment Process in Appendix C: Process Maps.
- (d) Secondment, where an existing employee is temporarily assigned to a different role within the University for a defined period while maintaining their substantive position, as outlined in the Secondment Process in Appendix C: Process Maps.
- (e) Renewals, where an existing employee is reappointed to the same or similar role without undertaking a new competitive selection process, as outlined in the Renewal Process in Appendix C: Process Maps.

8.3 Where a Hiring Manager is unsure of which appointment method is appropriate, they may refer to Table 1 in Appendix A: Types of Appointment Methods and/or seek guidance from the Talent Acquisition team.

## **9 Supporting the University's Indigenous Strategy**

9.1 To support the University's goals in relation to the Indigenous Strategy, the University may designate a role as a Section 50(d) position under the Equal Opportunity Act 1984 (WA) allowing only Indigenous Australians to apply. The Hiring Manager and People and Culture Business Partner must confirm whether the position meets the 50(d) criteria.

9.2 When recruiting for a Section 50(d) position, or when the Talent Acquisition team is supporting an Indigenous Hiring Manager or Candidate, the Talent Acquisition team will partner with the Hiring Manager and the School of Indigenous Studies (if relevant) to ensure the process is fair, equitable, and culturally safe.

9.3 Indigenous recruitment is recognised as a specialist stream requiring bespoke approaches, training, and resources.

9.4 Planning

(a) Position Description

- i. Ensuring inclusive and culturally appropriate position description selection criteria that recognise diverse experiences and knowledge.
- ii. Ensuring community engagement and cultural capability expectations are reflected.
- iii. Mandatory Section 50(d) clause is captured.

(b) Hiring Brief

The Talent Acquisition team will conduct a mandatory hiring brief to discuss —

- i. Cultural considerations
- ii. Sourcing strategy and specialised recruitment approach
- iii. Preferred communication approach with Indigenous candidates
- iv. Compliance with Section 50(d) requirements
- v. Any additional assessment or support needs.

9.5 Culturally Appropriate Advertising and Sourcing

- (a) Tailor advertisement for Indigenous candidates, in liaison and with advice from the School of Indigenous Studies.
- (b) Using targeted recruitment channels, Indigenous-specific job boards, and external Indigenous recruitment specialists (if relevant) to source suitable candidates.
- (c) Mandatory Section 50(d) clause is captured in the advert.
- (d) The use of Interview Guarantee - Positions where Indigenous Australian applicants who are able to demonstrate capability to fulfil the position by meeting the selection criteria to a satisfactory degree, meeting most of the selection criteria with demonstrated ability to fulfil the position with appropriate development, or who demonstrate comparable experience, will be shortlisted for an interview.

9.6 Culturally Safe Selection Methodologies

- (a) Incorporating alternative interview formats and culturally appropriate questions.

9.7 Selection Panel Requirements

- (a) Ensuring Indigenous representation on selection panels where possible.
- (b) Complete Public Sector Cultural Awareness Training and/or receive cultural awareness guidance prior to shortlisting and interviews.

- (c) Further information on Indigenous Identified positions and a recruitment toolkit, please refer to the [Guide to Indigenous Identified Positions](#).

## 10 Planning

### 10.1 Overview of the Planning Phase

- (a) Undertaking planning activities ensures that the recruitment and selection activities are appropriate, compliant and meet the University's strategic workforce needs.
- (b) In this phase the Hiring Manager will be required to —
  - i. evaluate the position description against classification standards and confirm the correct level;
  - ii. undertake a vacancy assessment to ensure the recruitment aligns with the University's strategic workforce needs and that appropriate funding is available;
  - iii. review or develop a classified position description;
  - iv. complete the relevant request to recruit which must be approved in accordance with the Delegation of People and Culture Authority (DoPCA) Recruitment Approvals Matrix prior to commencing recruitment.
- (c) In this phase the Talent Acquisition team will be required to —
  - i. ensure that an appropriate Selection Committee is established, aligned with the membership requirements in Table 2 in Appendix B: Selection Committee Composition, and where possible:
    - (1). is diverse in composition with respect to genders, cultural backgrounds, abilities, identities and other personal attributes;
    - (2). for an identified position, includes a person with that particular attribute or with a demonstrated in-depth knowledge of that particular attribute.
  - ii. determine appropriate selection methodology and develop assessments that are appropriate to the position requirements, reliable and valid, in consultation with the Hiring Manager. For interview assessments, the interview guide templates must be used.

### 10.2 Hiring Brief

- (a) The Talent Acquisition team will conduct a hiring brief for all positions. This creates an opportunity to discuss and make informed decisions with the Hiring Manager about advertising, shortlisting, selection and appointment.
- (b) For Senior Appointments, the hiring brief will confirm the unique recruitment requirements for the role, including funding available for relocation and non-standard contract arrangements, advertising requirements and strategies, and external stakeholder involvement in the recruitment process.

## 11 Advertising

### 11.1 Overview of the Advertising Phase

- (a) The main purpose of the advertising phase is to attract a competitive pool for a vacant position.
- (b) The Talent Acquisition team will advise the Hiring Manager on minimum advertising requirements and appropriate advertising channels based on the type of appointment.
- (c) The University may —
  - i. limit recruitment practices to specific groups; or
  - ii. target recruitment practices at specific groups or individuals
- (d) Mandatory Gender Based Violence (GBV) clause is captured on all adverts.

### 11.2 Use of Recruitment Agencies

- (a) If a Hiring Manager wishes to engage a recruitment agency to assist with recruitment requirements, this should be discussed with the Talent Acquisition team to ensure all sourcing options have been considered before approaching a recruitment agency.
- (b) Where the Hiring Manager and Talent Acquisition team have determined that it is suitable to use a recruitment agency, the Talent Acquisition team will provide advice regarding which recruitment agency(s) are most appropriate to use.

## **12 Shortlisting**

### 12.1 Overview of the Shortlisting Phase

- (a) Shortlisting involves assessing applications against the position requirements outlined in the advertisement and/or position description.
- (b) All members of the Selection Committee will be invited to review the applications to determine a shortlist of candidates for further assessment and record their recommendations in eRecruitment.
- (c) The Selection Committee Chair will review decisions provided by the Selection Committee and make the final decision about which applicants to shortlist.
- (d) Once the shortlist is confirmed, the Talent Acquisition team will work with Hiring Managers and College Services (for academic positions) to facilitate the requirements for candidate interviews.
- (e) Candidates are required to be given a minimum of 3 working days' notice of their scheduled interview.

### 12.2 Diversity Considerations

- (a) A Selection Committee may shortlist a candidate from an under-represented group, including Indigenous Australians, women, people with disability, or people from non-English-speaking or culturally diverse backgrounds, where the candidate meets the selection criteria, acknowledging that merit can be evidenced in diverse ways beyond traditional measures of competitiveness.

### 12.3 Reasonable Adjustments

- (a) Where an applicant has advised the Selection Committee that they have 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.

## **13 Selection**

### 13.1 Overview of the Selection Phase

- (a) The selection phase involves undertaking assessments of candidates' skills, knowledge and abilities to meet the requirements of the role as outlined in the position description.
- (b) Shortlisted applicants are assessed on their merit and the extent to which they meet or exceed the defined selection criteria, typically through a Selection Committee panel interview.
- (c) A desktop assessment can be undertaken in place of a panel interview where the advert was posted internally only and only one internal applicant applies for the position (Professional and General Level 1 – 8 and Academic Level A – B only).

### 13.2 Selection Reports

- (a) The Selection Committee Chair is required to complete a selection report that records the key outcomes and recommendations following the assessment process. This report should indicate whether each candidate is preferred, appointable or not appointable, and provide a summary of each candidate.
- (b) Once the report is submitted, The Talent Acquisition team will notify candidates who are not appointable of the outcome of their application and notify all appointable candidates about expected next steps and timeframes.

### 13.3 Employment Checks

- (a) Employment checks and declarations are to be completed for the preferred candidate in accordance with the Employment Checks Procedure.

### 13.4 Sponsorship and Relocation

- (a) The University may choose to sponsor a visa for a prospective employee (or current employee applying for a new position) who does not currently hold working rights in Australia. Visa and relocation assistance will be provided in accordance with the Visa and Immigration Policy and the Relocation Expenses Procedure.

## **14 Appointment**

### 14.1 Overview of the Appointment Phase

- (a) All appointments must be approved in accordance with the DoPCA Talent Acquisition Approvals Matrix.

- 14.2 Offer of Employment
- (a) The Talent Acquisition team will make a formal offer to the successful applicant upon receipt of the Selection Report, which may be done in collaboration with the Hiring Manager.
  - (b) As soon as a person has accepted an offer of employment (either verbal or written) from a representative of the University, a contract of employment exists.
  - (c) The employment contract is generated by the Talent Acquisition team in accordance with the agreed position description and relevant funding.
  - (d) The Hiring Manager approves the contract.
  - (e) An employee's commencement is conditional on satisfactory completion of relevant Employment checks as per the Employment Checks Procedure.
- 14.3 Notifications and Feedback
- (a) At the closure of the recruitment process, applicants who are deemed appointable but not successful are to be notified in a timely manner.
  - (b) The Selection Committee Chair is encouraged to provide constructive feedback to internal candidates who were interviewed but not appointed.
  - (c) Constructive feedback to all candidates who were interviewed but not appointed must be provided upon request.
- 14.4 Talent Pools
- (a) If, following a competitive selection process, more than one candidate is considered appointable, all appointable but unsuccessful candidates can be added to a relevant **Talent Pool** for twelve (12) months after the conclusion of the recruitment process.
  - (b) If a vacancy occurs for the same or similar role within this period, the Hiring Manager can at their discretion appoint a candidate from the talent pool rather than conduct a competitive selection process.
  - (c) If a person is appointed directly from the talent pool, the individual will be considered to have been appointed through a competitive selection process.
- 14.5 Onboarding
- (a) The University will use the relevant onboarding portal to obtain required information from appointees and to communicate University-wide induction activities and information.
  - (b) Managers are responsible for inducting new employees as per the relevant portals and for providing a local induction tailored to the School/Business Area.
  - (c) If a preferred applicant has identified the need for reasonable adjustments during the interview process – for example, changes to work practices, alterations to facilities, or access to specific aids or equipment – please contact UWA Injury Management and Wellbeing at [staffwellbeing@uwa.edu.au](mailto:staffwellbeing@uwa.edu.au) for assistance.

## 15 Help and Resources Available

- 15.1 The Talent Acquisition team are available to provide support and assistance on all phases of the Talent Acquisition process. Please contact your Talent Acquisition Adviser directly, or email [people@uwa.edu.au](mailto:people@uwa.edu.au).

## 16 Privacy and Confidentiality

- 16.1 At the end of the recruitment process, the Selection Committee members must ensure that all recruitment documentation is stored confidentially.
- 16.2 The Talent Acquisition team will maintain a recruitment file for each recruitment activity in accordance with the University's obligations under the Privacy Act 1988 (Cth) and consistent with our [Information Privacy Policy](#).
- 16.3 All recruitment files are confidential and are not disclosed to any individual, except to the extent necessary for the University to appropriately assess and manage risk and meet its obligations and responsibilities. All documentation can be subject to a Freedom of Information application. Information relating to the recruitment activity should not be included on the incumbent's personnel file.

## 17 Monitoring, Review and Assurance

17.1 The Chief People and Culture Officer is responsible for continuous monitoring of the effectiveness, application and improvement of this Procedure.

## Legislative Context

Relevant Legislation or Regulations
<i>University of Western Australia Act 1911 (WA)</i>
<i>University of Western Australia Statute (2020)</i>

## Appendix A: Types of Appointment Methods

Table 1: Description of appointment methods

<b>Senior Appointments (including Chair Appointments)</b>	<ul style="list-style-type: none"> <li>• Professorial and executive-level positions, typically for Level E and Senior Management Contracts.</li> <li>• These appointments require a tailored approach to reflect their strategic importance and governance requirements.</li> <li>• While they often follow a standard competitive selection process, the Talent Acquisition team will provide additional support for the Hiring Manager. This may include:             <ul style="list-style-type: none"> <li>○ a comprehensive Hiring Brief with all relevant stakeholders (internal and external);</li> <li>○ more extensive and/or targeted sourcing activities;</li> <li>○ longlisting and/or shortlisting of candidates;</li> <li>○ ongoing communication with donors or other relevant external stakeholders throughout the process.</li> </ul> </li> <li>• For further information please refer to the <a href="#">Senior Appointments Process</a> in Appendix C: Process Maps.</li> </ul>
<b>Direct Appointment</b>	<ul style="list-style-type: none"> <li>• Appointment to a position without a merit-based competitive selection process being undertaken. Can only be offered for a period of up to two (2) years on a fixed-term contract basis. This may be an internal or external appointment.</li> <li>• Direct Appointments cannot be extended beyond two (2) years without a competitive selection Process.</li> <li>• For further information please refer to the <a href="#">Direct Appointment Process</a> in Appendix C: Process Maps.</li> </ul>
<b>Interview by Invitation</b>	<ul style="list-style-type: none"> <li>• Appointment to a position where a merit-based competitive selection method is undertaken but advertising is typically not required. It allows the University to invite a candidate to participate in a formal selection process without opening the position to a broader applicant pool.</li> <li>• The method is appropriate where a business case supports the strategic or exceptional nature of the appointment – typically for Level E or Senior Management Contract roles that require highly specialist skills. The Hiring Manager must prepare a business case to undertake an Interview by Invitation, which requires approval from the Chief People and Culture Officer.</li> <li>• The candidate must be assessed against the approved selection criteria by a Selection Committee, and the process must follow the same rigour and documentation standards as a typical competitive selection process.</li> <li>• If the position is a donor funded Chair role and the donor has stipulated a specific applicant should be considered, the Hiring Manager may consult with Talent Acquisition to streamline the interview process.</li> <li>• For further information please refer to the <a href="#">Interview by Invitation</a> in Appendix C: Process Maps.</li> </ul>
<b>Secondment</b>	<ul style="list-style-type: none"> <li>• A temporary transfer of an Employee to another position within the University or to an External Organisation for a fixed-term period.</li> <li>• At the end of the Secondment period, the Employee will resume their substantive position.</li> <li>• For further information please refer to the <a href="#">Mobility and Flexibility Policy</a> and the <a href="#">Secondment Process</a> in Appendix C: Process Maps.</li> </ul>
<b>Renewals</b>	<ul style="list-style-type: none"> <li>• A renewal refers to the reappointment of an existing employee to the same role without undertaking a new competitive selection process.</li> <li>• Renewals are appropriate where the employee was originally appointed through a merit-based process or by direct appointment, the role remains substantially unchanged, and performance expectations continue to be met.</li> <li>• The Hiring Manager must submit a request for renewal with justification for the reappointment.</li> </ul>

## Appendix B: Selection Committee Composition

Table 2: Selection Committee composition

<b>Academic Employee Appointments</b>	
<b>Levels A to D and Research Academic Positions</b>	<ul style="list-style-type: none"> <li>• Chair: Head of School/Centre or nominee</li> <li>• Two other members of the School/Centre</li> <li>• One member from outside the School/Centre (a member of academic Employees at equivalent or higher level)</li> <li>• If the appointment is to a clinical or para-clinical department in a teaching hospital it is usual to co-opt the chairperson of the Hospital's appointments committee or nominee.</li> </ul>
<b>Level E Positions</b>	<ul style="list-style-type: none"> <li>• Chair: Vice-Chancellor (or nominee)</li> <li>• Senior Deputy Vice-Chancellor</li> <li>• Chair of the Academic Board (or professorial nominee)</li> <li>• Head of School (if not a candidate)</li> <li>• Corresponding Member (optional)</li> </ul>
<b>Executive Appointments</b>	
<b>All positions</b>	<ul style="list-style-type: none"> <li>• Chair: Vice-Chancellor (or nominee)</li> <li>• Member of Senate</li> <li>• Chair of the Academic Board (or professorial nominee)</li> <li>• Member of the Executive</li> <li>• Corresponding Member (optional)</li> </ul>
<b>Professional and General Appointments</b>	
<b>All Positions</b>	<ul style="list-style-type: none"> <li>• Chair: The Hiring Manager</li> <li>• At least one person with detailed working knowledge of the requirements of the position</li> <li>• At least one member from outside the immediate work area (outside the delegated authority's School/Centre)</li> </ul>
<b>Academic and Professional and General Appointments</b>	
<b>All Positions</b>	<ul style="list-style-type: none"> <li>• Where Indigenous candidates are part of the applicant pool, the University aims to include an Indigenous representative on the Selection Committee. If this is not possible, the Hiring Manager must seek advice from People and Culture before proceeding with selection.</li> </ul>

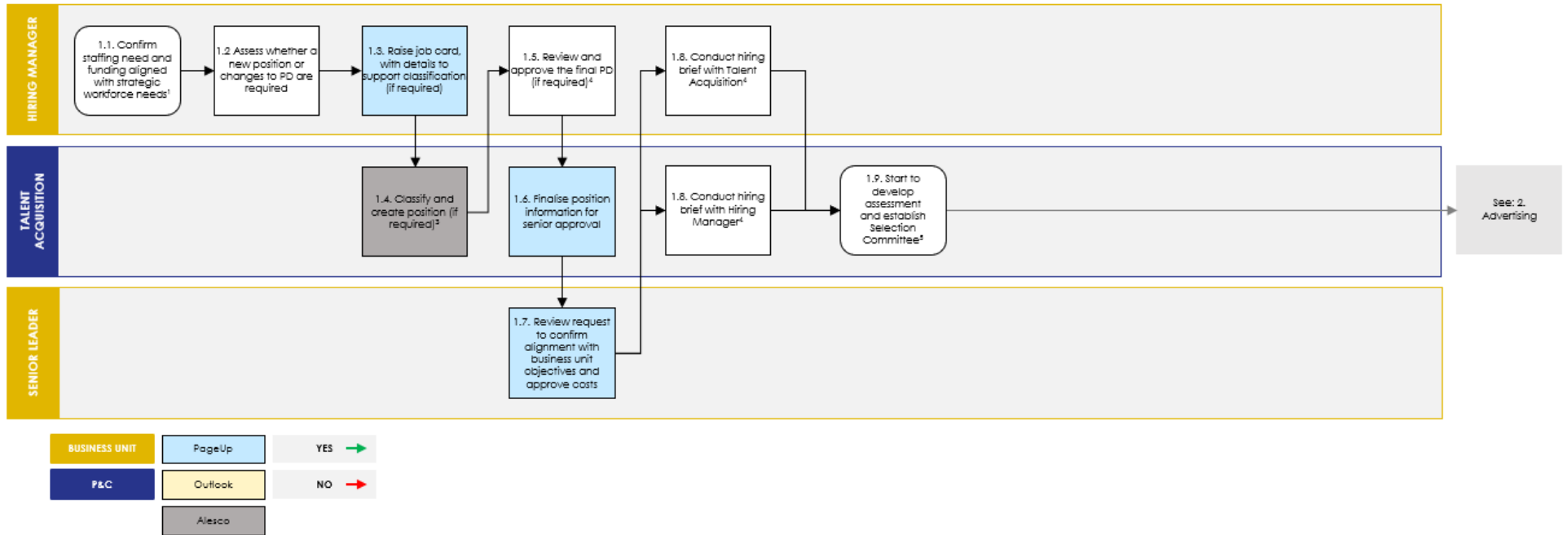
## **Appendix C: Process Maps**

This section provides a detailed view of the Talent Acquisition process for the following —

1. Standard Competitive Selection Process
2. Competitive Senior Appointment Process
3. Casual Academic Appointment Process
4. Casual Professional and General Appointment Process
5. Direct Appointment Process
6. Secondments
7. Renewals
8. Interview by Invitation

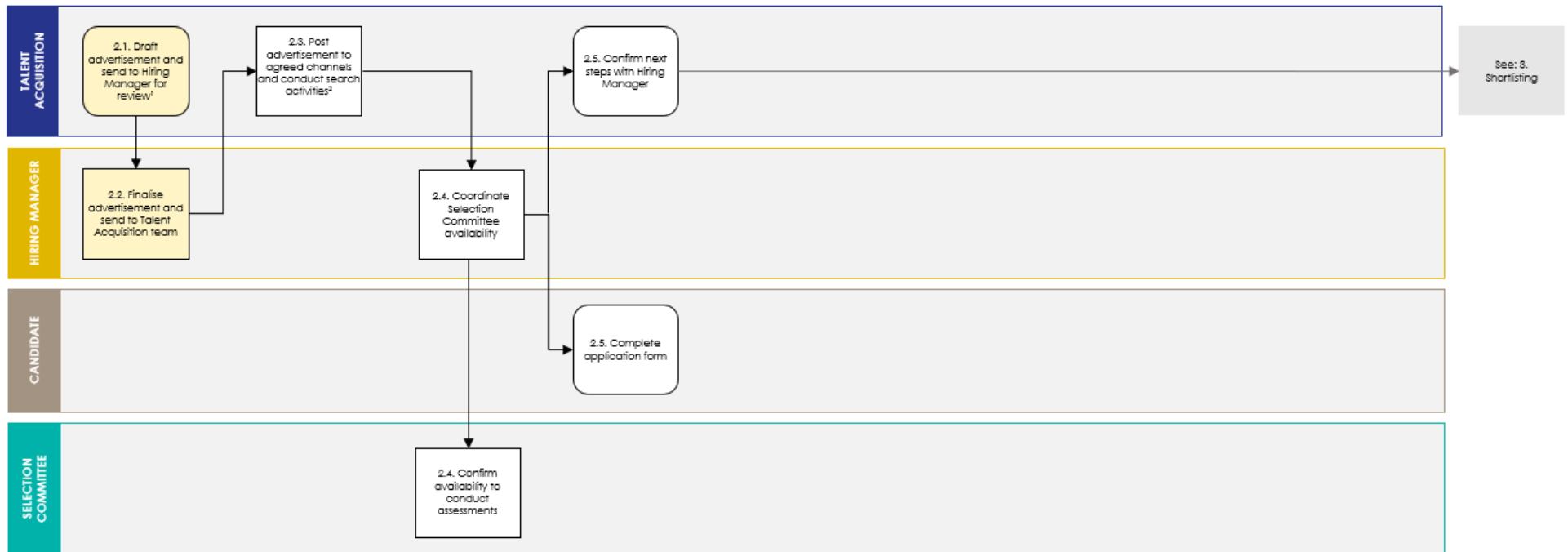
# 1 Standard Competitive Selection Process

## 1. Planning | Competitive Recruitment



1. Based on broader workforce planning efforts in collaboration with Business Partners and other relevant parties as required.
2. Previously carried out by the Classifications Officer. Hiring Managers are notified of amendments to the PD and classification determination through the ServiceNow ticket. Position creation is done in Alesco first and then finalised in TRIM.
3. Upon the Hiring Manager's final review, the position number is created.
4. The Hiring Brief should be to discuss as much information as possible to understand the job and role requirements which will streamline the drafting process for advertisements (see 2.1.). Discussion could include: selection committee composition, competency questions, assessment dates/times, international applicant considerations, and suitable internal candidates.
5. Activity is conducted in consultation with the Hiring Manager.

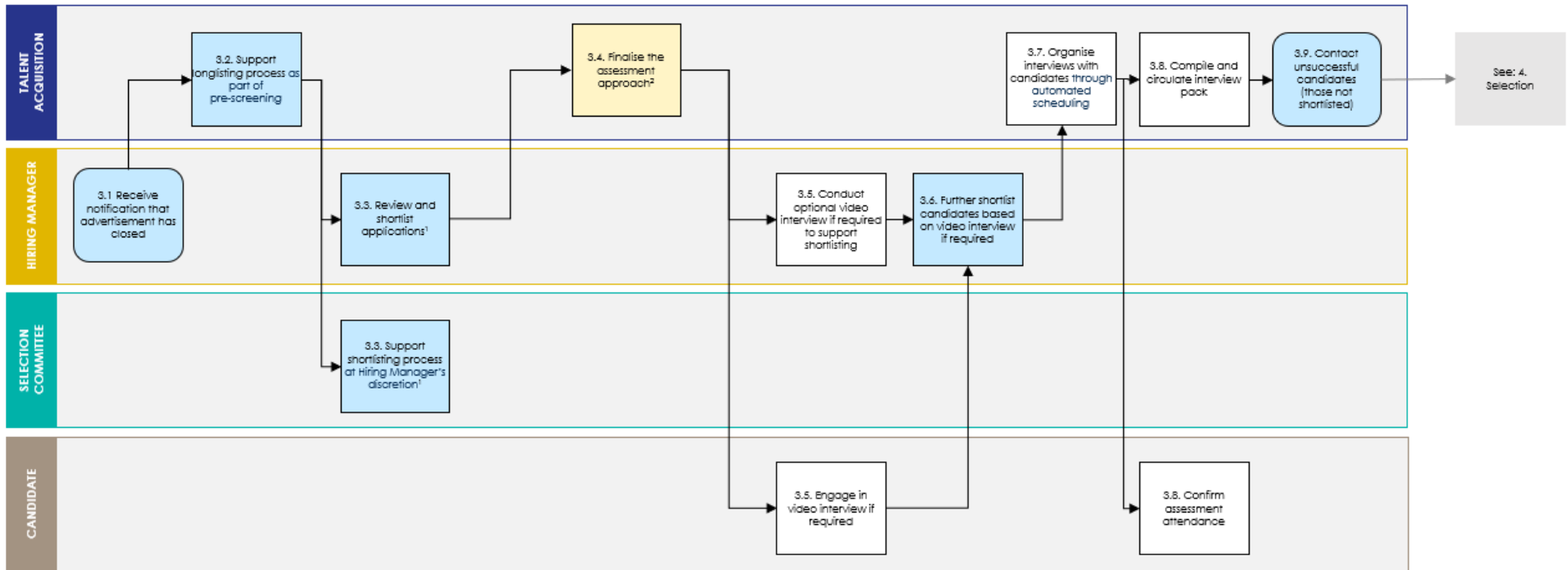
## 2. Advertising | Competitive Recruitment



BUSINESS UNIT	PageUp	YES →
P&C	Outlook	NO →
CANDIDATE		
SELECTION COMMITTEE		

1. Draft advertisement developed based on information from the hiring brief, PDs and best practice templates.
2. Activity is conducted in collaboration with the Hiring Manager; search activities are most often conducted for specialist and hard to fill roles.

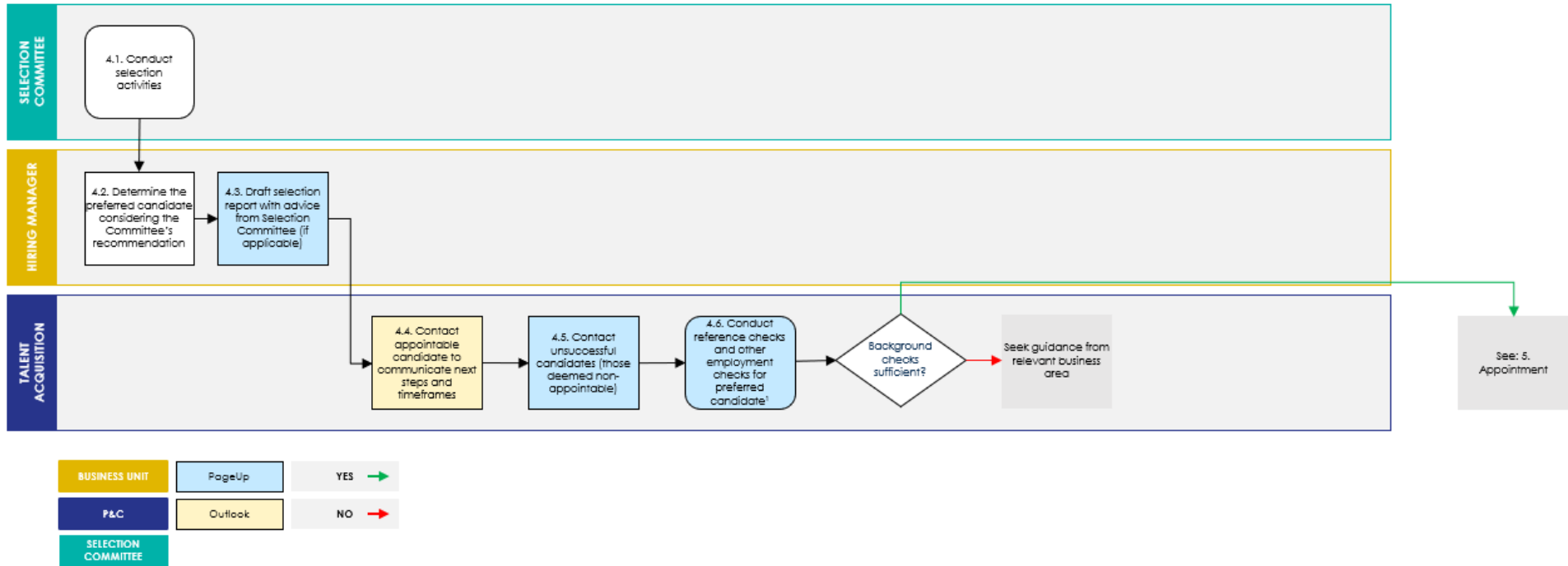
### 3. Shortlisting | Competitive Recruitment



BUSINESS UNIT	PageUp	YES →
P&C	Outlook	NO →
CANDIDATE		
SELECTION COMMITTEE		

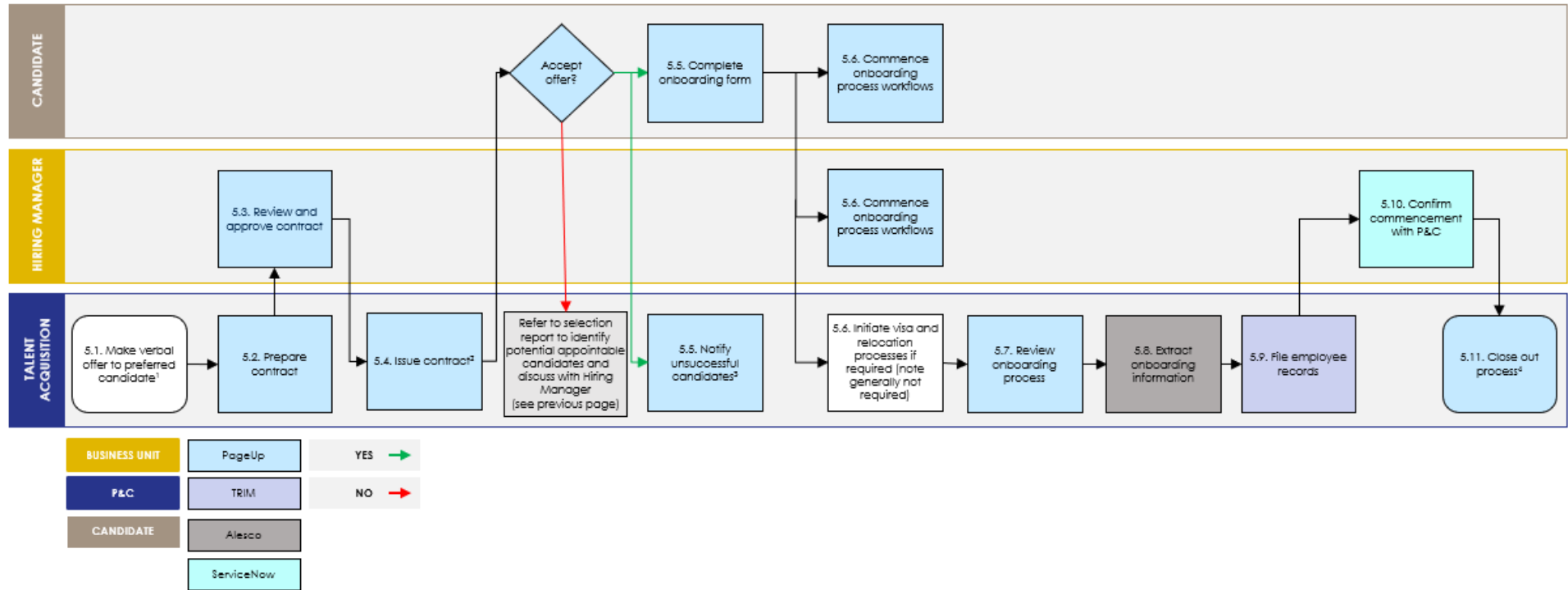
1. The Hiring Manager and Selection Committee are required to declare any potential conflicts of interest during the shortlisting process.
2. Assessments finalised with support from Hiring Manager as necessary. Where the assessment format is an interview, an Interview Guide must be developed using the endorsed template.

## 4. Selection | Competitive Recruitment



1. Employment checks supported by relevant contractor (i.e. First Advantage) where appropriate.

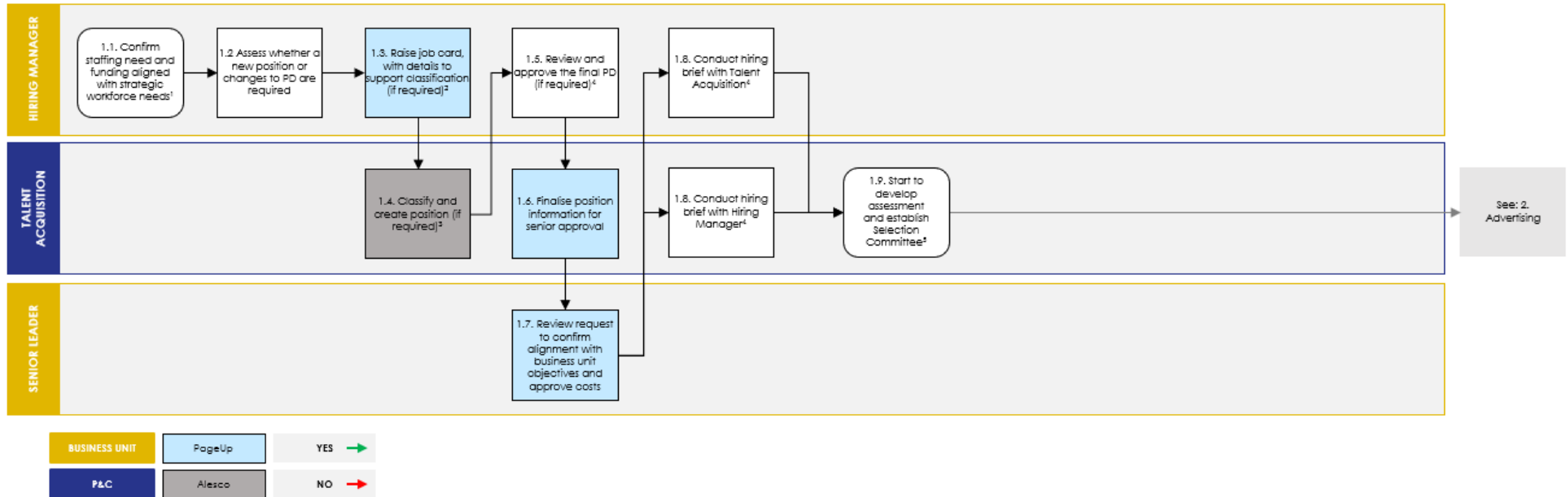
## 5. Appointment | Competitive Recruitment



1. Talent Acquisition and Hiring Manager to determine in earlier conversations (such as hiring brief) who will be responsible for making this verbal offer.
2. A Conditional Contract is typically provided to the candidate, subject to the candidate's background checks being sufficient. If they are not sufficient, Talent Acquisition may seek guidance from the relevant business area and they can withdraw the contract.
3. Chair of Selection Committee encouraged to provide constructive feedback to internal candidates who were shortlisted but not successful, as well as to candidates assessed as appointable but not preferred.
4. This activity includes activating payroll and systems access for the new employee.

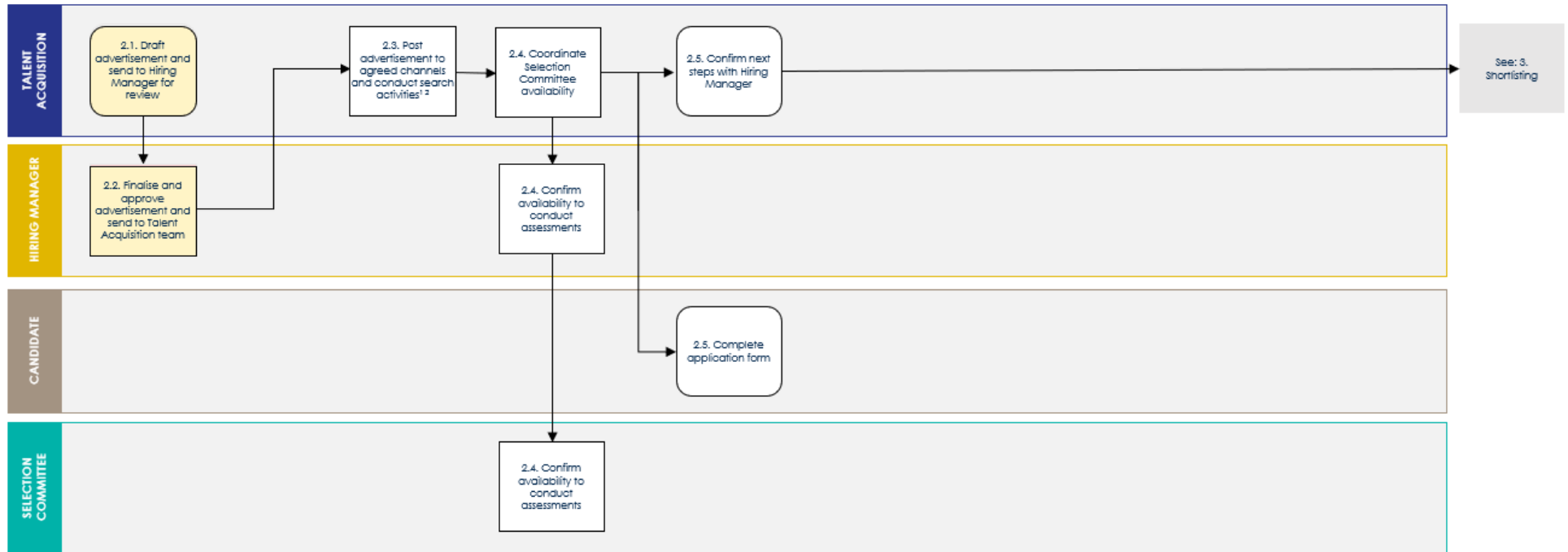
## 2 Competitive Senior Appointment Process

### 1. Planning | Competitive Senior Recruitment



- For relevant endowed chair or other appropriate appointments involving DAR, DAR will confirm the agreement and the Hiring Manager as part of the recruitment process.
- This may include a request for a meeting with the Talent Acquisition team to provide more information on the position; for endowed chair or other relevant appointments involving DAR, include DAR in the job card (CC) to ensure oversight of the recruitment process.
- Previously carried out by the Classifications Officer. Hiring Managers are notified of amendments to the PD and classification determination through the ServiceNow ticket. Position creation is done in Alesco first and then finalised in TRIM.
- For Senior Appointments, confirmation of salary and salary packaging options, and ongoing touch points with externals or donors should also be discussed. For endowed chair positions, DAR, the Office of Research, Finance and the Head of School should be involved in the hiring brief – this should be confirmed with the Hiring Manager before the hiring brief.
- Activity is conducted in consultation with the Hiring Manager.

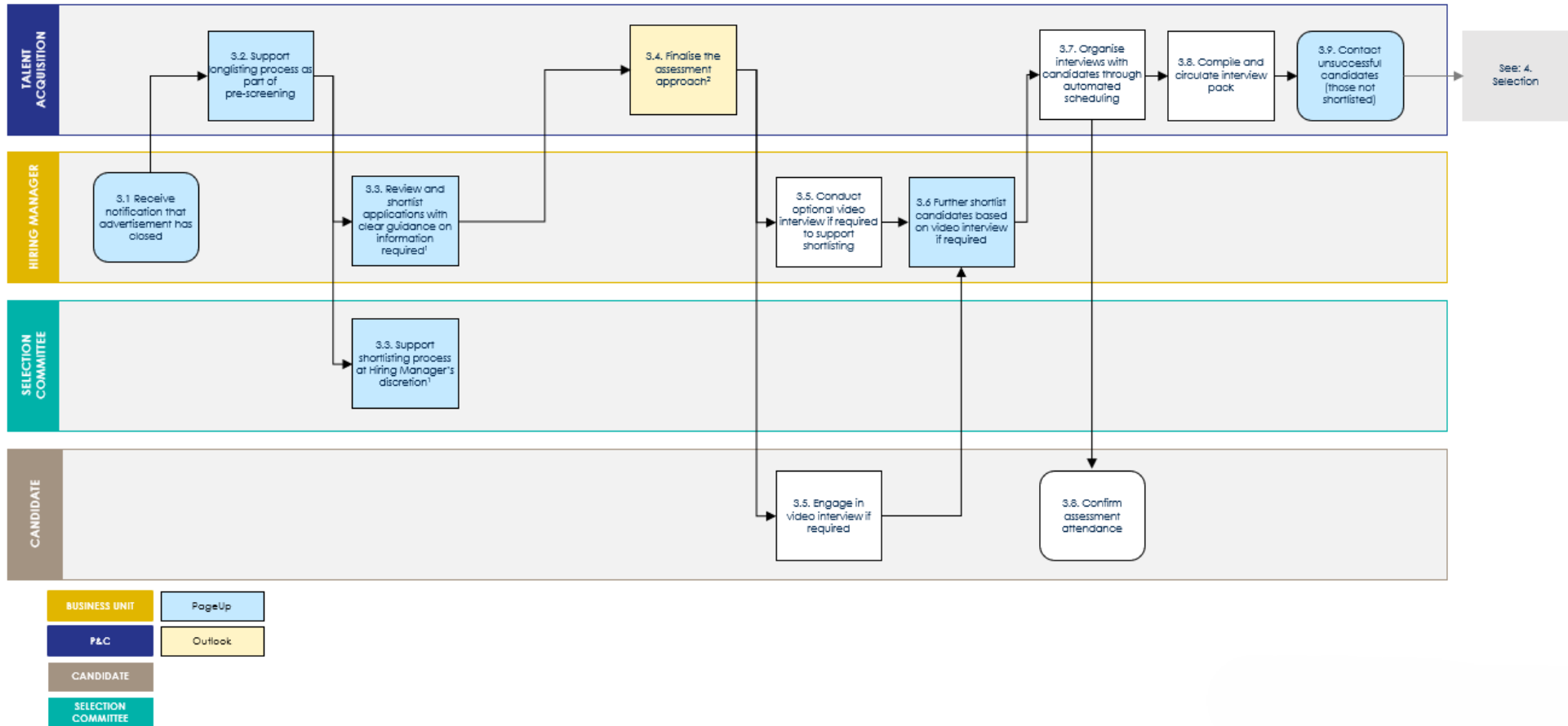
## 2. Advertising | Competitive Senior Recruitment



BUSINESS UNIT	PageUp
P&C	Outlook
CANDIDATE	
SELECTION COMMITTEE	

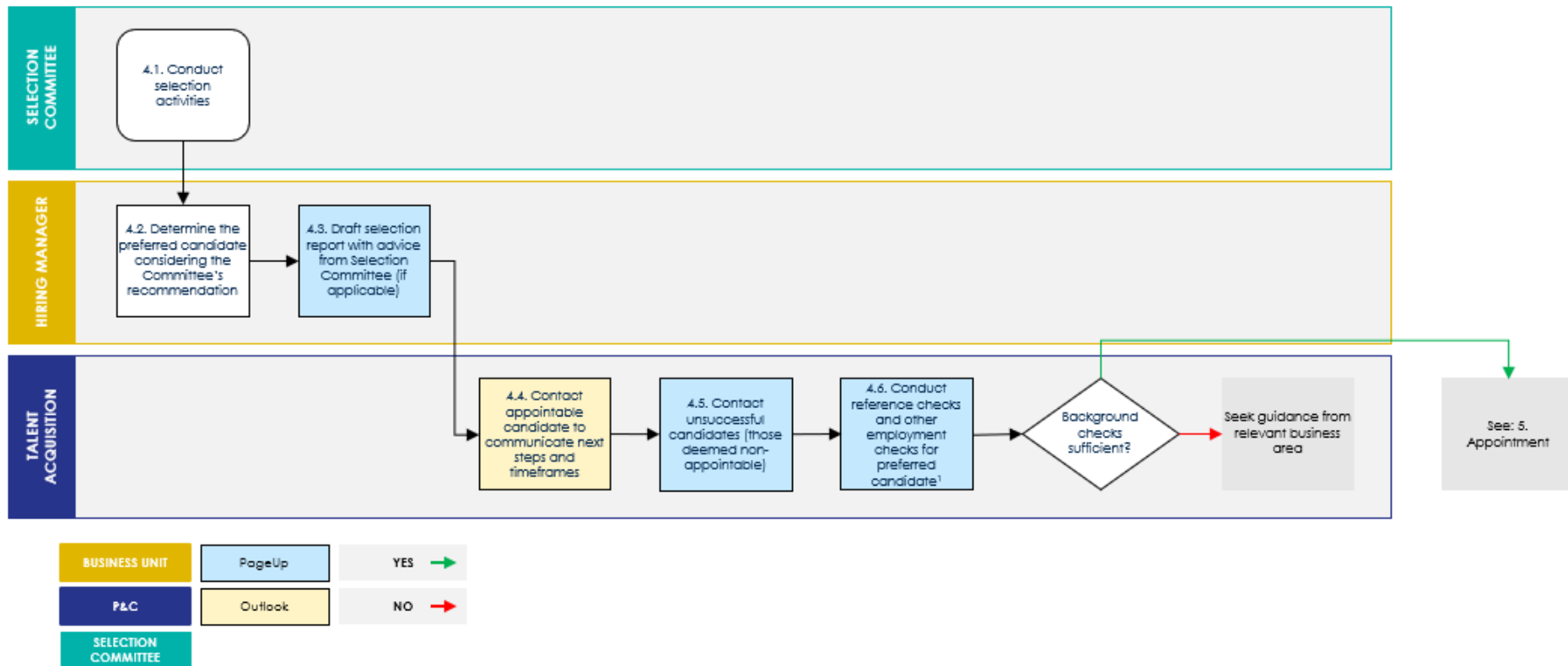
1. Activity is conducted in collaboration with the Hiring Manager.
2. During the advertising period, proactive engagement or check-ins between Talent Acquisition and the Hiring Manager are encouraged to enable consistent communication and flexibility while the advertisement is still active.

### 3. Shortlisting | Competitive Senior Recruitment



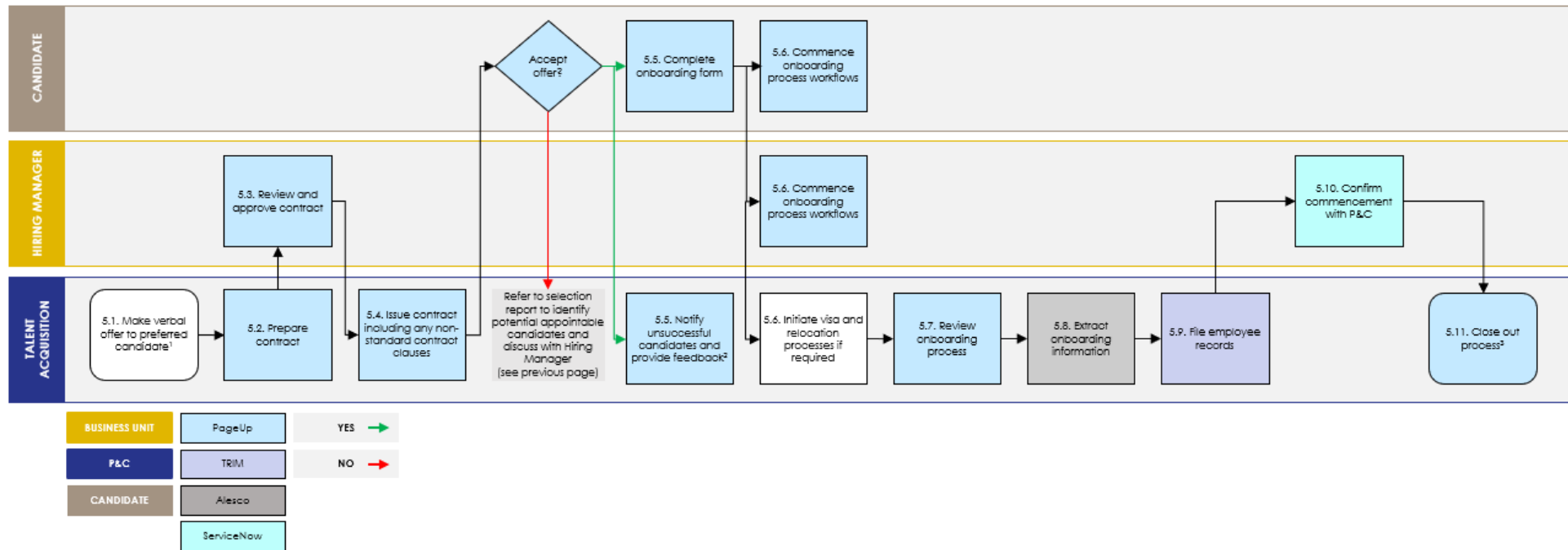
1. The Hiring Manager and Selection Committee are required to declare any potential conflicts of interest during the shortlisting process.
2. Assessments are finalised with support from the Hiring Manager as necessary. Where the assessment format is an interview, an Interview Guide must be developed using the endorsed template.

## 4. Selection | Competitive Senior Recruitment



1. Employment checks supported by relevant contractor (i.e. First Advantage) where appropriate.

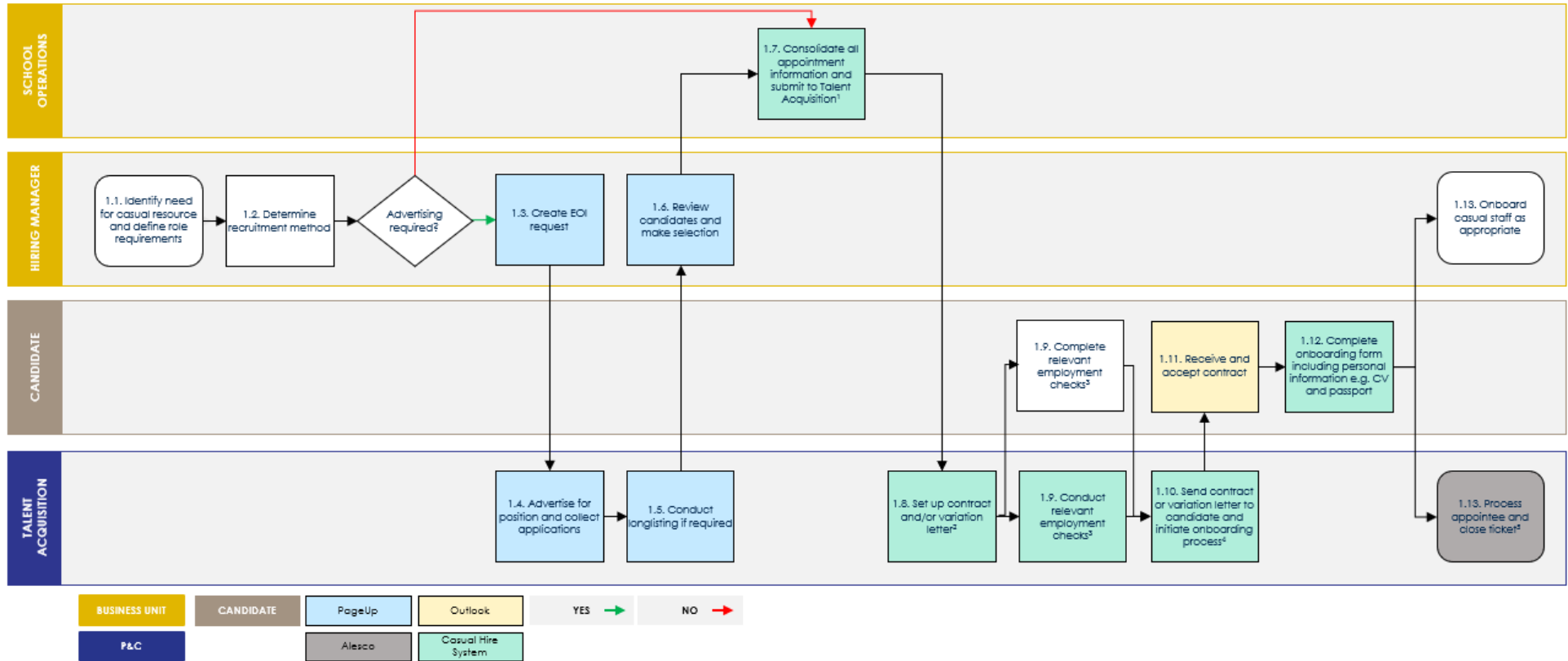
## 5. Appointment | Competitive Senior Recruitment



1. Talent Acquisition and Hiring Manager to determine in earlier conversations (such as hiring brief) who will be responsible for making this verbal offer.
2. Chair of Selection Committee encouraged to provide constructive feedback to internal candidates who were shortlisted but not successful, as well as to candidates assessed as appointable but not preferred.
3. This activity includes activating payroll and systems access for the new employee.

### 3 Casual Academic Appointment Process

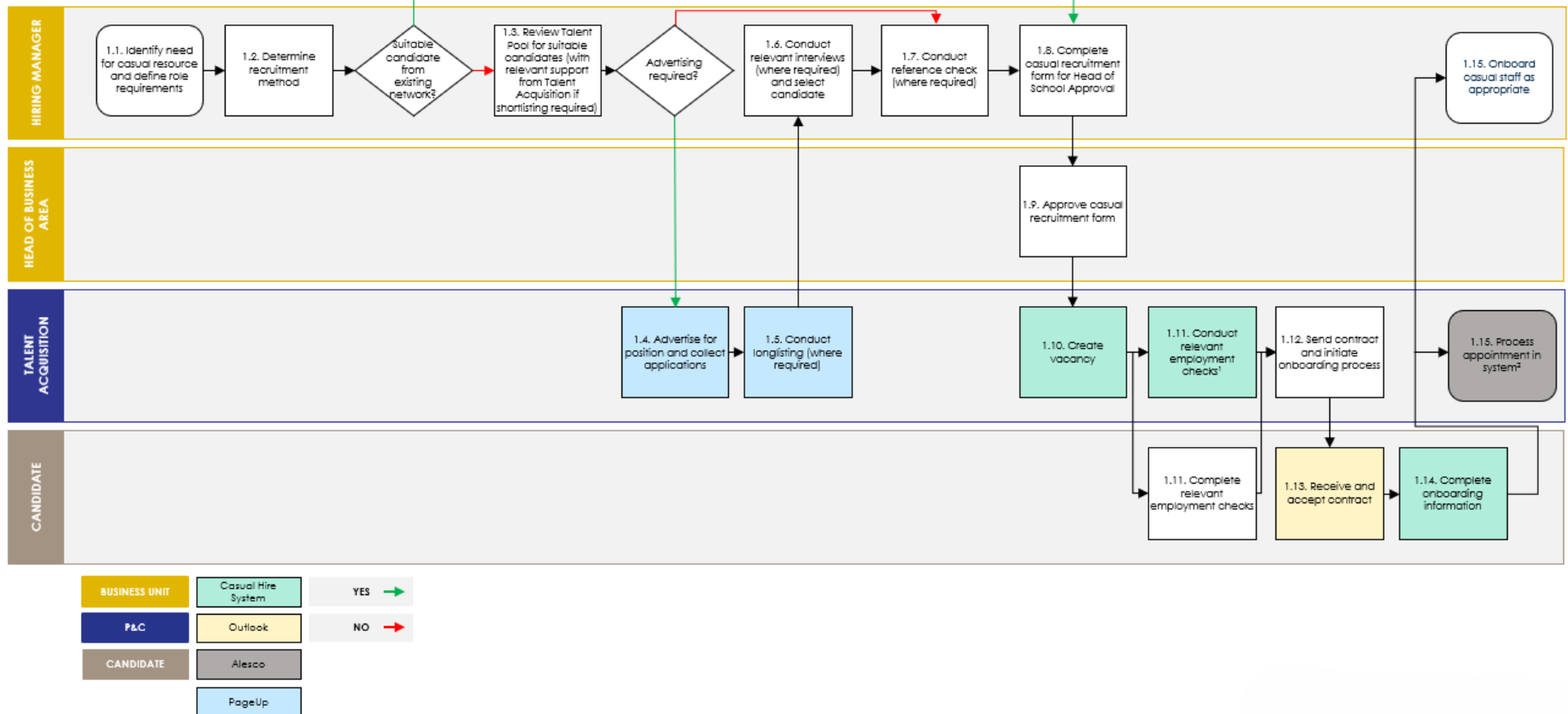
#### Planning and Appointment | Casual Appointments – Academic employees



- Information will be provided in an agreed template at agreed points in the year, aligned with the academic calendar.
- New contract and variation letter required for new employees, variation letter required for those with current casual employment contracts.
- In collaboration with relevant contractor (if required) i.e. First Advantage.
- School Operations to be included in relevant communications around contract and offer.
- Includes relevant processes in Alesco, TRIM and SNOW. **Alesco:** Check automatic entry and update details as required. **TRIM:** TRIM contract, onboarding information, probity check (if applicable), identification and working rights. **SNOW:** Uptake the ticket advising of staff ID, confirm casual contract has been sent and close ticket.

## 4 Casual Professional and General Appointment Process

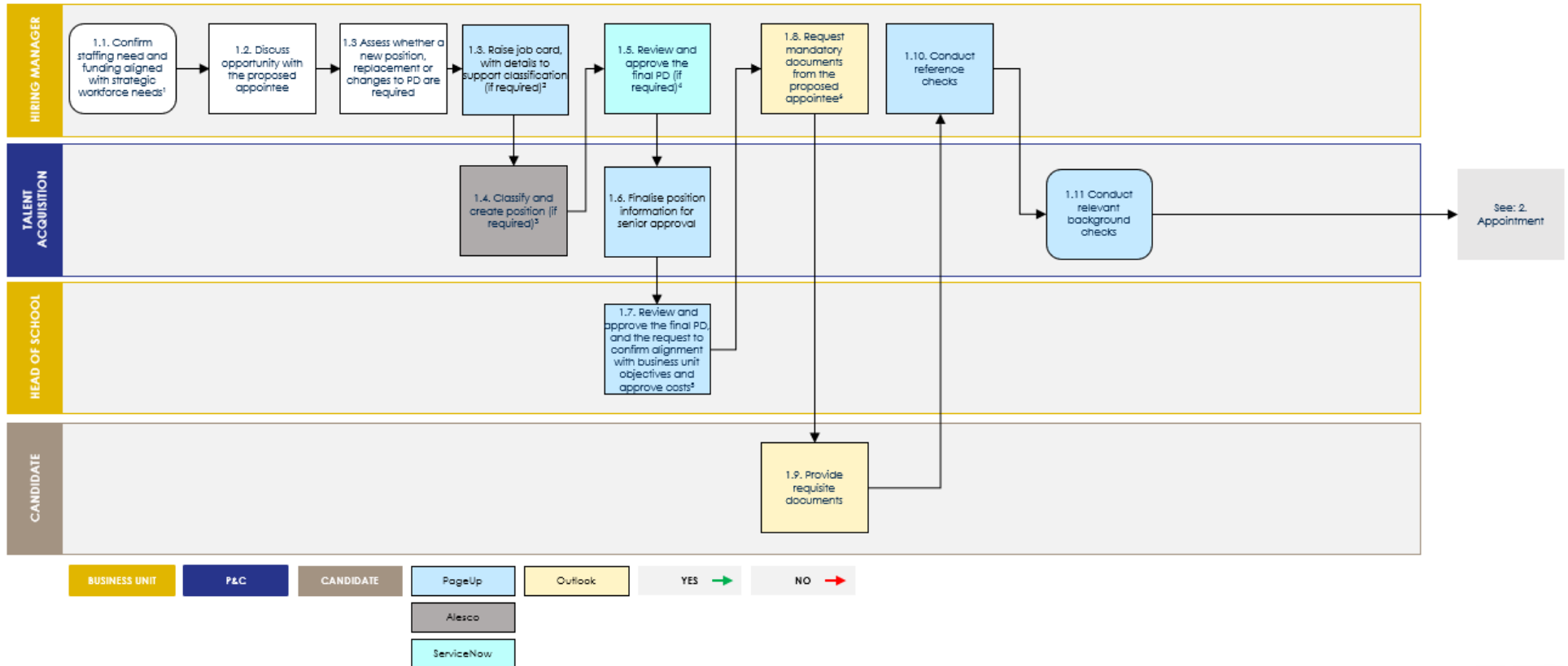
### Planning and Appointment | Casual Appointments – Professional and General employees



1. With support from the relevant contractor i.e. First Advantage, the Talent Acquisition team will confirm that all required employment checks are complete. Upon completion of these checks, the Candidate will receive an automated email confirming the checks are finalised and outlining the next steps in the recruitment process.
2. Includes relevant processes in Alesco, TRIM and SNOW. **Alesco:** Check automatic entry and update details as required. **TRIM:** TRIM contract, onboarding information, probity check (if applicable), identification and working rights. **SNOW:** Uptake the ticket advising of staff ID, confirm casual contract has been sent and close ticket.

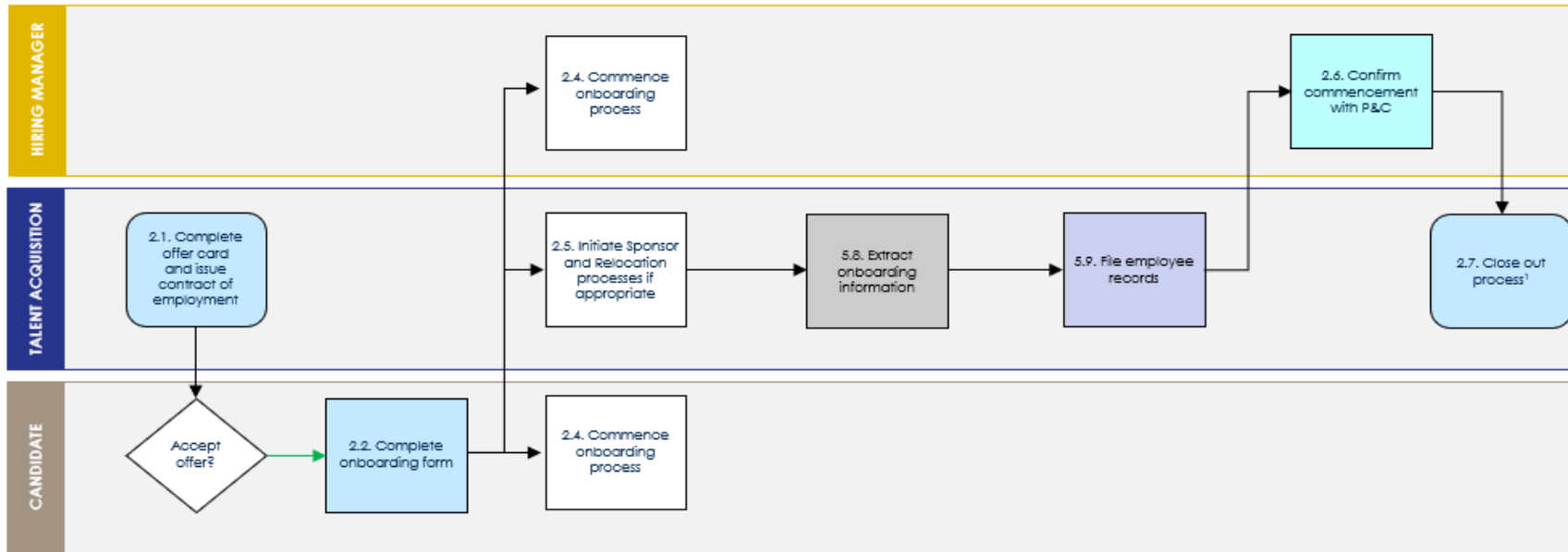
## 5 Direct Appointment Process

### 1. Planning | Direct Appointments



1. Based on broader workforce planning efforts in collaboration with Business Partners and other relevant parties as required.
2. This may include a request for a meeting with Talent Acquisition to provide more information on the position.
3. Previously carried out by the Classifications Officer. Position creation is done in Alesco first and then finalised in TRIM.
4. For Academic Direct Appointments, the Head of School will also need to review and approve the final PD (as illustrated in the process).
5. For Professional and General Direct Appointments, the Hiring Manager is responsible for reviewing and approving the final PD (as opposed to the Head of School).
6. Mandatory documents include CV and passport (CV and passport to be requested if previously submitted documents have expired).

## 2. Appointment | Direct Appointments

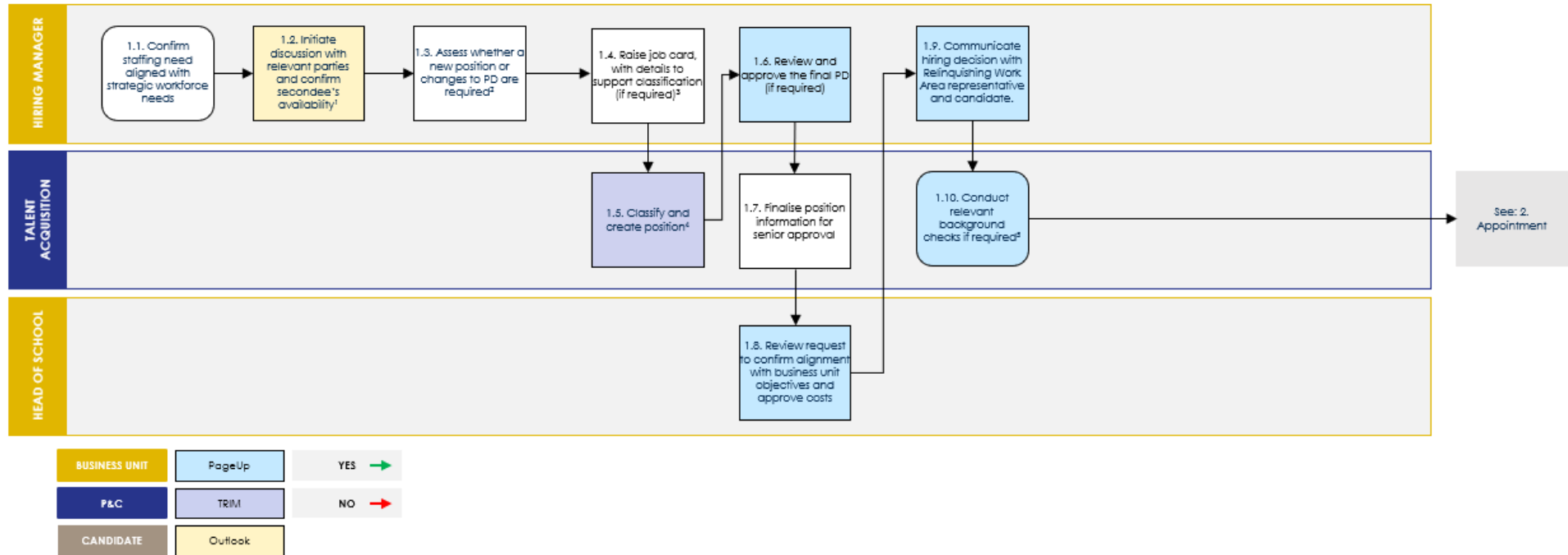


BUSINESS UNIT	PageUp	YES →
P&C	Outlook	NO →
CANDIDATE	Alesco	
	ServiceNow	
	TRIM	

1. This activity includes activating payroll and systems access where applicable.

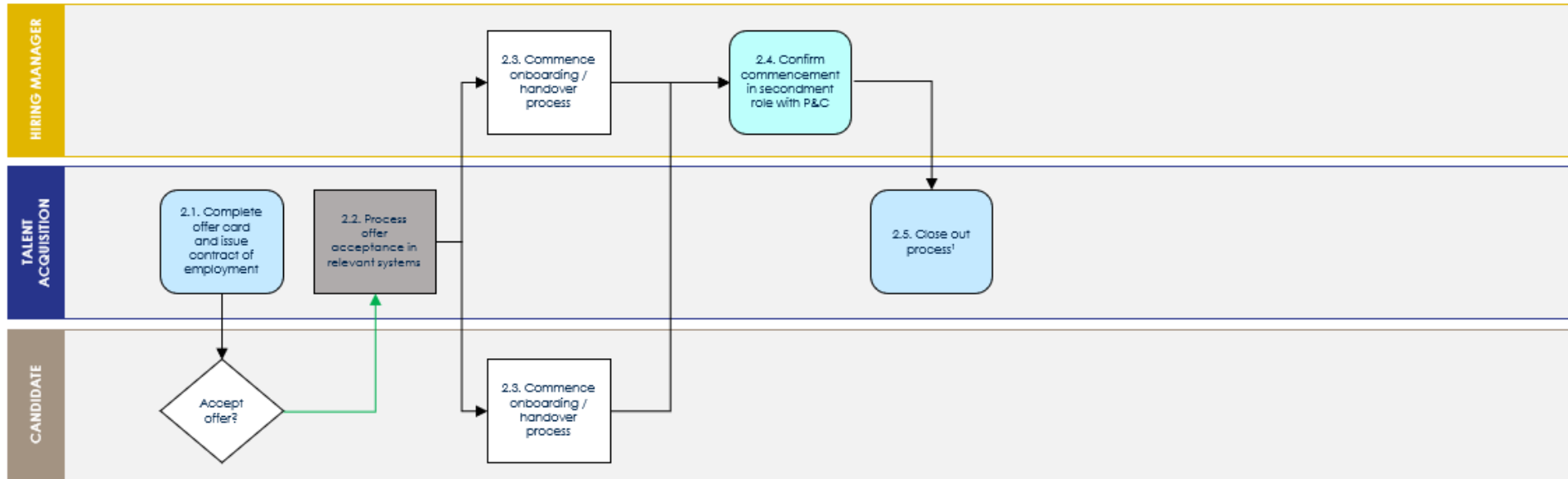
## 6 Secondments

### 1. Planning | Secondments



- After this step, there may be rare circumstances where there is no nominee identified in internal networks. In this instance, Talent Acquisition will conduct an EOI process. This involves developing and publishing an internal EOI, conducting a relevant assessment and determining the preferred candidate.
- Note: Changes to PD are typically not required for Secondments.
- The job card must be signed by the candidate's current Supervisor or Manager (from the candidate's substantive position). As part of the job card, the Hiring Manager should include key information such as the employee's expected work roster to streamline the process.
- Previously carried out by the Classifications Officer.
- Background checks are conducted if the new role has requirements that were not covered in the employee's previous role. This process is supported by the relevant contractor (such as First Advantage) where appropriate.

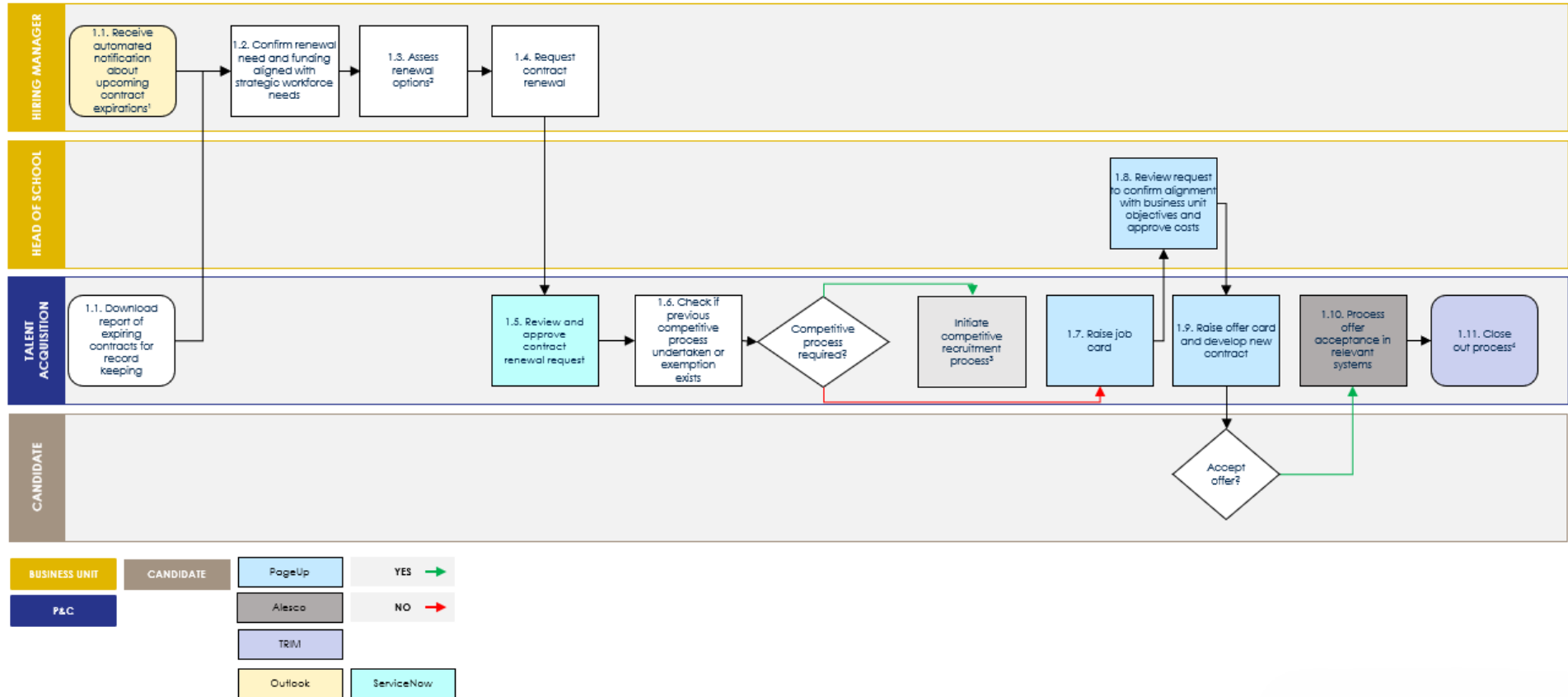
## 2. Appointment | Secondments



BUSINESS UNIT	PageUp	YES →
P&C	Outlook	NO →
CANDIDATE	Alesco	
	ServiceNow	

## 7 Renewals

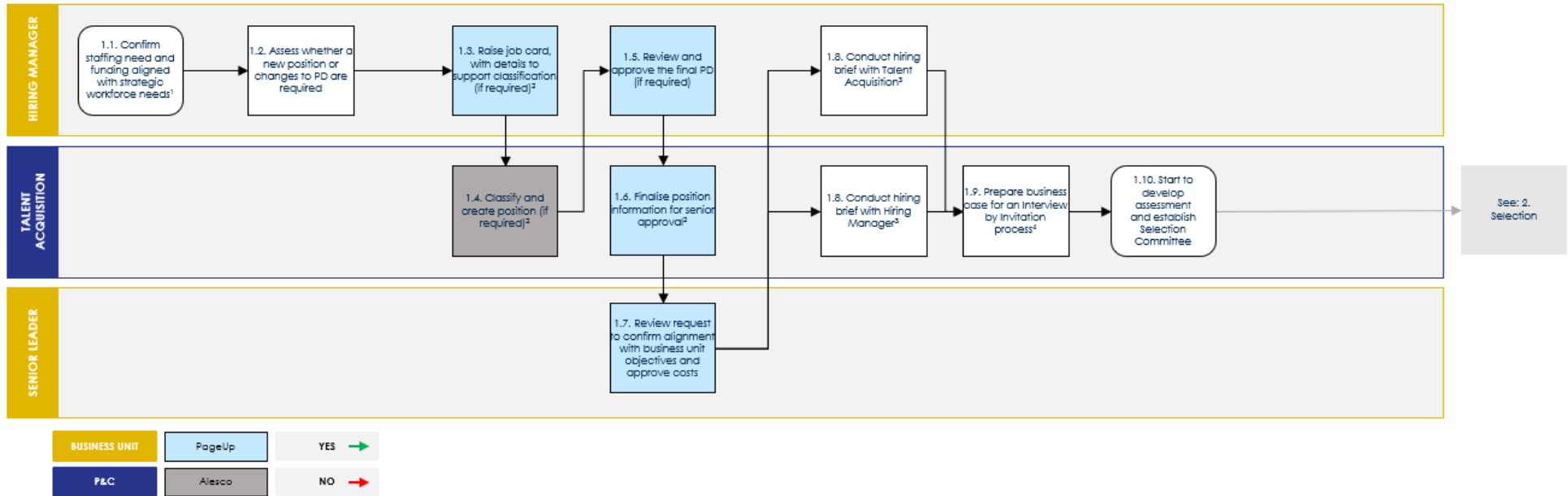
### 1. Planning and Selection | Renewals



1. Automated notifications sent to Hiring Managers when there is 2 months (or as appropriate for shorter contracts) until contract expiration date.
2. Options reviewed with support from Business Partners as required.
3. Supported by Hiring Manager as necessary aligned to the [competitive recruitment process map](#).
4. Also includes relevant processes in PageUp.

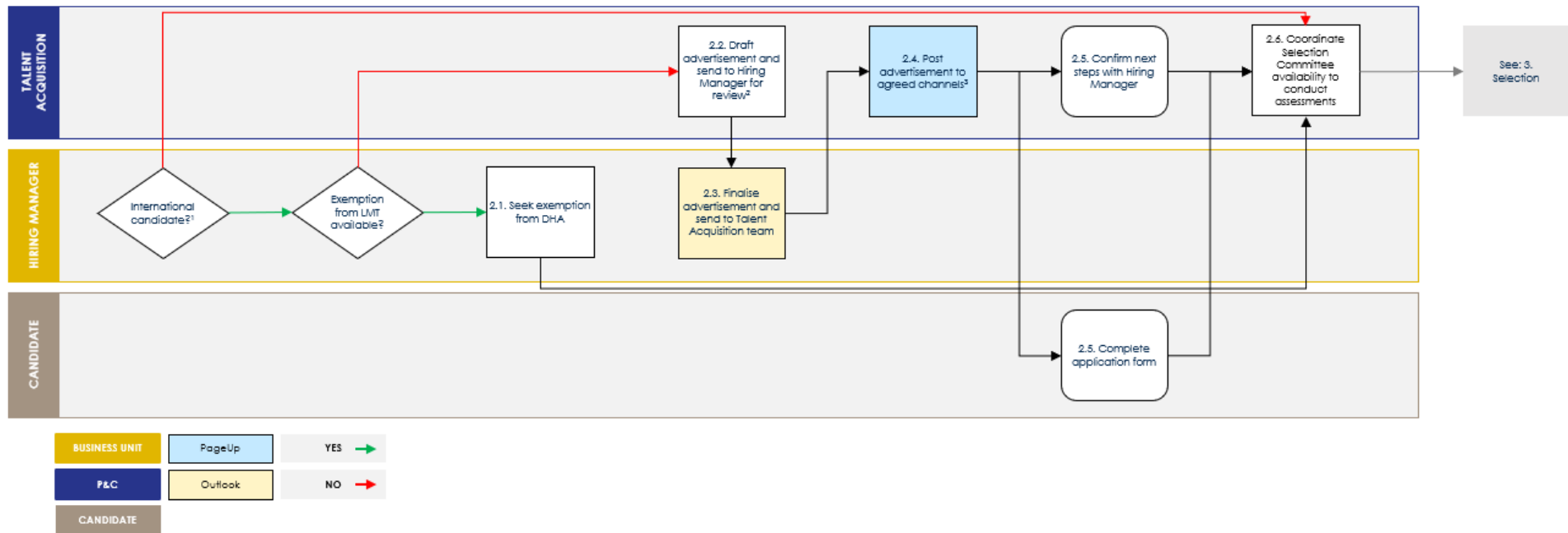
## 8 Interview by Invitation

### 1. Planning | Interview by Invitation



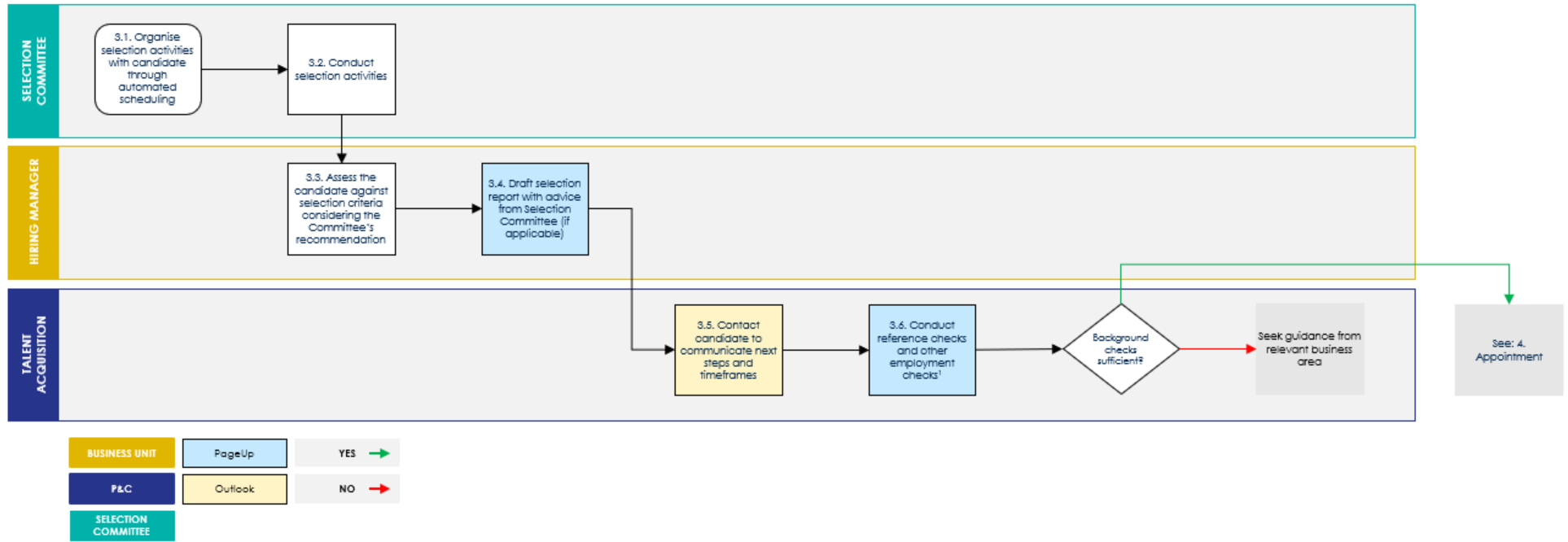
- Based on broader workforce planning efforts in collaboration with Business Partners and other relevant parties as required.
- Previously carried out by the Classifications Officer. Hiring Managers are notified of amendments to the PD and classification determination through the ServiceNow ticket. Position creation is done in Alesco first and then finalised in TRIM.
- The aim of the Hiring Brief should be to discuss as much information as possible to understand the job and role requirements, which may result in identifying the requirement for an Interview by Invitation process. Discussion may also include: selection committee composition, competency questions, assessment dates/times, considerations for an international candidate)
- The business case must be approved by the Chief People & Culture Officer. If the Hiring Manager has a strong justification for using the Interview by Invitation process, the business case can be prepared and submitted earlier in the recruitment process.

## 2. Advertising | Interview by Invitation



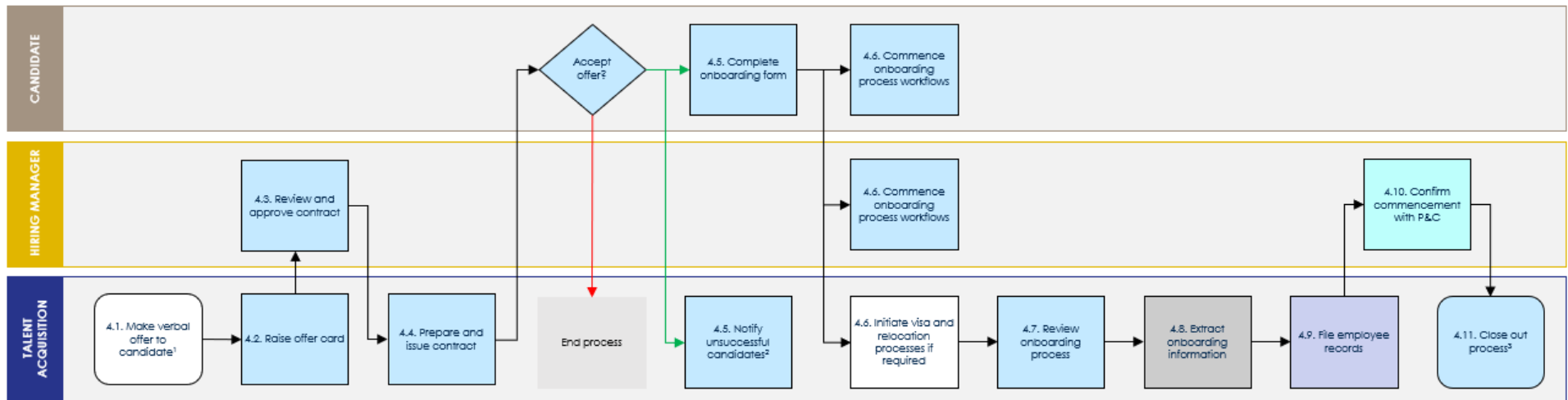
1. For international candidates, advertising (Labour Market Testing) is typically required under most visa streams. Exemptions may be made for certain occupations, labour agreements or trade obligations. Advertising requirements should be discussed and determined between Talent Acquisition and the Hiring Manager, with support available from our Immigration Provider.
2. Draft advertisement developed based on information from the hiring brief, PDs and best practice templates.
3. Activity is undertaken in collaboration with the Hiring Manager.

### 3. Selection | Interview by Invitation



1. Employment checks supported by relevant contractor (i.e. First Advantage) where appropriate.

## 4. Appointment | Interview by Invitation



BUSINESS UNIT	PageUp	YES →
P&C	TRIM	NO →
CANDIDATE	Outlook	
	Alesco	
	ServiceNow	

1. Talent Acquisition and Hiring Manager to determine in earlier conversations (such as hiring brief) who will be responsible for making this verbal offer.
2. This activity only occurs where there are multiple candidates involved in the recruitment process, typically when Labour Market Testing is required.
3. This activity includes activating payroll and systems access for the new employee.

End

