

# RECRUITMENT AND SELECTION PROCEDURE



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## 1 PURPOSE

- 1.1 This procedure ensures a consistent, timely and merit-based recruitment and selection processes is used to attract quality employees to CQUniversity.

## 2 SCOPE

- 2.1 This procedure applies to:

- continuing and fixed-term positions with a duration of six months or longer, and
- fixed-term positions and secondments with a duration of less than six months that are advertised internally (excluding clauses contained under Recruitment Strategy, Interview Attendance and Relocations).

2.2 This procedure does not apply to the appointment of casual employees.

### 3 PROCEDURE

#### Approval

- 3.1 The decision to recruit employees to an organisational area must be consistent with the approved employee structure and approved budget of the area. Additionally, the head of organisational area must review the need for the position in line with strategic business requirements.
- 3.2 Following a decision to recruit, a Request to Fill a Position Form will be completed and forwarded to the People and Culture Directorate to process the vacancy.

#### Advertising

- 3.3 The University encourages and supports career progression of its employees and accordingly will ensure that all positions are advertised internally. To assist the University to achieve workforce diversity, positions may also be simultaneously advertised externally.
- 3.4 All advertised positions (including expressions of interest, internal and external advertised positions) will remain open to applications for no less than one week and will be processed through the People and Culture Directorate.
- 3.5 Following advice from the Anti-Discrimination Commission, positions that have been identified as having a true work need to be filled by an Aboriginal or Torres Strait Islander will be advertised as an identified position.

#### Special measures (Aboriginal and Torres Strait Islanders, women in science and research)

- 3.6 In order to meet the University's goal of increasing employment for under-represented groups, such as Aboriginal and Torres Strait Islander people in accordance with the [Aboriginal and Torres Strait Islander Employment and Career Development Strategy](#) and the [Reconciliation Action Plan](#), and for women in science and research in accordance with NHMRC Guidelines, the University may undertake special measures to promote roles to specific groups. Such strategies may continue until such time that the employment of these groups is equivalent to the general population within our regions.
- 3.7 Where special measures are taken to recruit for roles the following statement will be included in all documentation including advertisements relevant to the position.
- "The position/s will only be open to Aboriginal and Torres Strait Islander applicants/female applicants. The filling of this position/these positions is intended to constitute a special/equal opportunity measure under s section 8(1) of the [Racial Discrimination Act 1975](#) (Cwlth), and section 105 of the [Anti-Discrimination Act 1991](#) (Qld)/section 65 of the [Equal Opportunity Act 1984](#) (SA)/section 12 of the [Equal Opportunity Act 2010](#) (Vic) and section 8(4) of the [Charter of Human Rights and Responsibilities Act 2006](#) (Vic)/section 51 of the [Equal Opportunity Act 1984](#) (WA)".
- 3.8 Special Measures in NSW – where a decision is made to conduct targeted requirements, the University is required to apply for an exemption from the [Anti-Discrimination Act 1977](#) (NSW) under section 4 or section 126 of that Act.

#### Appointments

- 3.9 All appointments will be made using merit-based selection principles. Selection on the basis of merit means the grounds for decisions on the selection and appointment of employees must relate directly to the relationship between the inherent requirements of the position and the person's skills, knowledge, qualifications and experience. Selection on the basis of merit prevents decisions being made on discriminatory grounds such as age, gender, race or nationality, marital status, sexual preference, religious or political beliefs or activities, trade union activity, disability, pregnancy or status as a parent or carer.

- 3.10 Appointments may be made from a previous recruitment pool where the applicant has applied for the same or similar position at level, or in situations where the applicant has applied for a position and the selection panel supports an appointment at a lower classification (e.g. applicant applied for an Academic Level D position but the selection panel wishes to appoint at an Academic Level C). It must be noted on the Appointment Recommendation Report they were appointable and the interview occurred no more than 12 months prior.
- 3.11 For all academic/teacher positions, appropriate qualifications must be held by the applicant in order to be considered for the vacancy. Where the appropriate qualifications are not held, approval must be sought from the Provost or relevant Executive Manager for the application to be considered. The [Professional Experience Equivalence Framework](#) and [Teaching Qualifications \(Approved Teaching Qualification for TAFE Educational Staff\) Procedure](#) will be used as a guide to determine whether qualification requirements may be waived. Appointees must provide original certified copies of qualifications as part of their application.
- 3.12 The University recognises that on occasions it may be necessary to undertake targeted recruitment to fill specialist positions and with the specific approval of the Director, People and Culture, Deputy Vice-Chancellor, Provost or Vice-Chancellor and President, may make an appointment by invitation. Requests for targeted recruitment must outline why standard recruitment processes are likely to be unsuccessful and how the targeted applicant meets the requirements of the role above any other potential applicant. Applications for targeted recruitment must be accompanied by the applicant's resume, certified copies of qualifications/registrations, proof of work rights and a minimum of two reference checks. To ensure the integrity of a merit based selection process, targeted appointments will not to be used to expedite selection processes. In instances where targeted recruitment is undertaken the vacancy will still initially be advertised internally for expressions of interest in accordance with the [Enterprise Agreement](#).
- 3.13 Where it has been identified via the Performance Review Process that an employee would benefit from an opportunity to participate in a secondment, exchange, or transfer (less than six months) within the University as a professional development opportunity, such secondment may occur without a formal recruitment process (where two or more people have the same opportunity identified, a selection process may be required) as per the [Secondment and Exchange Procedure](#).
- 3.14 The University is committed to increasing the number of Aboriginal and Torres Strait Islander staff across all levels of the University and will encourage applications from, and may target advertising of specified positions to these members of the community.

## Selection panels

- 3.15 Selection panels should be carefully determined to ensure the right mix of skills and experience are present and the most meritorious applicant is selected. The People and Culture Directorate may provide advice to the Panel Chair regarding the panel composition. A minimum of two panel members is required with a maximum of three panel members being preferred.
- 3.16 Should the position involve Aboriginal and/or Torres Strait Islander content or responsibility, or there is an applicant who has identified as Aboriginal and/or Torres Strait Islander, all efforts will be made to arrange for an appropriate cultural representative either from within the University or the local community. The Office of Indigenous Engagement can provide assistance with sourcing an appropriate representative. The Panel Chair will notify the People and Culture Directorate in the case of shortlisted Aboriginal and/or Torres Strait Island applicants via the Interview Details Form.
- 3.17 Selection panels will consist of CQUniversity employees and where appropriate, external members who are deemed to have expertise in a field that is relevant to the position. Where an external member is required, consideration of the use of Alumni of the University is strongly encouraged. The Office of Development and Alumni Relations can provide assistance with sourcing appropriate alumni.
- 3.18 The following positions will be included on selection panels:
- Where an appointment to the Professoriate (Associate Professor or Professor) is proposed, the Provost or the Deputy Vice-Chancellor (Research), or their nominee, must be invited to participate on the panel.
  - Where an appointment to a position which has been identified for targeted recruitment of Aboriginal and/or Torres Strait Islander employee is proposed, the Pro Vice-Chancellor (Indigenous Engagement), or their nominee, must be invited to participate on the panel.

- The Associate Vice-Chancellor, or nominee, should be invited to participate on selection panels where appropriate, i.e. senior roles or leadership positions when recruitment is taking place for a position at the relevant campus.
- 3.19 The Panel Chair is responsible for ensuring that timelines within their control are met. The Panel Chair may delegate tasks to other panel members as appropriate. For all senior positions within the University the relevant Senior Executive will be the Panel Chair.
  - 3.20 It is a mandatory requirement that all panel members attend online training in CQUniversity's recruitment and selection processes. If a person external to CQUniversity is part of the selection panel, the Panel Chair must ensure that the person is aware of the recruitment and selection processes used by the University.
  - 3.21 The Director, People and Culture or nominee reserves the right to nominate an employee from the People and Culture Directorate to participate on any selection panel with full panel member rights and responsibilities.
  - 3.22 Each panel member must maintain confidentiality in respect to all information which they may become aware of by way of applications, interviews, referee reports, associated documentation, and the recruitment process.
  - 3.23 The Panel Chair must confidentially retain all interview notes, questions, responses and competency assessments/test on behalf of the selection panel for a period of seven years after recruitment is finalised. Documentation may be destroyed after this period. Please consult with the Records Office for advice on destroying official records. Employees who leave the University must ensure that all interview notes are provided to an appropriate employee prior to leaving.

## **Conflicts of Interest**

- 3.24 All panel members must divulge any potential conflict of interest to the Panel Chair and other panel members as soon as it becomes known. Potential conflicts of interest may include, but not be limited to, any close personal or professional relationships (past or present) or a predetermined opinion of an applicant. The selection panel will make a determination with regards to a potential conflict of interest and when appropriate should seek advice from the People and Culture Directorate for a determination to be made. Being nominated as an applicant's referee does not necessarily constitute a conflict of interest, but must be declared to the panel. Any records of conflict of interest should be noted in the panel's documentation and provided to the People and Culture Directorate to be placed on a central register. In the case where a panel member is also a referee, further referees should be obtained from the applicant where possible.

## **Interviews**

- 3.25 Where an interview has been determined as a selection technique to be used, a set of behavioural interview questions should be prepared prior to the interview/s. These questions must be based on inherent requirements of the position and commensurate with the level and scope of the position.
- 3.26 The People and Culture Directorate will provide the selection panel with an interview guide template. It is a responsibility of the selection panel to develop interview questions; however, the People and Culture Directorate is available to assist selection panels in the design and development of behavioural interview questions.
- 3.27 Questions relating to the selection criteria may be informed by questions from supplementary selection techniques e.g. psychometric testing.
- 3.28 The People and Culture Directorate will require adequate notice to contact interviewees and organise interviews taking into considerations complexities around multiple locations and time zones. At a minimum, the People and Culture Directorate will require three working days to arrange and schedule interviews. Interviewees will also be provided with at least three calendar days' notice of the interview to take into consideration work and family commitments. It is also highly recommended that applicants who are required to prepare a presentation for the interview, are provided additional notice if appropriate.

## Interview attendance

- 3.29 Where practical, applicants who reside in the same city/town where a CQUniversity campus is located, should be interviewed from that campus. Secondary interviews and/or campus visits may be arranged for senior positions and/or hard-to-recruit positions at the discretion of the Dean/Director.
- 3.30 In situations where an applicant is required to travel for an interview, the following entitlements will apply:

Item	Details	Limit
Air, rail or bus travel	Return fare Parking fees	<ul style="list-style-type: none"> <li>Economy class</li> <li>Car parking fees associated with air, rail or bus travel</li> </ul>
Reimbursement of taxi fares	Day visit Overnight stay Additional interviews	<ul style="list-style-type: none"> <li>Place of residence – airport – campus – airport</li> <li>Place of residence – airport – campus/accommodation – airport</li> <li>As required</li> </ul>
Accommodation	Where possible applicants will normally arrive and depart on the same day. In cases where overnight accommodation is required this will be organised by People and Culture.	<ul style="list-style-type: none"> <li>As advised by Travel Crew.</li> </ul>
Meals	Meals and Incidentals	As per the current <a href="#">Australian Taxation Office schedule</a> for Reasonable Daily Travel Allowances.

Note: The table outlines the maximum entitlements that will be applied by the Director, People and Culture or nominee. A higher amount might be warranted for appointments to hard-to-recruit positions, or in the special circumstances of a particular applicant, as approved by the relevant Executive Manager.

## Supplementary selection techniques

- 3.31 Panels are strongly encouraged to utilise supplementary selection techniques as part of the recruitment and selection process. These may include skills testing, psychometric testing, presentations and guest lectures.
- 3.32 Supplementary selection techniques must be based on inherent requirements of the position and the needs of the University and be commensurate with the level and scope of the position. Particular care must be taken in preparing supplementary selection techniques so that one person is not given a distinct advantage over another such as having inside knowledge of the University that others may not have, or giving a person acting in the position an advantage.
- 3.33 Applicants for academic staff appointments may be required to deliver a presentation. Applicants may also be required to meet with the wider academic community and members of the relevant School as part of the recruitment process.
- 3.34 Selection panels have an obligation to ensure that CQUniversity is marketed to internal and external applicants in a positive way throughout the recruitment process. This can be achieved by enhancing the applicant's experience with the University and providing a process that gives applicants every opportunity to perform well at interviews and during supplementary selection techniques.
- 3.35 If required, the People and Culture Directorate is available to assist panels in the design of supplementary selection techniques.

## Referee reports

- 3.36 Appointments should not be made to a position in the University without first obtaining a minimum of two referee reports and sighting original qualifications. Referee reports are a critical part of the recruitment and selection process and should be based on the core requirements of the position and questions should be framed in a way to verify an applicant's capabilities and motivational fit/suitability with the position and organisation. Referee reports may be accepted from a previous recruitment process only if the applicant

applied for the same or similar position. If the position is different, a new referee report will need to be obtained in line with the core requirements of the position.

- 3.37 It is the responsibility of the Panel Chair or nominee to obtain referee reports. Referee reports would normally include the current supervisor. In the event that an applicant does not wish to provide their current supervisor as a referee, the selection panel may ask the applicant why this is the case and consider the reason on its merits.

### **Proof of work rights**

- 3.38 Offers of employment are conditional upon new appointees (appointed after 1 April 2018) providing evidence (i.e. valid documents) of work rights in Australia. This may include Australian or New Zealand citizenship, permanent residency status or temporary residency status with unlimited work rights.

- 3.39 To confirm Australian or New Zealand citizenship, a prospective appointee must provide one of the following document combinations:

- Australian or New Zealand passport
- Australian Citizenship Certificate and a form of photo identification
- Australian Birth Certificate and a form of photo identification, or
- Certificate of Status for New Zealand citizens in Australia and a form of photo identification.

To confirm permanent resident status, a prospective appointee must provide one of the following document combinations:

- Certificate of permanent resident status and a form of photo identification, or
- passport issued by the government of another country. The University will verify the prospective appointee's work rights by conducting a check via Visa Entitlement Verification Online (VEVO).

To confirm temporary resident status with work rights, a prospective appointee must provide one of the following document combinations:

- passport issued by the government of another country. The University will verify the prospective applicant's work rights by conducting a check via Visa Entitlement Verification Online (VEVO).

In the event that a new appointee cannot provide photo identification, the University may use discretion and request any of the following to verify work rights:

- confirmation of enrolment to vote in Australian state or federal elections
- Medicare Card, and/or
- Tax file number (provided via previous year's Tax Return (e.g. Notice of Assessment) or on official Australian Taxation Office (ATO) letterhead).

- 3.40 Documents must be either certified by a Justice of the Peace (JP) or Commissioner for Declarations (CDecs) or verified by a University employee. Original copies must be provided for certification or verification.

- 3.41 Employees who have permanent resident status or temporary resident status will be required to provide proof of work rights upon each offer of employment.

### **Qualifications**

- 3.42 Successful applicants must provide copies of qualifications prior to the offer of employment being provided. In all cases, qualifications must be either certified by a Justice of the Peace (JP) or Commissioner for Declarations (CDecs) or verified by a University employee. Original copies must be provided for certification or verification. The Panel Chair is responsible for ensuring the qualifications are legitimate and may be required to contact the provider to verify the qualification as part of the reference checking stage.

## Relocations

- 3.43 The relocation of new employees will occur in line with the [Relocation Entitlement Procedure](#).

## Commencement

- 3.44 The commencement date of a new appointment will be negotiated with the successful applicant. It is a normal expectation that the appointee will commence in the position within three months of an offer being made.
- 3.45 In the case of secondments, approval must also be sought from the appointee's current supervisor.

## Advice and feedback to applicants

- 3.46 The Panel Chair or panel nominee is responsible for advising all interviewed applicants, successful and non-successful of the outcome of their application. This will be undertaken as soon as practical after the final selection decision has been made. Special consideration must be taken to ensure a verbal contract is not mistakenly entered into. The People and Culture Directorate is available for assistance.
- 3.47 When advising the preferred applicant of the outcome of the selection process, it is imperative the Panel Chair or panel nominee indicate that:
- while they are the preferred applicant, the advice is subject to formal approval, and
  - the formal offer of employment will be sent from the People and Culture Directorate.
- 3.48 Initial notification to unsuccessful interviewed applicants will be given either by phone call or face-to-face meeting, not by email or any other written method. The People and Culture Directorate will be responsible for providing written confirmation of an applicant's unsuccessful application.
- 3.49 For the purposes of professional development, internal applicants are entitled to receive feedback if they are identified as not appointable at any stage during the recruitment process. If requested, the Panel Chair or panel nominee must provide feedback to an internal applicant.

## Space management approval

- 3.50 Space management will be conducted in line with the [Space Management Procedure](#).
- 3.51 Space management consideration and approval is a requirement for all advertised positions. Securing such approval is the delegated responsibility of the direct supervisor of the position being advertised. For any newly established positions, the direct supervisor will provide details of the building and room number of where the incumbent will be physically located. Before the recruitment process commences, the direct supervisor will liaise with the Facilities Management Directorate to ensure the space is available and not assigned to another employee or University purpose, and that appropriate internal services are available to the assigned space.
- 3.52 The direct supervisor will ensure the provision of appropriate space, desk, computer, phone, and any other physical requirements of the position. In cases where there are special physical requirements of an employee, the direct supervisor will contact the Occupational Health and Safety Unit in the People and Culture Directorate for further advice and assistance.

## Decision making

- 3.53 Each panel member will contribute equally and fairly to the decision making process, with the Panel Chair being the final arbiter of the decision. All decisions should be based on merit and reasons for recommended appointments should be provided in the Appointment Recommendation Report.
- 3.54 In cases where a difference of opinion between panel members cannot be resolved after the exhaustion of all available selection techniques, and/or there are strong reservations about the recommended appointment, the matter will be referred to the People and Culture Directorate for further advice.

## Teacher salary assessments

- 3.55 Selection panels involved in the recruitment process for VET Educators will be required to identify the appropriate salary at time of appointment. The [Guide to Teachers' Salary Scales at Appointment](#) outlines the minimum salary steps that shall apply to teachers based on relevant qualifications and experience.

## Timelines

- 3.56 Employees involved in the recruitment process should endeavour to meet the timelines outlined in the [Appendix](#) wherever possible. Please note that extenuating circumstances may vary the timelines; however all applicants should be kept informed if timelines are to vary significantly.

## Use of recruitment agencies

- 3.57 Positions may be referred to a recruitment agency in addition to internal/external advertising. Prior approval to use a recruitment agency must be gained from the relevant Executive Manager and People and Culture Directorate.

## 4 RESPONSIBILITIES

### Compliance, monitoring and review

- 4.1 The Director, People and Culture is responsible for monitoring, reviewing and ensuring compliance with this procedure.
- 4.2 Any proposed changes to this procedure will be made via consultation with the Vice-Chancellor's Advisory Committee and the Joint Consultative Committee.

### Reporting

- 4.3 No additional reporting is required.

### Records management

- 4.4 Staff must maintain all records relevant to administering this procedure in a recognised University recordkeeping system.

## 5 DEFINITIONS

- 5.1 Terms not defined in this document may be in the University [glossary](#).

### Terms and definitions

**Certified:** A person can certify a document and/or identity declaration (i.e. photograph) if they are authorised in accordance with Schedule 2 of the [Statutory Declarations Regulations 1993](#) (Cwlth).

**Internal applicants:** are defined as current CQUniversity employees who are paid through the Human Resource Information System (HRIS) and employed either as: continuing, full-time; continuing, part-time; fixed-term, full-time; fixed-term, part-time; or casual.

**New employee:** For the purpose of verifying work rights, a new employee is defined as a person who has not worked for CQUniversity previously or a person who has worked for CQUniversity and there is a break in service of three months or longer.

**Special measure:** is a positive action or actions taken to assist or protect specifically identified disadvantaged groups to achieve substantive equality. The special measures cease once their purpose has been achieved.

**Valid:** For the purpose of these procedures, valid means that a visa, passport or driver's licence is legal, current and has not expired.

**Verified:** A person can verify a document and/or identity declaration (i.e. photograph) if they are currently a CQUniversity employee.

## 6 RELATED LEGISLATION AND DOCUMENTS

[Aboriginal and Torres Strait Islander Employment and Career Development Strategy](#)

[Age Discrimination Act 2004](#) (Cwlth)

[Anti-Discrimination Act 1977](#) (NSW)

[Anti-Discrimination Act 1991](#) (Qld)

[Australian Human Rights Commission Act 1986](#) (Cwlth)

[Central Queensland University Enterprise Agreement 2017](#)

[Disability Discrimination Act 1992](#) (Cwlth)

[Equal Opportunity Act 1984](#) (SA)

[Equal Opportunity Act 1984](#) (WA)

[Equal Opportunity Act 2010](#) (Vic)

[Fair Work Act 2009](#) (Cwlth)

[Migration Act 1958](#) (Cwlth)

[Migration Regulations Act 1994](#) (Cwlth)

[Professional Experience Equivalence Framework](#)

[Racial Discrimination Act 1975](#) (Cwlth)

[Reconciliation Action Plan](#)

[Relocation Entitlement Procedure](#)

[Secondment and Exchange Procedure](#)

[Sex Discrimination Act 1984](#) (Cwlth)

[Space Management Procedure](#)

[Statutory Declarations Regulations 1993](#) (Cwlth)

[Target Recruitment of Aboriginal and Torres Strait Islander People – a Guideline for Employers 2015](#)  
(Australian Human Rights Commission)

[Teaching Qualifications \(Approved Teaching Qualification for TAFE Educational Staff\) Procedure](#)

## 7 FEEDBACK

7.1 Feedback about this document can be emailed to [policy@cqu.edu.au](mailto:policy@cqu.edu.au).

## 8 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Vice-Chancellor and President
Advisory Committee to Approval Authority	Vice-Chancellor's Advisory Committee
Administrator	Director, People and Culture
Next Review Date	25/10/2022

Approval and Amendment History	Details
Original Approval Authority and Date	Council 01/10/1990
Amendment Authority and Date	Council 06/1996; Council 10/1997; Council 09/12/2002; Vice-Chancellor and President 24/11/2005, 10/12/ 2010, 26/06/2011; Vice-Chancellor and President 04/12/ 2012; Vice-Chancellor and President 18/03/2015; Vice-Chancellor and President 10/02/2016; Vice-Chancellor and President 11/04/2018; Minor Amendments Administrator Approved – Acting Director, People and Culture 8/01/2019; Vice-Chancellor and President 25/10/2019.
Notes	

9 APPENDIX

