

Recruitment, Selection and Appointment Procedure

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Purpose

This procedure outlines the University of Tasmania's processes in relation to the recruitment and selection of all prospective and current staff on continuing or fixed-term contracts, including senior appointments outside the *University of Tasmania Staff Agreement*.

This procedure does not apply to casual recruitment, engaging external contractors or appointment of honorary, adjunct, clinical, visiting fellow and scholar appointments, which are made in accordance with other procedures.

Applicable governance instruments

Instrument	Section
<i>People Policy</i>	1 People recruitment, management, and development 2 Inclusion, diversity, and equity
<i>Data and Information Governance Policy</i>	1 Privacy
<i>Compliance Policy</i>	2 Conflict of interest
<i>University of Tasmania Staff Agreement</i>	

Definitions and acronyms can be found at: <https://www.utas.edu.au/policy/policy-definitions>

Related policy and procedures can be found at: <https://www.utas.edu.au/policy>

<i>Fair Work Act 2009</i>	
<i>Anti-Discrimination Act 1998 (Tas)</i>	
<i>Human Rights Act 2019</i>	

Procedure

1. Guiding Principles

The University aims to attract outstanding talent to enhance the University's positioning as an employer of choice to internal and external candidates and is committed to ensuring all appointments are transparent, equitable and merit-based, and candidates treated fairly and respectfully.

1.1. The University of Tasmania will:

- a) Undertake recruitment and selection processes that are merit-based, transparent and fair.
- b) Maintain processes for the recruitment of staff and implement strategies to attract diverse pools of suitably experienced and qualified internal and external candidates.
- c) Apply equal opportunity and gender equality commitments across all stages of the recruitment and selection process, particularly for women, Aboriginal people and Torres Strait Islander peoples, people from racial, ethnic, or religious minority groups, and people with a disability.
- d) Enable diversity in senior and executive leadership across the University as a core priority.
- e) Create and maintain culturally safe and inclusive selection processes.
- f) Ensure all appointments are aligned with the University's strategic objectives and teaching, learning, research, and service priorities. Our talent practices are designed to enable the ongoing delivery of our core mission, minimising unnecessary risk and disruption.

2. Planning and Identifying the Hiring Need

- 2.1. The recruitment process is coordinated by the Hiring Manager (or nominee), who is typically the Supervisor, and supported by the University's People and Wellbeing team.
- 2.2. Prior to commencing the recruitment process, the hiring area should conduct a review of the need for the position, considering the following:
 - a) strategic and operational priorities for the work area and College/Division People Plan
 - b) budget for the position with appropriate approval
 - c) the diversity of staffing profiles academic profiles and specialisations
 - d) current and future requirements of staffing and skill levels
 - e) any foreseeable changes which might impact on the area or the position
 - f) how the needs for the position might best be met.
- 2.3. The primary contact for a Hiring Manager initially is the local area People and Wellbeing Business Partner who can provide support in reviewing the hiring need and advise on job design and employment options for casual, fixed term, and continuing appointments.
- 2.4. In reviewing the hiring need, consultation should be undertaken with any relevant stakeholders including colleagues within the immediate work area and across the University, industry, and government partners. Broad consultation at an early stage in the process will ensure effective

workforce planning and reduce the need for involving large numbers of people on the Selection Committee.

- 2.5. The Hiring Manager will develop a position description outlining the key functions and accountabilities of the proposed position. The relevant People and Wellbeing Business Partner will evaluate all position descriptions to ensure consistency and alignment to the appropriate classification level and job titles.

3. Recruitment Request and Approval

- 3.1. All recruitment activity must be approved by the delegate with the power to appoint the person to that role under Section 10.3 of the *General Delegations Ordinance* prior to advertising. Approval at this point will be accompanied (within PageUp) by an authorisation from the delegate for the hiring manager to appoint a suitable candidate on their behalf on the condition the appointment is made in accordance with this procedure.
- 3.2. The Hiring Manager prepares the recruitment request, which includes the justification for the role, terms of engagement, budget, the position description and submits it for approval (in PageUp). The Hiring Manager may outline their preferred sourcing approach in the recruitment request (see section 4.1).
- 3.3. Where the recruitment request relates to an existing position, any updates including classification, title, FTE, location, or other details can be made as part of the request.
- 3.4. The recruitment request (in PageUp) includes a quality check and endorsement by the relevant People and Wellbeing Business Partner and Finance Business Partner before being approved as per section 3.1 above.
- 3.5. Once approved, recruitment of the position will be allocated to the People and Recruitment team or the Talent Acquisition team, depending on the seniority and the complexity of the role.
- 3.6. All senior and executive vacancies require Mercer Evaluation prior to advertising in accordance with the *Senior and Executive Positions Remuneration Procedure*.

4. Sourcing

- 4.1. Candidates may be sourced via one of the following:

- a) **Direct Appointment**

Appointments to fixed-term internal/secondment positions of 6 months or less may be made by direct appointment, with an internal expression of interest required for any secondment greater than six months. For appointments to positions where the funding source is linked to a research project and project funds, direct appointments may be made for the duration of the project funding up to a maximum of five years.

- b) **Redeployment**

A People and Recruitment Advisor will check the Redeployment Pool within PageUp when a job is approved and work with the People and Wellbeing Business Partner to identify any suitable redeployment candidates as part of the selection process. Any consideration of candidates currently in the redeployment pool will be in accordance with the *University of Tasmania Staff Agreement*.

- c) **Advertising**

All vacant positions should be advertised internally and where appropriate, also advertised externally, supporting career advancement opportunities for current staff and bringing new talent to the University. All senior executive positions (i.e. direct reports to the Vice

Chancellor and direct reports to the University Executive) will be advertised both internally and externally, with the only exception being where an incumbent on a longer term fixed term contract is extended in the role.

Positions will be advertised for minimum of 2 and maximum of 4 weeks, depending on the nature and the complexity of the role. A reasonable time for externally advertised vacancies is 2-4 weeks. A minimum of four weeks is required by Department of Home Affairs where a visa is required and visa sponsorship is on offer.

Online advertising is the University's preferred medium for advertising all positions. Advertising in print media will only be offered in exceptional circumstances, such as a high profile or hard to fill position.

All vacancies are advertised on the University's intranet site, including all roles where recruitment processes are currently under the management of an external recruitment agency or search firm.

All costs associated with print media and online advertising, external search firms, interview and travel related expenses, pre-employment checks, and relocation are met by the local budget centre.

d) Targeted Attraction

For senior or critical impact positions, the Talent Acquisition Partner may complete a targeted search for skilled and experienced candidates. This includes specialist support with advertising content and placement, research and market map of prospective candidates, direct approach (head hunting) prospective candidates and phone screening.

e) Expressions of Interest (EOI)

If a vacancy presents as a development opportunity for internal staff to fill a position or partial position for a fixed term period (typically less than six months) a Hiring Manager can request approval to proceed with an EOI.

The People and Recruitment team will facilitate the EOI either through closed direct email to an identified group of existing staff or advertise on the internal careers page.

f) External Recruitment Search Firm

It may be appropriate to engage the services of an external recruitment search firm to fill the position or deliver elements of the recruitment campaign. Sourcing via this method will only be supported in exceptional circumstances, for example where a position is identified as niche or hard to fill. Advice should be sought from the Talent Acquisition Partner before proceeding. All costs associated are paid for by the local hiring area.

- 4.2. The Hiring Manager must inform known staff within their work area or unit who are on extended leave such as parental or carer's leave, long service leave, other leave arrangements about relevant recruitment opportunities that may be of interest.

5. Conflict of interest within a recruitment process

- 5.1. A conflict of interest occurs where a personal interest could improperly influence, or may appear to improperly influence, a person's work-related decision making as outlined in the University's *Conflicts of Interest and Gifts and Benefits Declarations Procedure*.
- 5.2. A conflict of interest exists whether it is:
- actual - it currently exists
 - potential - it may arise, given the circumstances
 - perceived - members of the public could reasonably form the view that a conflict exists, or

could arise, that may improperly influence the performance of their duties to the University, now or in the future.

- 5.3. The University is committed to ensure that no undue advantage or disadvantage occurs as a result of the existence of a personal relationship. All staff must declare all actual, potential, or perceived conflicts of interest that arise as a result of, or during, a recruitment process as follows:

a) Direct Appointments

When undertaking a direct appointment, the hiring manager must:

- i. Identify and declare if a conflict of interest exists.
- ii. Capture all relevant details of any conflict of interest in Page Up (e.g., family or personal relationship).
- iii. Record how any identified conflict of interest is to be managed in Page Up (e.g., if the conflict of interest is family or a close personal or financial relationship one-up approval (by an appropriate delegate) must be sought for impartial consideration).
- iv. Assign the Page Up request to an appropriate delegate with the power to appoint the person to that role under Section 10.3 of the *General Delegations Ordinance*.

b) Advertised recruitment

When undertaking an advertised recruitment, the hiring manager or selection committee chair must:

- i. Ensure review panel members notify the selection committee chair of any conflicts of interest prior to shortlisting (e.g., by providing applicant names to panel members (to check whether a conflict might exist) prior to providing full application details – if the panel are determined prior to shortlisting).
- ii. If the selection committee chair has a conflict of interest, they must declare this to their one-up manager to discuss an appropriate management plan (e.g., depending on the relationship declare with other panel members or recuse from the recruitment activity).
- iii. Capture all details of any conflict of interest in the Interview Details Form Record how any identified conflicts of interest were managed in the Interview Details Form.

Where further support is required to address complex conflicts and processes, the relevant People and Wellbeing Business Partner will assist.

6. Assessment and Selection

- 6.1. Except for direct appointments, assessment and selection will be merit-based and conducted by a selection committee. The required composition and roles and responsibilities of selection committees are detailed in Schedule A.

- 6.2. The selection committee will assess and select the successful candidate as follows:

a) Shortlisting

As soon as possible after the date on which applications or search closes, the selection committee will shortlist applicants. Ordinarily, each selection committee member will shortlist individually in the first instance. The selection committee will then discuss together and reach a consensus on the candidates to be shortlisted. Every effort will be taken to achieve a gender diverse candidate shortlist for all vacancies and specifically for senior and executive roles across the University.

Candidates not shortlisted will be notified by the People and Recruitment team as soon as

possible unless the selection committee request otherwise.

b) Interviews

This stage may include multiple interviews, presentations, practical work exercises and psychometric assessments.

Interviews are required for all positions in person, phone, or via video conference. Interviews should be structured in such a way to enable collection of sufficient evidence to confirm that the candidate(s) selected have the required skills, experience, and motivation to carry out the inherent position requirements or duties and demonstrate a commitment to the mission and values of the University.

The People and Recruitment Advisor or Talent Acquisition Partner can assist with the preparation of the interview questions or interview guides when required and/or requested by the Hiring Manager, ensuring questions align with the level of the position and are a balanced assessment of values based and technical fit.

c) Reference Checks

The hiring manager should complete two verbal reference checks to confirm the preferred candidate's merits against the selection criteria, before the final selection decision is made, to clarify, confirm or counterbalance information obtained from the interview.

Reference checks should be conducted using the reference check form available to hiring managers on PageUp or from their Recruitment Advisor. Completed forms are to be returned to the Recruitment Advisor as a record of the check being completed prior to an employment offer being issued.

Wherever possible, a minimum of one verbal reference check should be obtained from the current or immediately previous supervisor of the preferred candidate. The second reference check can be a past or previous supervisor. If nominated referees are unable to be contacted the candidate should be asked to nominate additional referee/s.

d) Selection

Following completion of all assessment and selection activities including and reference checks, the selection committee must reach consensus on a preferred candidate. The committee's recommendation must identify each candidate as 'appointable' or 'not appointable' based on the selection criteria and requirements of the role. The recommendation and associated notes supporting the decision to appoint must be documented in PageUp.

It may be appropriate NOT to recommend any of the shortlisted candidates for appointment from the selection process. In such cases, the committee chair should contact the People and Recruitment Advisor or Talent Acquisition Partner to advise of the decision and discuss alternative recruitment options.

7. Employment Screening Requirements

- 7.1. In accordance with the principles of the University's *Risk Management and Business Resilience Policy* and the *Risk Management Framework* the employment screening process has been developed to recognise the dynamic and variable nature of human behaviour and culture and manage and mitigate associated risks to our students, staff, community and the University.
- 7.2. The level of employment screening conducted on a candidate will be commensurate with the level of risk and impact of the particular role, to the University community, the organisational objectives

and business outcomes (for example personal safety, reputational damage, financial loss and security of sensitive or classified information).

- 7.3. A pre-employment health report must be completed for and by all new appointments as part of the application process. The questions are linked to the inherent position requirements and highlights any reasonable modifications that may be required to support the individual to perform in the role.
- 7.4. The University may require a staff member or prospective staff member to undergo a National Police Record check due to the nature of the duties and responsibilities of a particular appointment. This check will be sought where the inherent requirements of the position require high standards of integrity and public confidence, where it is envisaged that:
 - a) the duties will or may involve direct and unsupervised contact with, or access to, a child or children; or
 - b) the staff member will be responsible for the regular handling of money or administration of financial accounts of the University; or
 - c) the staff member will be responsible for the handling of drugs, poisons or controlled substances.
 - d) the position requires the incumbent to hold a General Delegation Profile G4 or above.
- 7.5. A Registration to Work with Vulnerable People will be required where a position involves regular contact with people under 18 years of age. See the Under 18 Student Support and Accommodation Procedure for further information about this registration requirement.
- 7.6. All appointees must hold the necessary Rights to Work in Australia (Australian citizen or permanent resident) or hold a valid visa with permission to work in Australia prior to commencement. Where visa sponsorship is offered, a visa application must be completed and granted prior to commencement
- 7.7. All new appointments to positions related to the University's contracts with the Department of Defence are required to hold and maintain a higher level of security clearance and satisfy a number of screening checks to ensure risk is managed effectively. This includes new employees commencing employment with the University and current employees where they are required to commence work related to a Defence contracts or they transfer to a role where they will work on Defence contracts. There are two levels of security clearance based on the assessed level of risk associated with the position.
- 7.8. Security clearance and additional screening requirement will be facilitated by the Recruitment Advisor in consultation with a Defence Industry Screening Program (DISP) Security Officer who will determine the risk level of the position. Screening checks must be passed prior to commencement in a Defence contract related position. Checks required for Defence contract related positions are outlined in the Schedule B.

8. Making an Offer

- 8.1. The offer to the preferred candidate is approved by the hiring manager as authorised by the delegate in 3.1. It will include all conditions of employment and an agreed commencement date.
- 8.2. Before extending an offer to a preferred candidate, it is typically discussed first between the selection committee chair, and the supervisor (if different) based on what has been approved (in the job card in Page Up). Advice may be sought from the People and Wellbeing Business Partner or Talent Acquisition Partner if the proposed offer is different to what has been approved. If there is a

change, it must be approved by the appropriate delegate and a memo indicating this approval must be recorded (ie in PageUp).

- 8.3. A verbal offer is made by the committee chair or in the case of direct appointment, by the appropriate supervisor, and then once mutually agreed is followed by an electronic employment contract issued by the People and Recruitment or Talent Acquisition teams.
- 8.4. Where the preferred candidate declines the offer, an offer of appointment can be made by the hiring manager without re-advertisement to another suitable candidate who best meets the selection criteria and who was also deemed appointable by the selection committee.
- 8.5. The preferred commencement date must be within a timeframe that ensures all onboarding resources are available, ideally one week minimum.
- 8.6. Where an internal candidate is offered a role, a nominal 4 week notice period is appropriate for internal transition planning to occur. The existing and future line manager should discuss the transition timeframe, and consider the operational needs and risks of both areas in determining whether a shorter or longer notice period is appropriate.
- 8.7. The candidate must review and accept the offer formally (in PageUp via electronic signature) before commencement. The information is then processed by the Payroll team and onboarding activities can commence.

9. Unsuccessful Candidates

- 9.1. Once the candidate has accepted the offer, any unsuccessful candidates will receive an automated email notification from the People and Recruitment or Talent Acquisition team.
- 9.2. Interviewed unsuccessful candidates should be informed verbally and given the opportunity for feedback on their application from the committee chair (or nominee). This is considered essential for both internal and external candidates to assist their professional development and career opportunities and maintain a positive candidate experience and employer brand.
- 9.3. Any concerns regarding the recruitment process in the first instance will be referred to the committee chair to resolve. If the chair is unable to resolve the issue, or requires advice or assistance, the matter will be referred to the Chief People Officer (or nominee).

10. Privacy and Confidentiality

- 10.1. The University will collect personal information of candidates which may include contact details, career history and qualifications as part of the recruitment process. This information may only be used for the purposes of recruitment and appointment related activities and will remain confidential to those involved in these processes, and all candidates will be advised of that.
- 10.2. Any personal information collected, stored, used, or disclosed under this Procedure will be managed in accordance with the Data and Information Governance Policy and applicable privacy legislation. Information will only be disclosed as provided for under legislation.

Related procedures

Information Management Procedure

Versions

Versions of this procedure and the details of their approval are as per the following table:

Version	Approval Authority	Business Owner/s	Approval Date
Version 1	Chief People Officer	Chief People Officer	6 April 2022
Version 2	Chief People Officer	Chief People Officer	20 April 2023
Version 3	Chief People Officer	Director People Services	29 April 2024
Version 4	Chief People Officer	Director People Services	6 May 2025

* Currency of procedures is confirmed annually. For the details of when this procedure was last confirmed as current, visit the [version history page](#).

Definitions

[Staff Member](#) | [Supervisor](#)

Schedule A: Selection Committees - Composition, Roles and Responsibilities

- A selection committee should involve at least 2-3 people with gender diversity. The chair of the selection committee may supplement additional members for the purposes of ensuring adequate professional expertise, appropriate gender and/or campus balance.
- For all identified and specified positions, at least one selection committee member must identify as an Aboriginal and/or Torres Strait Islander.
- The selection committee is responsible for conducting a fair and transparent process to assess candidate/s against the position criteria and recommend appointing (or not appoint) a candidate.
- The Chair (or nominee) is responsible for ensuring:
 - a) every member (including external selection committee members) complies with all relevant University policies and procedures.
 - b) every member declares any perceived, potential, or actual conflicts of interest and that the details of any conflicts of interest are recorded and kept together with the selection committee documentation.
 - c) ultimate accountability for the process, including membership of the selection committee, and completion of processes, required documentation and the outcome.
 - d) final interview rounds for senior academic and leadership positions should have a mix of both women and men, with at least one candidate from both genders.
 - e) verbal feedback is provided to unsuccessful interviewed candidates. For internal candidates, this is considered essential to assist their professional development and career opportunities.
- In accepting an invitation to participate, each selection committee member is accountable for:
 - a) confirming their availability to participate, noting the timeframe for the process.
 - b) declaring any perceived, potential or actual conflicts of interest. .
 - c) ensuring they understand the position and its accountabilities and requirements.
 - d) assessing all applications and their merit, contributing to shortlisting and completing process steps as outlined in the recruitment system.

Schedule B: Employment Screening Checks - Defence Contract Related Positions

Employment Screening Checks - Defence Contract Related Positions	Risk Level 1 (Baseline)	Risk Level 2 (NV1)
Identity Verification (100 point)	Yes	Yes
Rights to Work / Citizenship Check	Yes	Yes
ACIC National police check- Employee	Yes	Yes
RWVP	Yes	Yes
Qualification Verification (Aust/NZ)	Yes	Yes
Qualification Verification (Global)*	Yes	Yes
AUS Credit history	No	Yes
Employment Verification (5 Years)	Yes	Yes
* where relevant qualifications completed overseas		