THE UNIVERSITY OF NOTRE DAME AUSTRALIA

Procedure:

Recruitment and Selection

Effective: 26 March 2025

Audience: Staff

Policy Category: Management
Policy Sub-category: Human Resources

Key words:	recruitment, selection, appointment
Procedure Owner:	Chief People Officer
Responsible Officer:	Director, People Services
Review Date:	March 2028

Contents

1 PURPOSE 3

2 RELATED POLICIES AND REGULATIONS 3

3 PREPARING TO RECRUIT 3

4 ADVERTISING 6

5 SELECTION PROCEDURES 7

6 APPOINTMENT 10

7 ROLES AND RESPONSIBILITIES 11

8 RELATED DOCUMENTS 12

9 DEFINITIONS 13

1 PURPOSE

1.1 This Procedure supports the implementation of the *Policy: Recruitment and Selection* and provides information on recruitment, selection and appointment processes, including:

1.1.1 preparing to recruit
1.1.2 advertising
1.1.3 selection procedures
1.1.4 appointment, and
1.1.5 role and responsibilities of the hiring manager, chair and members of the selection committee and People and Culture.

2 RELATED POLICIES AND REGULATIONS

2.1 This Procedure should be read in conjunction with the following policies:

2.1.1 Policy: Recruitment and Selection
2.1.2 *The University of Notre Dame Australia Enterprise Agreement 2022-2026,* as amended.

3 PREPARING TO RECRUIT

3.1 Determining workforce needs

3.1.1 The hiring manager is responsible for managing the recruitment and selection process from start to finish, and in most cases will also chair the selection committee.
3.1.2 In preparing to recruit, the hiring manager must determine the workforce needs of their school/office in consultation with People and Culture and their executive by considering how the position contributes to:
  3.1.2.1 current and future workforce requirements of the school/office
  3.1.2.2 workforce planning strategies of the University, including strategies for staff retention, succession planning and career development, and
  3.1.2.3 ensuring the school/office operates within available budget funding.
3.1.3 When determining how a position could be best filled or carried out, hiring managers should consider a range of options, including:
  3.1.3.1 redesigning the position to make better use of existing resources. Consider whether the nature of the position has changed, or if duties can be more effectively designed/organised or shared among current team members
  3.1.3.2 offering higher duties to an existing employee for a short-term period to provide a career development opportunity
  3.1.3.3 hiring a casual / sessional employee to fill the vacancy for a short-term period
  3.1.3.4 undertaking internal recruitment to provide opportunities for current employees, and
  3.1.3.5 undertaking internal and external recruitment.
3.1.4 Engaging the services of a recruitment agency to fill a position will normally only be used in exceptional circumstances and in consultation with People and Culture.

3.2 Position description – Professional positions

3.2.2 Hiring managers are responsible for designing new or reviewing and updating existing position descriptions to ensure they accurately describe the position before commencing the recruitment and selection process, including the inherent requirements of a position.

3.2.3 Position descriptions describe the purpose of the position, key responsibilities, reporting relationships and any other key requirements and attributes of the position.

3.2.4 When developing a position description, it is important to identify the inherent requirements of the position to accurately describe the tasks and accountabilities required to undertake the position. Inherent requirements of a position are the essential features or defining characteristics of a position which must be achieved as part of the job.

3.2.5 New or significantly changed general employee position descriptions must be submitted for evaluation by People and Culture prior to advertising to confirm the classification level of the position, in line with the general employee position classification standards.

3.3 Academic Role Standards – Academic positions

3.3.1 Academic role standards have been developed in concert with the academic classification standards.

3.3.2 A role statement may be developed for those roles where additional description is required to benefit and further inform the position holder.

3.4 Selection criteria

3.4.1 Hiring managers must also develop selection criteria which will be used as the basis for assessing an applicant's suitability to perform the inherent requirements of the position.

3.4.2 The selection criteria will describe the qualifications, skills, knowledge and experience required to perform the position at a competent level.

3.4.3 Applicants must meet all the essential selection criteria to be assessed as suitable to be appointed to the position.

3.4.4 Selection criteria should:

3.4.4.1 be designed to allow for a broad range of qualified and experienced applicants to be considered

3.4.4.2 specifically identify any prerequisites for the position, such as qualifications, professional registrations or clearances such as Working with Children and Police Checks etc.

3.4.4.3 be used as a tool to assess the suitability and merit of applicants throughout all stages of the recruitment and selection process

3.4.4.4 be used as a structured means of comparative assessment of all applicants

3.4.4.5 be consistent with the duties and responsibilities of the position description for professional roles

3.4.4.6 be consistent with the academic standards for academic roles, and

3.4.4.7 reflect the performance expectations for the level of the position.

3.4.5 The following essential selection criteria are required to be included:

3.4.5.1 *For all positions:*
Supportive of the Objects of Notre Dame as a Catholic University.

3.4.5.2 *For all Medicine, Nursing & Midwifery academic positions:*
Committed to teaching in the context of the Code of Ethical Standards for Catholic Health and Aged Care Services.

3.4.5.3 *For all targeted Aboriginal and Torres Strait Islander (ATSI) positions:*
To be eligible for this position, you must provide a statement and supporting documentation that addresses how you meet each of the following criteria for Aboriginality:

3.4.5.3.1 be of Australian Aboriginal or Torres Strait Islander descent, and
3.4.5.3.2 identify as an Australian Aboriginal or Torres Strait Islander, and
3.4.5.3.3 be accepted as such by the community in which they live or have lived.

3.4.6 Selection criteria must not be changed between the time of advertisement and appointment. If the requirements of a position changes significantly, a new recruitment process will need to be undertaken.

3.5 Advertising and sourcing strategy

3.5.1 To identify the best advertising and sourcing strategy that will attract quality applicants to the position and University, the Hiring Manager needs to consider 'who' they wish to attract and 'how' they would like to attract the best talent for the position. This consideration, along with requirements outlined in the *Policy: Recruitment and Selection,* informs the method of appointment to be undertaken and may include:

3.5.1.1 internal and external advertising
3.5.1.2 internal only advertising
3.5.1.3 expression of interest
3.5.1.4 direct appointment
3.5.1.5 secondment, or
3.5.1.6 redeployment.

3.5.2 The People and Culture team assists hiring managers to identify the best advertising and sourcing strategy to fill positions, which may include using a variety of sourcing channels to advertise positions, including but not limited to:

3.5.2.1 the University's Employment Opportunities webpage
3.5.2.2 online job boards and social media, such as SEEK, LinkedIn, UniJobs
3.5.2.3 professional and academic networks, and
3.5.2.4 print media (limited to identified strategic appointments only).

4 ADVERTISING

4.1 Request to Advertise and Approval

4.1.1 To obtain approval to recruit for a vacant position, the hiring manager completes a Request to Recruit form and submits an up-to-date position description and selection criteria to People and Culture for review and approval by the delegated officer.

4.1.2 If hiring managers seek to advertise or fill a position other than using the method of appointment outlined in the *Policy: Recruitment and Selection*, a business case or a position variance form must be made and submitted for approval along with the Request to Advertise form.

4.2 Advertisement

4.2.1 Once the position has been approved to be advertised, People and Culture will draft the advertisement and candidate information in collaboration with the hiring manager to support the recruitment of the role.

4.2.2 All advertisements will include:

4.2.2.1 a contact person for applicants to seek further information about the position. Normally the hiring manager will be the contact person for applicant queries.

4.2.2.2 the closing date for applications. Externally advertised positions will be normally open for applications for at least two weeks and internally advertised positions normally open for at least one week. Academic positions will normally be open for four weeks.

4.2.2.3 where applications are open to the international market, the position will need to be advertised for a minimum of four weeks (limited to identified appointments only).

4.2.3 People and Culture is responsible for advertising all positions and will approve final edit of all content. No other school/office is authorised to advertise the recruitment of positions.

4.2.4 Candidate information will be made available on its website to applicants and contains important information about the University, the position advertisement, position description and selection criteria.

4.3 Selection committee membership and responsibilities

4.3.1 The hiring manager will discuss with their executive the composition of the selection committee prior to the position being advertised.

4.3.2 The hiring manager is responsible for inviting the proposed selection committee members to participate, scheduling shortlisting and interview dates and briefing committee members on the recruitment and selection processes and their legislative requirements in relation to equal employment opportunity, confidentiality, privacy and any potential and perceived conflict of interest.

4.3.3 The role and responsibilities of the hiring manager, chair, selection committee members and talent acquisition partner are outlined in the *Policy: Recruitment and Selection*.

4.3.4 The composition of the panel meets the requirement as outlined in the *Selection Committee Composition.*

4.4 Conflict of Interest

4.4.1 All committee members must immediately disclose any actual or perceived conflict of interest to the selection committee chair (or in the case of a conflict of interest with the chair to People and Culture). The chair will then consult with People and Culture on the action to be taken in line with the *Employee Code of Conduct and Ethical Behaviour*. This may include recommending the selection committee member be withdrawn from the committee.

4.4.2 If there is any uncertainty as to whether the conflict of interest exists, the committee member should seek advice from People and Culture and chair prior to participating (or continuing to participate) in the process.

4.4.3 It is the responsibility of the chair to ask committee members to declare any actual or perceived conflicts of interest during the shortlisting process, record the committee's declaration on the selection committee report and ensure that no disclosed conflict of interest can influence the outcome or progress of an application.

5 SELECTION PROCEDURES

5.1 Applications

5.1.1 All applications must be submitted to People and Culture through its nominated applicant tracking system by the closing date. Late applications will not normally be considered, however, may be accepted at the discretion of the hiring manager. Applications which fail to address the selection criteria or do not meet screening questions confirming the applicant's Right to Work in Australia are considered incomplete and will not normally be forwarded onto the selection committee for consideration. People and Culture is not responsible for following up with applicants no submit incomplete applications.

5.1.2 Shortly after the closing date, People and Culture will provide the chair and selection committee members a copy of the applications received and a copy of a Shortlisting Matrix template. The Shortlisting Matrix is not compulsory to fill out however the panel must be able to evidence that each candidate has been assessed to meet or not meet the criteria and the rationale. This may be captured in the selection committee report.

5.2 Shortlist

5.2.1 The shortlisting meeting will normally be held within a week of the closing date for applications.

5.2.2 The chair will schedule and lead the shortlisting meeting to discuss the selection committee's comments and ranking of applicants against the selection criteria.

5.2.3 There is no set number of applicants that should be interviewed however there should be enough to satisfy that a genuine competitive process was undertaken. The committee should limit the shortlist to a practical number of applicants relative to the position. Where there are additional suitable applicants, the committee may create a backup list of applicants to interview should the more highly ranked applicants withdraw.

5.2.4 Following the shortlisting meeting, the chair will record the committee's assessment of applicants, including identifying those shortlisted for interview and any conflicts of interest.

5.2.5 If the selection committee cannot reach a consensus outcome on the shortlist, the reasons must be documented.

5.2.6 If an internal applicant is not shortlisted, they should be contacted and provided with feedback by the chair prior to the scheduled interviews being held.

5.3 Interview

5.3.1 Interviews will normally be held within a week of the shortlisting meeting, with applicants provided with reasonable notice to prepare for the interview.

5.3.2 The shortlisted applicants will be invited to attend an interview.

5.3.3 The chair will prepare structured interview questions against the selection criteria prior to the interviews, in consultation with the committee. Behavioural interview questions are recommended to be used, as they prompt the applicant to share past examples of how they have demonstrated specific behaviours, knowledge, skills and abilities.

5.3.4 All applicants are to be asked the same set of interview questions. Based on the response of an applicant, committee members may ask probing questions to clarify their understanding or explore a more in-depth response.

5.3.5 All applicants are expected to be asked a question to determine how they would demonstrate their support of the Objects of the University, if employed.

5.3.6 Applicants are not to be asked questions that implies or may be taken to imply unfair and discriminatory views about the applicants age, race, sexual orientation, marital/relationship status, family/caring responsibilities, disability/ impairment, religious or political convictions.

5.3.7 It is expected that all committee members including the chair take appropriate notes during the interviews and decisions made should the process be subject to a grievance. The notes will assist with justifying the selection decision and with providing feedback to applicants at a later date (if deemed appropriate).

5.3.8 When all interviews have been completed, the selection committee will discuss their feedback regarding each applicant and identify the preferred applicant(s) recommended for appointment, subject to any additional selection methods, reference and other checks.

5.4 Additional selection methods

5.4.1 Additional selection methods may be used to supplement the interview and provide further opportunities for applicants to demonstrate their merit against the selection criteria, including by not limited to:

5.4.1.1 further interviews
5.4.1.2 work tests
5.4.1.3 presentations
5.4.1.4 meeting with key stakeholders, and
5.4.1.5 case studies.

5.4.2 People and Culture can advise on the suitability of any of these additional selection methods for the position being recruited.

5.4.3 Where any additional selection methods are used, the committee must reconvene to discuss the outcome.

5.5 Reference checks

5.5.1 The chair (or hiring manager) is responsible for conducting verbal reference checks of the preferred applicant(s) to confirm the suitability for the position. If the chair is unable to conduct the reference checks they may be assisted by another selection committee member from the same department.

5.5.2 Normally a minimum of two reference checks should be undertaken for continuing and fixed term appointments and should include a current or previous manager. A minimum of one reference check should be undertaken for sessional and casual appointments.

5.5.3 A written summary of reference checks must be prepared by the chair (or hiring manager) and will normally be provided to the selection committee and reconvene to discuss any proposed changes to the ranking of applicants.

5.5.4 It is the responsibility of the chair to ensure they have received the permission of the preferred applicant(s) to contact their referees and have received their contact details (if not already provided).

5.6 Other checks

5.6.1 The applicant recommended for appointment must provide evidence of their Right to Work in Australia (passport or birth certificate) and of any qualification, registrations or checks claimed or identified as part of the inherent requirements of the position. The applicant must provide through the University's nominated third-party provider. The third-party provider has been vetted as a supplier of the University and provides an objective service to confirm working entitlement and qualifications.

5.7 Selection decision

5.7.1 When all selection processes have been finalised the selection committee will make a recommendation to appoint a suitable applicant and the chair will prepare a selection committee report.

5.7.2 The selection committee report will clearly state in line with the selection criteria:

- 5.7.2.1 all applicants that were shortlisted for the position
- 5.7.2.2 the reasons the applicant was considered suitable for appointment
- 5.7.2.3 the reasons other interviewed applicants were considered not suitable for appointment, and
- 5.7.2.4 whether any other applicant(s) were considered appointable (to be ranked and placed on an eligibility list to be appointed should the recommended applicant decline the position, or an additional appointment is required within six months of the selection committee's decision).
- 5.7.2.5 The rationale for applicants to progress or deemed unsuccessful should be linked to the criteria as specified in the position description or the academic statement

5.8 Unsuccessful applicant(s)

5.8.1 The chair (or hiring manager) is responsible for providing feedback to unsuccessful shortlisted applicants after the interview and any non-shortlisted internal applicants. Normally, unsuccessful applicants should be advised after the preferred applicant has verbally accepted the offer.

5.8.2 People and Culture will notify all non-shortlisted unsuccessful applicants after the interviews.

5.9 Re-advertisement

5.9.1 If there are no suitable applicants to interview or appoint to the position, the hiring manager will consult with People and Culture to re-advertise the position or explore other sourcing options.

6 APPOINTMENT

6.1 Offer of Employment

6.1.1 Once the selection process is complete, the chair or hiring manager should contact the preferred applicant to verbally advise them that subject to approval by the authorised delegated officer the committee has recommended they be appointed to the position.

6.1.2 The hiring manager should use this opportunity to show the preferred applicant their enthusiasm to join the University and to confirm their start date, salary and request any outstanding certified copies of their Right to Work in Australia, qualifications and registrations etc.

6.1.3 Should the preferred applicant seek to negotiate the salary or terms and conditions of employment offered, the hiring manager must not commit the University to any changes without consulting with People and Culture and obtaining approval from the authorised delegated officer.

6.1.4 The chair or hiring manager must submit the completed selection committee report and all supporting documentation to People and Culture to prepare the offer of employment and arrange for the authorised delegated officer to approve the committee's recommendation.

6.1.5 Only People and Culture is authorised to issue formal written offers of employment on behalf of the University.

6.1.6 People and Culture will notify the hiring manager when the preferred applicant has accepted the University's offer of employment so they can contact their new employee and prepare for their on-boarding and induction.

6.1.7 Should the preferred applicant decline the University's offer of employment, the appointment can be made to the applicant ranked next on the eligibility list on the selection committee report, subject to consultation with the selection committee once reference and other checks being completed.

6.2 Privacy

6.2.1 All individuals involved in the recruitment and selection process must respect and maintain the confidentiality of information and the privacy of individuals. All reasonable steps must be taken to protect the personal information held from misuse, loss, unauthorised access, modification or disclosure; and for it to be held for no longer than is necessary after the recruitment and selection process is complete.

6.2.2 No aspect of the recruitment and selection process should be discussed outside of the selection committee meetings.

6.2.3 Selection committee members must securely dispose of all personal information following the completion of the recruitment and selection process.

6.3 On-boarding and induction

6.3.1 Once the successful applicant has accepted the offer of employment the hiring manager:

6.3.1.1 will prepare for the new employee's arrival by organising relevant equipment, office space, IT and security access and welcome activities to support their on-boarding, and

6.3.1.2 is responsible for ensuring the new starter has undertaken any compulsory induction or training processes.

7 ROLES AND RESPONSIBILITIES

7.1 **Hiring manager** is responsible for:

7.1.1 familiarising themselves with the *Policy: Recruitment and Selection*, this Procedure and the principles of equal employment opportunity

7.1.2 working with the relevant senior leader (or delegate) of the area to determine workforce needs and ensuring the school/office operates within available budget. This may include completion of specific costing requests for both ongoing and sessional appointments to validate the cost impact

7.1.3 ensuring the position description and selection criteria have been developed prior to advertising

7.1.4 initiating the request to advertise

7.1.5 using appropriate attraction and selection strategies

7.1.6 outlining a case to internally advertise or directly appoint to fill a position, rather than internally and externally advertising a position

7.1.7 being available to respond to all applicant enquiries and providing feedback to unsuccessful applicants

7.1.8 forwarding any applications received to People and Culture

7.1.9 forming the selection committee in line with this Procedure

7.1.10 consulting with selection committee members regarding their availability for shortlisting and interviews and willingness to participate in the selection process, and

7.1.11 scheduling shortlisting meetings and interviews with applicants, arranging room bookings etc.

7.2 **Chair of the selection committee**, who is normally the hiring manager, is responsible for:

7.2.1 undertaking training to understand the role of the chair and its responsibilities

7.1.2 leading all meetings and discussions with the selection committee

7.1.3 familiarising themselves and informing the committee members of their legislative obligations, the *Policy: Recruitment and Selection*, this Procedure, principles of equal employment opportunity and all aspects of the recruitment and selection process

7.1.4 contacting People and Culture for assistance and/or training on the recruitment and selection process

7.1.5 briefing the committee members on the requirements of the position

7.1.6 ensuring the recruitment and selection process is handled professional and diligently

7.1.7 determining if late applications will be accepted

7.1.8 drafting interview questions

7.1.9 managing the shortlisting, interviewing and selection process, ensuring the decisions of the committee are clearly documented at each stage

7.1.10 documenting the reasons for not shortlisting applicants for interview in the shortlisting matrix or the selection report

7.1.11 documenting the selection decisions and recommendations of the committee following interviews in the selection committee report

7.1.12 conducting thorough reference checks

7.1.13 providing verbal feedback to any internal applicants and unsuccessful interviewed applicants as appropriate

7.1.14 managing all communication with the preferred applicant, ensuring that they are updated at each stage of the process

7.1.15 certifying copies and/or obtaining verified copies of all qualifications, registrations, evidence of their Right to Work in Australia and other required checks of the preferred applicant, and

7.1.16 informing People and Culture of any actual or perceived conflict of interest.

7.2 Members of the selection committee are responsible for:

7.2.2 familiarising themselves with the *Policy: Recruitment and Selection*, this Procedure and the principles of equal employment opportunity

7.2.3 understanding the requirements of the position and characteristics of the person sought, as described in the selection criteria

7.2.4 considering the merit of applications based on the selection criteria and recommending the most suitable applicant for the appointment to the chair

7.2.5 ensuring they maintain confidentiality and privacy regarding the selection process and applicant information

7.2.6 participating in all aspects of the shortlisting, interviewing and selection process

7.2.7 endeavouring to reach a consensus on the assessment of all applicants, and

7.2.8 informing the chair of any actual or perceived conflict of interest.

7.3 The relevant talent acquisition partner and the People Services advisory team are responsible for:

7.3.2 ensuring vacant positions are approved by the authorised delegated officer to be filled

7.3.3 ensuring all positions are appropriately classified prior to advertisement

7.3.4 placing all advertisements

7.3.5 engaging recruitment agencies to assist with the recruitment and selection process, where approved

7.3.6 participating as a member in all selection committees

7.3.7 acknowledging applications

7.3.8 providing the selection committee with all completed applications

7.3.9 advising the chair and selection committee on best practice recruitment and selection principles

7.3.10 issuing offers of employment for approved selection decisions, and

7.3.11 scheduling induction for new employees.

8 RELATED DOCUMENTS

8.1 *Request to Recruit Form*
8.2 *Request to Appoint Form*
8.3 *Shortlisting Matrix*
8.4 *Interview Question Template*
8.5 *Referee Report Template*
8.6 *Selection Committee Report*
8.7 *Selection Committee Composition*

9 DEFINITIONS

9.1 For the purpose of this Procedure, the definitions outlined in the *Policy: Recruitment and Selection* apply.

9.2 In addition, the following definitions apply to this Procedure:

9.2.2 ***Academic Position Classification Standards*** means the broad categories of responsibilities attached to academic staff at different levels as set out in Schedule 1 of *The University of Notre Dame Australia Enterprise Agreement 2022-2026*

9.2.3 ***Equal Employment Opportunity*** means equal access to employment opportunities based on merit, without fear of discrimination or harassment.

9.2.4 ***Professional Position Classification Standards*** means the broad categories of responsibilities attached to general employees at different levels as set out in Schedule 3 of *The University of Notre Dame Australia Enterprise Agreement 2022-2026.*

9.2.5 ***Hiring manager*** is the employee responsible for managing the recruitment and selection process. The hiring manager is normally the manager of the position to be filled and acts as the chair of the selection committee.

Version	Date of approval	Approved by	Amendment
1	25 September 2020	Pro Vice Chancellor, People and Culture	Effective date – new Procedure.
2	26 March 2025	Chief People Officer	Minor amendments to align with Enterprise Agreement and current organisational structure.