



## Recruitment Procedure

### Information Sheet: Candidate Interviews and Selection

#### Purpose

The purpose of this Information Sheet is to ensure candidates are treated in a fair, equitable and non-discriminatory manner and in line with transparent, consistent and legally compliant recruitment and selection processes.

#### Q1 What strategies could I use to ensure candidates are shortlisted in a timely and effective manner?

It is best practice to ensure that the short-listing process is confirmed, and a short-listing meeting of the Appointment Committee and interview slots are already scheduled at the time the position is advertised. This will ensure a quick turnaround when applications close. The Hiring Co-ordinator has the ability to monitor applications throughout the advertising period to help facilitate the short-listing process.

The University's online recruitment system also enables the Appointment Committee to make comments on applicants without the Committee having to meet. The Hiring Co-ordinator is able to demonstrate how this works.

When shortlisting candidates for the position:

- Use the knowledge, experience and qualifications listed in the position description (professional staff) or selection criteria (academic staff) to match applicants to the position and determine your list of candidates for interview.
- If you have a very large number of applications you may wish to come up with a "long list" first of all candidates who meet the selection criteria. You can then short list applicants on essential qualifications first, then on desirable to reduce the list down to a more manageable size.
- The short listing template ([Appendix A](#)) may be useful to complete the shortlisting process.
- Remember, you don't have to interview all candidates who meet the minimum criteria. Refine your short-list even further by looking at the following:
  - Quality of application i.e. Has care been taken to present the application in a clear format? Is it easy to read?
  - Industry background i.e. Is it appropriate for the position?
  - Level of experience i.e. Does the applicant have enough experience in the critical elements of the position? Will it be a stretch for them? Is it a logical step in their career?
  - Added value i.e. Does the applicant bring something to the role that would be valuable to the team or Branch/School.
  - Work rights i.e. Does the applicant have appropriate work rights for Australia?  
Note: The University is able to provide sponsorship for working visas as long as they meet certain criteria. Contact HR Recruitment for advice in this regard.
  - It is best not to select too many candidates to interview. Depending on the type of role 3-4 is generally a good number of people to see.
  - Be consistent in your approach to all applicants. Document decisions and reasons for them.

Once you have decided on your shortlist, inform your Hiring Co-ordinator and they will contact candidates on your behalf. If the interview will involve tasks or activities outside of a formal interview you should inform candidates of this.

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**Q2 What should I consider when interviewing candidates?**

- Check if there is a need for any specific arrangements required to accommodate an applicant and make sure these are in place for the interview (e.g. physical access, interpreters, etc).
- Prepare questions in advance. Make sure your questions allow the applicant to demonstrate what they can offer the University, and not to simply confirm expectations or to see how the applicant performs under pressure.
- Maintain consistency and fairness in questioning across all interview candidates.
- Focus on the real needs of the job (e.g. the essential job requirements outlined in the Position Description.) Don't make assumptions or stereotype individuals.
- The Appointment Committee is entitled to ask applicants whether they can fulfil the inherent requirements of the job (e.g. travel, work overtime, perform the physical functions) but such questions must be asked of all candidates. Inherent requirements are the core activities, tasks or skills that are essential to a specific position and would result in significant consequences if they could not be performed.
- Don't make assumptions about a person's ability to do the job based on physical characteristics. It is appropriate to ask people with disabilities whether they require any adjustments to perform the job.
- Allow the candidate time to make their point. Allow silence. Rephrase or clarify if necessary.
- Don't ask invasive or irrelevant questions (e.g. 'Do you intend to have a family?'). If necessary rephrase to gain the essential information you require and ask of all applicants (e.g. 'Can you commit yourself to the University for two years?').
- Keep a record of questions and answers for each candidate.

**Q3 Can I conduct an interview via telephone or Skype®?**

We strongly recommend a telephone or Skype® interview to screen overseas and interstate candidates following which short-listed candidates should be invited to Adelaide before a job offer is made.

When conducting telephone and Skype® interviews:

- Ensure you have appropriate technology to make the call meaningful. If you are conducting a Skype® call with a group it is best to use a room with a wall mounted monitor and webcam. If it is just one-on-one, then a laptop with a webcam is sufficient.
- Use a phone with a speaker capability.
- Test the telephone number and connection with the candidate a few days prior to the interview to ensure the phone number is correct and the equipment and sound levels are suitable.
- Make sure you are aware of any time differences between Adelaide and the location you are calling.

**Q4 What should I take into consideration when selecting a preferred candidate?**

- Focus on the selection criteria. Rank applicants according to performance against essential and desirable qualifications.
- Assess all information; application form, interview record, referee's reports, tests, etc.
- Record decisions made and reasons for them.

**Q5 What information should I provide to unsuccessful candidates?**

- All candidates are to be advised of the outcome of their application/interview as applicable. There is a standard pre-populated communication template on the recruitment system that can be used to notify unsuccessful candidates. The template will automatically pre populate personal details and position title applied for. The Hiring Coordinator is responsible for this action.
- For candidates who have participated in the interview process, a phone call may be more suitable, providing brief feedback.

It should be noted that you are not required to give specific or formal feedback to candidates. Should a candidate press for formal feedback, please contact the HR Advisory team (ext 31111) for guidance before you respond.

**Further Information**

If you require further information, please contact the [HR Recruitment Team](#).

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**SHORT LISTING FORM -CONFIDENTIAL TO MEMBERS OF THE APPOINTMENT COMMITTEE**

**APPLICATIONS FOR THE POSITION OF \*\*, POSITION NO. \*\*, IN THE SCHOOL / BRANCH \*\***

**SHORTLISTING MEETING: DAY / DATE / TIME**

ESSENTIAL MINIMUM CRITERIA	Candidate's Name	Candidate's Name	Candidate's Name	Candidate's Name	Candidate's Name	Candidate's Name	Candidate's Name	Candidate's Name	Candidate's Name
DESIRABLE CHARACTERISTICS									

**Suggested rating: MH – MEETS HIGHLY, MC – MEETS COMFORTABLY, M – MEETS, MM – MEETS marginally, FDSC – FAILS TO MEET SELECTION CRITERIA**

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