

RECRUITMENT PROCEDURE

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1. OVERVIEW

This procedure outlines the recruitment process requirements at the University of Adelaide to attract quality applicants from the widest possible pool of candidates, including current University of Adelaide staff members. It ensures that recruitment processes are consistently applied, competitive, merit-based and undertaken in a timely and effective manner in accordance with the principles of the [Recruitment Policy](#).

2. SCOPE AND APPLICATION

This procedure prescribes the processes in recruiting both internal and external applicants and applies to all recruitment conducted by the University of Adelaide to fill academic and professional staff positions, whether casual, fixed-term, or continuing vacancies.

This procedure does not apply to the selection and appointment of Head of School or Discipline/ Department Head positions. Refer to clause 7.6 of the [University of Adelaide Enterprise Agreement 2023-2025](#) (as amended or replaced) (Enterprise Agreement) – Management of Schools and Disciplines or the [Discipline / Department Head Procedure](#) as relevant.

This procedure does not apply to secondments of less than 12 months, the engagement of titleholders, or contractors engaged through the University's [Contractor Management Process](#) or [labour hire arrangements](#).

3. PRINCIPLES

- While the University of Adelaide actively encourages staff development and progression through internal advertising and appointments, the University retains the right to introduce targeted recruitment strategies to source external talent to meet strategic organisational needs.
- If considered necessary, the University may implement strategies to attract applicants from under-represented groups, for example in discipline areas where women are under-represented. These strategies are tied to our commitment to Special Measures and adherence to the underpinning legislation.
- The University does not knowingly enter into '[sham contracts](#)'.

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- Except for in extenuating circumstances where approval is granted by the Executive Director, Human Resources:
 - Staff who are currently employed by the University in any capacity, whether in continuing, fixed-term or casual employment must not be engaged as contractors.
 - Offers of employment should not be made to any individual who has a current contractor arrangement with the University until that contractor arrangement is ended.
- The University provides tools and resources to assist hiring managers and staff through the recruitment and selection process.
- All casual staff must be based in Australia and will be paid into an Australian bank account.

4. PROCEDURE

4.1. Responsibilities

It is a responsibility of the hiring manager to ensure adherence to the relevant steps described in this procedure. A Talent Acquisition Program team member will support the recruitment and selection process.

4.2. Prior to commencing recruitment for a position:

The hiring manager will review the required [position management](#) steps and complete them as relevant.

The hiring manager will establish the requirements of the position and will review the position description (professional positions) or selection criteria (academic positions) with reference to the Enterprise Agreement, if required. The relevant Talent Acquisition Program team member or [Human Resources Advisor](#) are contact points for leaders requiring support.

The hiring manager must:

- Review the [redeployment register](#) for suitable internal candidates awaiting redeployment in accordance with the University's Enterprise Agreement - clause 6.7.11- Redeployment.
- Assess whether:
 - The position is a prescribed position. As a prescribed position, compliance with the Employment Screening Procedure - Prescribed Positions is required.
 - The position requires a National Police Check/Certificate as a pre-condition of employment.
 - The position is, or is likely, to be involved in defence-related activities or research. Section 4.7 of this procedure provides details relating to the additional due diligence that must be undertaken as part of the recruitment process for these roles.
 - Any overseas work, excluding short term business travel, is required.

If a secondment is offered to an internal candidate, the hiring manager is to complete the [Secondment Form](#) in discussion with the potential secondee and their supervisor. Refer to the [Secondment Procedure](#) for further details.

In situations where the position is at a senior level, is highly specialised or has previously proven difficult to fill, the hiring manager may determine that an external recruitment agency should be engaged to support the candidate search process. It is the responsibility of the hiring manager to obtain the budget and required approval for this approach in accordance with University delegations. A member of the Talent Acquisition Program can assist hiring managers with engaging an external recruitment agency.

4.3. Competitive sourcing selection and merit-based process

All continuing and fixed-term positions must be advertised and recruited via a competitive, merit-based selection process in accordance with this procedure and the University's Enterprise Agreement.

The hiring manager should engage with the relevant Talent Acquisition Program team member to consider a talent sourcing strategy to attract the best field of applicants for the position.

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4.3.1. Competitive sourcing selection

For a position to be considered competitively advertised, a minimum of one (1) week's advertising on the University of Adelaide internal job opportunities webpage is required to ensure existing staff have an opportunity to be considered for a vacancy.

Exceptions to the requirement for advertising include:

- Fixed term positions of less than 12 months duration. However, if the position is filled without advertisement, and it is determined that the position needs to continue beyond the original contract term or is identified as being required on a continuing basis, the position shall be required to be advertised. Exceptions to this require approval to directly appoint, via the [Direct Appointment Justification Form](#). Before submitting the Direct Appointment Justification Form, endorsement should be obtained from the Executive Dean or Corporate Manager. The relevant Human Resources Advisor will support this process in consultation with the hiring manager and will seek approval of the Direct Appointment Form from the Executive Director, Human Resources (or alternate delegation holder, where applicable). In the circumstance where the Vice-Chancellor is the delegated authority e.g., Level E Academic positions, an appropriately approved memorandum replaces the requirement for the Direct Appointment Justification Form.
- Circumstances where a suitable candidate has been identified through the redeployment process.
- Casual positions.
- Positions whereby there are individuals that are either named or otherwise identified in advance for a position in a research grant, or a position for an individual who has been awarded a fellowship. In both cases the duration of the employment contract is confined to the term of the grant.
- Staff directly affected by major organisational change as specified in clause 7.9 of the University's Enterprise Agreement may apply by an expression of interest for a new position created because of the major organisational change.
- For positions that are continuing or fixed term for more than 12 months, where exceptional circumstances exist to appoint to a vacancy without advertisement, approval is required to directly appoint via the [Direct Appointment Justification Form](#). Ahead of submitting the Direct Appointment Justification Form, endorsement should be obtained from the Executive Dean or Corporate Manager. The relevant Human Resources Advisor will support this process in consultation with the hiring manager and will seek approval of the Direct Appointment Form from the Executive Director, Human Resources (or alternate delegation holder, where applicable). In the circumstance where the Vice-Chancellor is the delegated authority e.g., Level E Academic positions, an appropriately approved memorandum replaces the requirement for the Direct Appointment Justification Form.

When a position is filled without advertising, the requirement to follow merit selection and due diligence remains in relation to the appointment process.

4.3.2. Merit Selection

Applicants are selected on their ability to undertake the key responsibilities/specific duties of the role and meet the selection criteria as detailed in the position description (professional positions), or the selection criteria/classification standards included in the Enterprise Agreement (academic positions).

Examples of recruitment processes to assess this include activities such as shortlisting and interviews. Other appropriate assessment activities may also be utilised, and the Talent Acquisition Program team member will support the hiring manager with considering the most appropriate selection process. Further information to assist hiring managers is available on the [recruitment website](#).

4.4. Other Internal Appointment Options – Expressions of Interest and Secondments

Other internal appointment options that can be considered may include:

- Local expressions of interest within a school/branch/division.

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- Secondment for a fixed term duration. The [Secondment Procedure](#) provides further information pertaining to this process. The internal secondment register may be of assistance to hiring managers to identify suitable candidates for positions and a member of the Talent Acquisition Program team can support leaders with this.

These types of appointments should only be considered for vacancies less than 12 months. Section 4.3 of this Procedure outlines the process required where an extension beyond the initial 12 month period or appointment on a continuing basis is sought.

4.5. Labour market testing requirements

To be considered as appropriate Labour Market Testing (LMT) for the purposes of an employment visa sponsorship, the requirements for LMT must comply with the Migration Act 1958. Positions must be advertised for at least four (4) weeks on at least two (2) approved professional recruitment websites. The assigned Talent Acquisition Program team member will support the hiring manager regarding these requirements.

4.6. Appointment committees

Where a candidate is being assessed through an interview or any other similar assessed activity e.g. a teaching capability presentation, an appointment committee should be established.

- Appointment committees must comprise of a minimum of two (2) members.
- The hiring manager or immediate supervisor will normally convene and perform the duties of the Chair of the appointment committee, however any member of the committee can serve as Chair depending on the needs of the recruiting area.
- Wherever possible, committees should seek to be gender balanced.
- Committee members should be fully briefed on the role of the vacant position to allow them to fully participate in the appointment decision.
- Members of appointment committees must disclose any conflicts of interest. The Chair of the committee, in consultation with the Talent Acquisition Program team member, must take steps to mitigate any actual, potential, or perceived [conflict of interest](#).
- Applicant information is confidential and should be used only by the appointment committee for the primary purpose for which it was collected, which is to determine the suitability of an applicant for the vacant position.
- Members of appointment committees should actively participate in the committee decision-making process. By being on the committee, they agree to be bound by the final decision of the majority of the committee regarding selection of the preferred candidate.
- Copies of the interview documents including committee member notes, if taken, must be provided to the Talent Acquisition Program team member at the conclusion of the recruitment process for electronic storage. Interview documents will be stored and subsequently disposed of in accordance with the legislative requirements of the [State Records Act \(1997\) SA](#). Refer to the [University's Records Disposal Schedule](#) for further information.

4.7. Due diligence

4.7.1. Working rights and pre-employment checks

Prior to commencing employment:

- All new staff will be required to evidence their work rights in Australia, including their citizenship status and/or relevant visa documentation.
- All necessary pre-employment checks, including Working with Children Checks (WWCC), must be completed to comply with relevant legislation, position requirements, policies, and procedures.

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4.7.2. Defence-related checks

For positions that are defence-related as detailed in section 4.2, selected candidates should undertake and obtain satisfactory pre-employment background checks in accordance with Australian Workforce Screening Standard AS4811-2022. The pre-employment screening checks will be conducted by a Talent Acquisition Program team member and/or an approved and accredited third-party provider as engaged by Human Resources. Background checks may include, but are not limited to, identity checks, address verification, employment verification, reference checks, National Police Checks, and relevant qualification verification.

4.7.3. Staff qualifications

Qualifications and any relevant registrations must be evidenced prior to commencing employment, and the qualifications or equivalence assessed following the steps outlined in the [Staff Qualifications Procedure](#).

4.7.4. Reference checking

References must be obtained as follows and should be stored using the relevant University system.

- For external candidates - Two (2) relevant reference checks must be obtained. Ideally, at least one (1) reference check should be obtained from a leader the preferred candidate has reported into. Personal references will only be acceptable as additional references to the minimum required.
- For internal candidates - One (1) reference check from the preferred candidate's current supervisor/manager should be obtained. Where this is not possible or appropriate, an alternative referee will be sought. In the circumstances where the hiring manager is the candidate's current leader a reference is not required.
- For casual staff - If regarded as appropriate and requested by the Hiring Manager, one (1) relevant reference check should be obtained.
- Where a candidate has been appointed to a vacancy through an exception listed in 4.3 (excluding casual appointments), the requirement to obtain references can be satisfactorily met by way of written endorsement of the candidate for the position from the hiring manager.

The Director, Talent Acquisition Program may approve deviation from the above reference checking requirements where there are extenuating circumstances to be considered and where justification is provided.

4.8. Negotiating with the preferred candidate

Any engagement with the preferred candidate must be undertaken with the proviso that any negotiated package is subject to final approval per the University's delegations of authority.

Any negotiations on employment conditions with a preferred candidate whether verbally or in writing must be made without prejudice until such time as an authorised written contract is offered from Human Resources.

4.9. Commencement of the new staff member

All new staff are required to undertake a program of induction, relevant to their work area and responsibilities. Refer to the University's [Induction website](#) for details.

5. DEFINITIONS

Conflict of Interest

A conflict of interest arises when an individual's personal, external or financial interests, or those of a person with whom he or she has a close personal relationship, come into conflict with the performance of his or her duties to the University. A conflict of interest may be actual, perceived or potential. Refer to the [Conflict of Interest Procedure](#).

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An **actual conflict of interest** arises when there is a real conflict between an individual's duties to the University and their existing personal, external or financial interests.

A **potential conflict of interest** arises where an individual has personal, external or financial interests that could come into conflict with the performance of their duties to the University in the future.

A **perceived conflict of interest** can exist where a third party could form the view that an individual's personal, external or financial interests could improperly influence the performance of their duties to the University, now or in the future.

Expression of Interest

A method used by an internal applicant to register their interest in vacancies within the University.

Exceptional Circumstances

Circumstances which are out of the ordinary, and which would create unnecessary and/or unwarranted hardship or disadvantage to the applicant or the University.

Exceptional circumstances will be granted only if adequate justification is provided, for example the strategic appointment of a senior manager or the appointment of an individual with highly specialised expertise may be considered exceptional circumstances.

Hiring Manager

A person who oversees and manages the recruitment process for a vacancy such as the manager to whom the prospective staff member would report or an appropriate nominee.

Labour Market Testing

A requirement placed on the university to provide specific evidence of advertisements that demonstrate that it has attempted to recruit suitably qualified and experienced Australian citizens or permanent residents to fill a position.

Merit

The principle of merit provides that selection of a successful applicant is based on a person's ability to perform the responsibilities of the role and meet the selection criteria. Desirable characteristics may be taken into consideration in situations where it is difficult to differentiate the relative merit of candidates on the basis of the essential criteria alone.

Prescribed Position

A prescribed position is one where a person works or is likely to work with children such that it is reasonably foreseeable that in the course of fulfilling the duties of the position, the person will work with children for more than a total of seven (7) days in any calendar year period and/or the position holder leads a business unit where one or more staff members occupy a prescribed position. Refer to the [Employment Screening Procedure – Prescribed Positions](#).

Redeployment

Redeployment is a process that provides continuing staff members whose positions have become redundant an opportunity to find another suitable position within the University. It supports the University to retain the skills and experience of these staff members.

Redeployment Register

The redeployment register is the list of staff whose positions have been made redundant and have elected to pursue the option of redeployment. Staff have the opportunity to be considered for suitable vacancies within the University and managers have access to a valuable pool of applicants.

Secondment

The temporary transfer of an eligible staff member to another position with the University for an agreed duration. The University encourages managers to use staff secondments to provide development opportunities for professional staff.

Special Measures

Under the [Sex Discrimination Act 1984](#) (Cth), s7D, and the [Equal Opportunity Act 1984](#) 'special measure' means a measure (act, practice, program, plan, policy arrangement, mechanism or activity) taken for the purpose of achieving substantive equality between:

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- men and women; or
- people who have different sexual orientations; or
- people who have different gender identities; or
- people who are of intersex status and people who are not; or
- people who have different marital or relationship statuses; or
- women who are pregnant and people who are not pregnant; or
- women who are potentially pregnant and people who are not potentially pregnant; or
- women who are breastfeeding and people who are not breastfeeding; or
- people with family responsibilities and people without family responsibilities.

Under-represented Group

A group that is inadequately represented. The group is represented by a number that is disproportionately low.

6. RELATED DOCUMENTS AND POLICIES

[Recruitment Policy](#)

[Conflict of Interest Procedure](#)

[Employment Screening Procedure – Prescribed Positions](#)

[Position Description Resources and Templates](#)

[Recruitment resources](#)

[Staff Qualifications Procedure](#)

[Staff recruitment and selection online learning module](#)

[University of Adelaide Enterprise Agreement \(as amended or replaced\)](#)

[Secondment Procedure](#)

[Guidelines on Contractor Management](#)

6.1. Web Links

[Working with Children Checks](#)

[Fair Work Ombudsman – Independent Contractors](#)

[Fair Treatment - Special measures](#)

[Sex Discrimination Act 1984 \(Cth\)](#)

[State Records Act \(1997\) SA](#)

[Equal Opportunity Act 1984](#)

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