

RECRUITMENT PROCEDURE

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1. OVERVIEW

To ensure that the recruitment process attracts quality applicants from the widest possible pool of candidates, including existing University of Adelaide staff members, this procedure prescribes the requirements for recruitment at the University of Adelaide and requires that processes are consistently applied, are competitive, merit-based and undertaken in a timely and effective manner in accordance with the principles of the [Recruitment Policy](#).

2. SCOPE AND APPLICATION

- 2.1. This procedure prescribes the processes in recruiting both internal and external applicants and applies to all recruitment conducted by the University of Adelaide including:
 - 2.1.1. Academic and Professional staff positions, and;
 - 2.1.2. Casual, fixed term and continuing vacancies.
- 2.2. This procedure does not apply to the selection and appointment of Head of School or Department/Discipline Head positions. Refer to clause 7.7 – Management of Schools and Disciplines of the University’s Enterprise Agreement (as amended or replaced).
- 2.3. This procedure does not apply to short term secondments, the engagement of titleholders or contractors engaged through the University’s Contractor Management Process or through labour hire arrangements. For further information on the University’s process for engaging contractors, refer to the [University’s Contractor Management framework](#).

3. PRINCIPLES

- 3.1. 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.
- 3.2. 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.
- 3.3. The University does not knowingly enter into ‘[sham contracts](#)’.
- 3.4. Subject to clause 3.5:

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- 3.4.1. 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; and
- 3.4.2. Offers of employment should not be made to any individual who has a current contractor arrangement with the University until that contractor arrangement is brought to an end.
- 3.5. The Executive Director, Human Resources may approve the appointment of an individual under clause 3.4 in exceptional circumstances.
- 3.6. The University provides tools and resources, including an online recruitment and selection training program to assist Hiring Managers and staff through the recruitment and selection process.
- 3.7. 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 that the relevant steps described in this procedure are adhered to. Where appropriate, duties and support for the recruitment and selection of applicants may be performed by the area's recruitment coordinator. Position specific recruitment advice may be sought from a [HR Advisor](#).

4.2. Prior to commencing recruitment for a position:

- 4.2.1. The Hiring Manager will consider whether there are [position management](#) implications for the position which require additional steps to be taken prior to commencing recruitment.
- 4.2.2. The Hiring Manager will establish the requirements of the position, including the term of the appointment and will review the position description for accuracy (professional positions) or selection criteria (academic positions).
- 4.2.3. The Hiring Manager must:
 - 4.2.3.1. Review the redeployment register for suitable internal candidates awaiting redeployment in accordance with the University's Enterprise Agreement (as amended or replaced) (clause 6.7.11- Redeployment).
 - 4.2.3.2. Assess whether the position is a prescribed position, and requires a working with children screening as a pre-condition of appointment.
 - 4.2.3.3. Assess whether, because of the position's inherent requirements, the position requires a National Police Check/Certificate as a pre-condition of employment.
 - 4.2.3.4. Assess where the position will be based and if any overseas work (excluding short term business travel) is required.
- 4.2.4. The Hiring Manager should consider a secondment to fill a short term vacant position. If a suitable candidate is identified through the [secondment register](#), complete the [Secondment Form](#) in discussion with the potential secondee and their supervisor. Refer to the [Secondment Procedure](#) for further details.
- 4.2.5. 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.

4.3. Competitive and merit based process

- 4.3.1. 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 (as amended or replaced)
- 4.3.2. For an appointment to be considered competitively advertised, a minimum of one 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, with the exception of:
 - 4.3.2.1. 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

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- 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 requirement may only be approved by the Executive Director Human Resources, on presentation of a business case justifying direct appointment;
- 4.3.2.2. Positions for staff members who are either named or otherwise identified in advance for a position in a research grant or a position for a staff member who has been awarded a fellowship. In both cases the duration of the employment contract is confined to the term of the grant;
- 4.3.2.3. Where the position is continuing or for more than 12 months, there are exceptional circumstances to consider and an approval is in place from an Executive Dean or Corporate Manager in consultation with the Executive Director, HR;
- 4.3.2.4. Where a suitable candidate has been identified through the redeployment process;
- 4.3.2.5. Casual positions.
- 4.3.3. When a position is filled without advertising, the requirement to follow due diligence remains in relation to the appointment process, which may include conducting interviews, reference checks and other mandatory checks as prescribed by law and the type of position.
- 4.3.4. To be considered as appropriate Labour Market Testing (LMT) for the purposes of an employment visa sponsorship a minimum period of at least 28 days advertising is required.
- 4.3.5. The following advertising guidelines are recommended to ensure the widest pool of applicants. Periods may be varied in order to accommodate specific business needs, in consultation with the Recruitment and Appointments team.

Minimum requirements for advertising for fixed term and continuing roles		
Position type	Target audience	Advertising method
Professional	Internal candidates only	One (1) week posting on the University of Adelaide internal job opportunities webpage - only available to current fixed term/continuing and casual staff
	Open to all applicants	Two (2) week posting on University of Adelaide job opportunities webpage Optional - Professional job pack
Academic	Internal candidates only	One (1) week posting on the University of Adelaide internal job opportunities webpage - only available to current fixed term/continuing and casual staff
	Open to all applicants	One (1) calendar month posting on University of Adelaide job opportunities webpage and Academic Job pack
	External advertising must be requested if there is a possibility of appointing a staff member who requires visa sponsorship.	

For a recruitment and selection process to be considered merit based and competitive, in addition to the minimum requirements for sourcing the best field of candidates, a merit based selection process must be followed as described in the merit-selection guidelines.

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

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- 4.4.1. Local expressions of interest (within a School/Branch) or the secondment register may be used to source a suitable internal candidate for a fixed term opportunity, however this will not be considered a competitive and merit-based process for the purposes of this procedure.

4.5. Exceptions

- 4.5.1. Staff directly affected by major organisational change as specified in clause 7.10 of the University's Enterprise agreement (as amended or replaced), may apply by an expression of interest for a new position created as a result of the major organisational change.

4.6. Appointment Committees

- 4.6.1. Appointment committees should comprise a minimum of two members.
- 4.6.2. 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.
- 4.6.3. Wherever possible, committees should be gender balanced. Where a gender balance is not possible within an immediate work area, the Hiring Manager should look to internal and external stakeholders to participate in committees (where appropriate).
- 4.6.4. Committee members should be fully briefed on the role of the vacant position to allow them to fully participate in the appointment decision.
- 4.6.5. Members of appointment committees must disclose any conflicts of interest and the Chair of the committee must take steps to mitigate any potential [conflict of interest](#).
- 4.6.6. Applicant information is confidential and should be used only by the appointment committee for the primary purpose for which it was collected (i.e. determining the suitability of an applicant for the vacant position).
- 4.6.7. Members of appointment committees should actively participate in the Committee decision-making process. By participating, they agree to be bound by the final decision of the majority of the Committee regarding selection of the preferred candidate.
- 4.6.8. Copies of the interview documents including Committee member notes should be securely retained by the Hiring Manager or Hiring Coordinator for a period of two years and then disposed of **in accordance with** [State Records SA, General Disposal Schedule No. 30](#) as confidential waste.

4.7. Selection Process

- 4.7.1. Unless an exception at 4.3.2.1 – 4.3.2.5 applies, a competitive and merit-based selection process must be followed.
- 4.7.2. The selection process should be designed to establish the applicant's ability to meet the position requirements as detailed in the position description (professional positions), or the selection criteria (academic positions).
- 4.7.3. Candidates should be assessed on the best evidence obtainable through shortlisting, interview and/or other appropriate assessment activities.
- 4.7.4. Templates and tools are available on the [recruitment website](#) to assist with shortlisting and interview stages.

4.8. Due Diligence

- 4.8.1. Obtain verbal references for the preferred candidate making relevant notes to keep for future reference.
- 4.8.1.1. **For external candidates**, obtain, as a minimum, three (3) reference checks including a reference check from the current or most recent supervisor/manager. Personal references will only be acceptable in exceptional circumstances.
- 4.8.1.2. **For internal candidates**, obtain, as a minimum, one (1) reference check from the preferred candidate's current supervisor/manager.
- 4.8.1.3. **For casual staff**, if regarded as appropriate by the Hiring Manager, obtain, one reference check from the current or most recent supervisor/manager.

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- 4.8.2. If due to exceptional circumstances, a reference cannot be obtained from a candidate's current or most recent supervisor/manager, or where there is a reasonable explanation why the supervisor/manager should not be contacted, the hiring manager may, in addition to the requirements above, obtain two (2) additional references. One reference must be from a staff member in a more senior role, who has worked directly with, has oversight of and understands the candidate's work and responsibilities.
- 4.8.3. All necessary pre-employment checks should be carried out as outlined in the [Employment Screening Procedure](#).
- 4.8.4. Prior to taking up an offer of employment, all new staff will be required to evidence their work rights in Australia, including their citizenship status and/or relevant visa documentation.
- 4.8.5. Qualifications and relevant registrations of Academic staff should be sighted and the qualifications or equivalence assessed following the steps outlined in the [Staff Qualifications Procedure](#).

4.9. Negotiating with the Preferred Candidate

- 4.9.1. Any correspondence with the preferred candidate should be undertaken with the proviso that any negotiated package is subject to final approval per delegations of authority.
- 4.9.2. 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.

4.10. Commencement of the New Staff Member

- 4.10.1. 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.

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. E.g. the strategic appointment of a senior manager or the appointment of an individual with highly specialised expertise may be considered exceptional circumstances.

Hiring Coordinator

A person within a School/Branch who is responsible for moving applicants through the recruitment process. School Managers, executive assistants and administrative assistants often perform this function, alternately the function may be performed by the Hiring Manager.

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Hiring Manager

A person within a School/Branch who has a hiring need, i.e. the manager to whom the prospective staff member would report.

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 Based Selection Process

Merit based selection ensures that selection of a successful applicant is based only on a person's ability to perform the essential criteria for the role. 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.

Anyone who may work directly with children for a period of more than 7 days in total in a 12 month period must be checked before they commence employment or commence engaging in activities involving children. This may include staff who will be regularly involved in outreach activities with primary or secondary students.

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.

Under-represented Group

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

Working with Children Screening

A pre-employment working with children check is a prerequisite of all prescribed positions. Staff cannot commence working in a prescribed position until the University has been provided with their full name, address, date of birth and their unique identifier, and their working with children status has been verified and recorded. Working with children checks will be valid for a period of 5 years.

6. RELATED DOCUMENTS AND POLICIES

[Conflict of Interest Procedure](#)

[Pre-employment Screening Procedure](#)

[Position Description Resources](#)

[Position Description Template](#)

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- [Competitive and Merit Based Selection Guidelines](#)
- [Recruitment Policy](#)
- [Recruitment Resources](#)
- [Staff Qualifications Procedure](#)
- [Staff Recruitment and Selection, on-line Program](#)
- [University's Enterprise Agreement \(as amended or replaced\)](#)

6.1. Web Links

- [Working with Children Checks](#)
- [Guidelines on Contractor Management](#)
- [Fair Work Ombudsman – Independent Contractors](#)

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