

Recruitment, Selection and Appointment Procedure



1 Purpose

To outline the University's processes in relation to the recruitment, selection, and appointment of Employees.

2 Scope

This procedure applies to the recruitment, selection, and appointment of the following:

- Continuing, contingent-funded, and fixed term appointments
- Casual appointments
- Internal transfer and direct appointments
- Secondments
- Allowances.

3 Procedure Overview

This procedure details the internal and external recruitment, selection, and appointment processes at the University. Internal recruitment processes are those that are advertised internally and are open for applications by current University Employees only. External recruitment processes are those that are advertised both internally and externally and are open to applications from current University Employees and external candidates.

4 Procedures

All information relating to recruitment, selection, and appointment of Employees will remain confidential to those involved in the process. Any Personal Information collected, will be managed in accordance with the University's Privacy Policy and the ICT Information and Security Policy.

4.1 Continuing, contingent-funded, and fixed term appointments

All recruitment, selection, and appointment Decisions are to be based on merit, which is determined through an assessment of an applicant's qualifications, experience, performance,

and personal qualities relevant to the requirements of the position.

If an established position becomes vacant, or there is a demonstrated need for a new position, consideration is to be given to the following:

- the justification/reason for recruitment;
- budgetary approval;
- the duties, skills, knowledge, behaviours, and qualifications required, including criminal or other regulatory checks where required;
- opportunities for process improvement and job redesign;
- the work unit's staffing profile and workforce plan; and
- reviewing the existing position description or creating a new position description.

The recruitment, selection, and appointment of all Professional Employee positions up to and including salary level 10, and all Academic Employee positions up to and including Academic Level E to continuing, contingent-funded, and fixed term positions should occur in line with the following procedures.

Further details on recruiting an Identified position are contained within the Aboriginal and Torres Strait Islander Employment Procedure.

4.1.1 Recruitment and selection Expenses

All costs relevant to the recruitment process, including but not limited to, advertising, travel, external employment agencies, candidate background checking, relocation, VISA sponsorship, and associated expenses are met by the recruiting cost centre, in accordance with relevant Delegations.

International candidates must be deemed appointable and have met the Employee due diligence requirements prior to any travel arrangements being made.

4.1.2 Approval to recruit

A request to recruit requisition is required to be raised in the recruitment system to initiate recruitment and selection processes. This request to recruit will include information that outlines the position and advertising details, a current position description, panel members, and position budget confirmation.

This information then workflows to the appropriate Delegates for review and approval.

4.1.3 Position description

A position description must be drafted in accordance with the Position Establishment and Evaluation Policy and Procedure.

4.1.4 Selection panels

The selection panel will be objective, seek equity, and maintain confidentiality of the recruitment and selection process at all times.

The panel should normally consist of at least three members and must have appropriate gender representation. Panel members should understand the principles of merit-based selection, equal employment opportunity, unconscious bias, and procedural fairness. The panel can include people external to the University.

The panel chair will be approved by the Category 2 Delegate prior to advertising. Any changes to the selection panel will be approved by the panel chair.

The panel chair is responsible for ensuring that:

- All panel members have completed the University's recruitment and selection training;
- That every panel member (including panel members external to the University) comply with all relevant policies and procedures, including the declaration of any perceived, potential, or actual Conflict of Interest.

For all identified positions, the panel composition must include a minimum of one Aboriginal and/or Torres Strait Islander panel member.

4.1.5 Advertising

All recruitment advertising will be arranged by the People Portfolio. Recruitment of continuing, contingent-funded, and fixed term positions will be through advertisement, unless recommended otherwise by the Category 2 Delegate and approved by the Chief People Officer.

Where it is deemed that a suitable pool of candidates exists within the university, a position will normally be advertised internally in the first instance.

A third-party recruitment search firm may be engaged to assist in the recruitment of specialist or hard to fill roles. All requests must be approved by the relevant Executive prior to submitting the request to the People Portfolio to review. All costs associated with recruitment agencies will be covered by the requesting area.

The Chief People Officer may recommend the engagement of an employment agency as a means of candidate sourcing.

4.1.6 Receiving candidate applications

Candidates will be required to submit applications electronically through the recruitment system. A late application may be accepted at the discretion of the panel chair after discussing the late application with the People Portfolio.

4.1.7 Shortlisting

Shortlisting of candidates must consider all applications submitted and can begin as soon as a candidate submits an application for a position. Panel members are required to convene and reach a consensus as to whom is suitable to interview.

4.1.8 Interviews

Interviews are required to be conducted for all positions and must be structured in a way to demonstrate the collection of sufficient evidence to confirm that candidate(s) suitability for appointment. This includes the demonstration of the required skills, experience, relevant qualifications, performance, and motivation to carry out the inherent requirements of duties of the role, whilst demonstrating a commitment to the strategic objectives and values of the University.

The selection panel should prepare interview questions prior to meeting candidates, using the guidelines and templates provided by the People Portfolio.

4.1.9 Recommendation to appoint

The selection panel must be satisfied that the preferred candidate is suitable for the position. The panel chair is then required to update the recruitment system with the recommendation of the panel to progress with the preferred candidate.

Should the panel deem that there are no suitable candidates to appoint from the interview, the Panel Chair is to contact the People Portfolio and discuss appropriate options.

4.1.10 Reference checks

A minimum of two reference checks will be completed for the candidate being considered for appointment. One reference check must be sourced from the candidate's current Supervisor.

Additional reference checks can be conducted after consultation and guidance from the People Portfolio.

4.1.11 Due diligence

As part of the recruitment process the People Portfolio will undertake due diligence checks on the preferred candidate. The due diligence checks will be carried out to verify the information

provided by the preferred candidate and determine the suitability of the preferred candidate and must be carried out to the satisfaction of the Chair of the selection panel and the Chief People Officer.

The preferred candidate will be asked to provide consent to the due diligence checks.

This includes, where appropriate:

- Verification of a right to work in Australia;
- Verification of highest documented qualification, as detailed on the candidate's resume;
- Sanction checks prior to the appointment of a person with a connection to a sanctioned country; and
- Criminal History check where the delegated financial or contract responsibilities of the position necessitate it or there is an inherent requirement of the position that necessitates it as determined by the relevant Category 2 Delegate or Chief People Officer.

Additional due diligence checks may be proposed at the direction of the Delegate and in consultation with the People Portfolio.

4.1.12 Appointment

Once reference checks and due diligence have been completed, the panel chair must review the results of the checks and confirm that the preferred candidate has provided accurate information as part of their application and is a suitable candidate for the position. Following panel chair review and confirmation of the reference and due diligence checks, the panel chair can progress with a recommendation to appoint the preferred candidate in the recruitment system.

The approving Delegate may:

- Approve the recommendation which will then flow to the People Portfolio to action on behalf of the Chief People Officer; or
- Not approve the recommendation, providing the reasons as to why the appointment is not supported. It is the panel chair's responsibility to advise the selection panel of this outcome.

4.1.13 Offers of employment

On approval from the Delegate, the People Portfolio will make the formal offer of employment to

the preferred candidate on behalf of the Chief People Officer. No other Employee of the University is authorised to make or vary any offer of appointment verbally or in writing.

An offer of employment will be subject to the candidate satisfying due diligence requirements as determined by the Chief People Officer.

4.1.14 Acceptance

The preferred candidate will normally be required to provide an acceptance in writing within five (5) working days of the offer, otherwise the offer will lapse.

Where the preferred candidate declines the offer, an offer of appointment can be made without re-advertisement to the next appointable or preferred candidate.

Where the appointee ceases employment with the University within 12 months of the closing date of the original vacancy, the panel chair may seek to consider the next appointable or preferred candidate without re-advertisement, in consultation with the People Portfolio.

4.1.15 Unsuccessful candidates

Candidates deemed unsuccessful will receive notification from the University as to the outcome of their application.

Candidates who are current Employees of the University and who have been interviewed can request feedback on their application from the panel chair, by making initial contact through the People Portfolio. The People Portfolio will then advise the panel chair of the request.

Should the candidate raise concerns about the recruitment, selection, and appointment process, in the first instance the panel chair will be required to address the concerns. If the panel chair is unable to resolve the concerns, or requires assistance with the matter, this should be escalated to the next level manager within the organisational unit.

4.1.16 Recognition of prior service

New appointees to the University (excluding casuals) from other Australian universities may be eligible to have their period of continuing or fixed-term full-time and/or fractional employment from the releasing Australian university recognised for the purpose of calculating long service leave with the University of Southern Queensland as per the Enterprise Agreement.

For prior service to be considered, the incoming Employee must first obtain a recognition of prior service form issued by the People Portfolio. The incoming Employee is required to forward this form to the previous University's Human Resources Department for completion. Any new Employee is required to complete a minimum of three years continuous service at the University of Southern Queensland before a period of long service leave can be taken.

The Chief People Officer will make the Decision and approve recognition of prior service.

4.1.17 Relocation assistance

New Employees (at Level 7 or above, or Level C or above) who are appointed to positions of at least two years duration may be entitled to relocation assistance on appointment. Relocation must occur within the first 12 months of appointment. The university will base relocation assistance on the cost of relocation to the relevant UniSQ campus and relative surrounds. Financial limits will apply.

Relocation assistance covers:

- Travelling costs of the appointee (and partner and/or dependents where applicable) covering the direct route economy class airfare, or if the mode of transport is by any other means, then direct route costs not exceeding the economy class airfare. The cost of accommodation for the appointee (and partner and/or dependents where applicable) while travelling enroute are also covered when receipts are produced.
- Removalist costs must be pre-approved by the appropriate Delegate and the People Portfolio, prior to booking. Candidates can seek reimbursement of costs for packing and transportation of reasonable household furniture and personal effects for the personal use of family members from residence to residence or residence to store.
- Storage costs of storing furniture and personal effects (for a maximum period of one month) while the appointee secures a place of residence in the new locality and subsequent delivery to the new residence. Insurance of approved personal effects during transit will be covered by the University's Insurance.
- Insurance for storage of approved personal effects, not exceeding one month, will be reimbursed upon production of appropriate receipts based on the financial limits.

To be considered for relocation assistance as part of the recruitment process the Employee must provide at least two quotations for removal of household furniture and personal effects on a door-to-door basis to the People Portfolio who will contact the relevant Delegate for consideration. Normally the lesser quote will be accepted.

Upon commencement the Employee may submit a claim for reimbursement of relocation expenses to the People Portfolio who will contact the relevant Delegate seeking approval.

When an Employee voluntarily terminates their employment with the University within two years of commencing duties for any reason other than ill health or conclusion of a fixed-term contract, they may be required to repay an amount of the expenses as determined by the University.

4.1.18 Relocation assistance limits

4.1.18.1 Removal expenses limits

Over 100 kms and up to 600 kms from the University (includes Brisbane, Gold	\$5,000
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Coast, Sunshine Coast, Armidale*)	
Over 600 kms and up to 1,800 kms from the University (includes Rockhampton, Sydney, Canberra, Melbourne, Townsville, Cairns*)	\$10,000
Over 1800 kms from the University (includes Perth, Hobart, Darwin, Adelaide*)	\$15,000
International	Up to \$20,000

* location examples provided are from the Toowoomba Campus only.

For appointees from outside Australia, the additional following limits will apply:

- appointee - up to a maximum of half a 20-foot steel shipping container (approximately 15 cubic metres)
- appointee plus 1 or more additional persons - up to a maximum of one 20-foot steel shipping container (approximately 28 to 30 cubic metres).

4.1.18.2 Insurance of effects limits

Insurance of approved personal effects during transit will be covered by the University's Insurance. Insurance for storage of approved personal effects will be reimbursed upon production of appropriate receipts to a maximum of \$500 for appointees from within Australia and a maximum of \$1000 for appointees from overseas.

4.1.18.3 Settling in expenses limits

Appointee	\$450
Appointee plus 1 additional person	\$550
Appointee plus 2 additional persons	\$750
Appointee plus 3 or more additional persons	\$900

Settling in expenses are limited to items which are Fringe Benefits Tax (FBT) exempt and include:

- costs of motel or other temporary rented accommodation and leasing of goods for domestic use in relation to such accommodation for up to four weeks (while actively engaged in seeking permanent accommodation); and
- costs of connecting/reconnecting a telephone service (the Employee must have had a telephone connected at the previous dwelling) and reconnecting only of gas/electricity

services.

4.1.19 Sponsorship for immigration purposes

The University may choose to sponsor non-Australian citizens for appropriate visas as required for academic and senior professional Employee appointments. Casual Employees are not sponsored by the University.

Consideration of sponsorship to international candidates should be considered at the time of raising the requisition to recruit. Offers of employment to overseas applicants are subject to the Department of Home Affairs and Labour Market Testing requirements. In cases where applicants may be eligible for employer sponsored migration, the People Portfolio will liaise with the relevant VISA lawyers on behalf of the University. The costs of visa sponsorship will be met by the recruiting work area.

4.1.20 Re-employment of previous staff

Employees whose ongoing employment at the University has ceased due to redundancy (whether voluntary or otherwise) cannot be re-employed by the University in any capacity, including as a casual professional or casual academic Employee or contractor, within two (2) years of their cessation date.

4.1.21 Probation

At the commencement of employment, Employees appointed on a continuing, contingent-funded, or fixed-term basis will serve a probationary period in accordance with the Enterprise Agreement.

Any Decision to shorten or waive a probationary period will be made by the Chief People Officer in consultation with the panel chair and relevant Delegate.

An Employee's Supervisor is responsible for monitoring an Employee's performance and introduction to the University during the probationary period.

A Supervisor should have a performance conversation with a Professional Employee before the end of month two and month five during the probationary period.

A Supervisor should have a performance conversation with an Academic Employee before the end of month 12, month 24, and month 30 during the probationary period.

An existing Employee moving to a new position within the University will not normally be required to serve a probationary period provided the Employee has satisfactorily completed their initial probationary employment with the University.

Where performance conversations are not carried out or not reasonably documented by the due date, it will be assumed that the Employee's performance is satisfactory and the Supervisor wishes to confirm the Employee's appointment.

The Employee's appointment may be terminated during the probationary period in accordance with the Enterprise Agreement.

4.1.22 Confirmation of appointment

At the end of the probationary period the Employee's Supervisor will make a recommendation to confirm or terminate the appointment. The Chief People Officer will confirm all appointments (except for the role of the Vice-Chancellor). The Employee will be advised of the Decision in writing.

4.1.23 Handling and retention of recruitment records

The University must manage recruitment records in accordance with the Governing policy and procedures.

The information captured as part of employment applications can be used only from selection activities and establishing of Employee records for the successful applicant. Under the *Right to Information Act 2009 (Qld)* applicants can request information in relation to the selection process and how the selection Decisions were made.

Information relating to recruitment, selection, and appointment is confidential to those involved in the formal process. Where a panel member believes that an irregularity has occurred, they should bring the matter to the immediate attention of the panel chair or a member of the People Portfolio.

All recruitment, selection, and appointment documentation should be returned to the People Portfolio at the finalisation of the recruitment, selection, and appointment process.

4.2 Casual appointments

A casual appointment is employment entered into on an ad hoc and/or intermittent basis, with no expectation of continuity of employment.

To engage a person to undertake casual work:

- In the first instance, the work area is required to access the candidates who have expressed interest in the University's Expression of Interest Casual pool, hosted by the People Portfolio.
- Prior to commencing, candidates are required to complete the relevant application questions and meet the Employee Due Diligence requirements.
- An Offer of Appointment to a casual position may be made by a Category 4 Delegate or above.
- A casual Employee will be provided with an employment contract prior to undertaking

the work.

- A document specifying the duties required to be performed, the number of hours, and the rate to be paid, will be issued at the time of engagement.
- All casual Employees must complete and sign the Casual Employment Payment Claim and submit to Payroll for processing in line with normal payroll processing timelines.

Continuing and fixed-term Employees may be employed on a casual basis concurrently in accordance with the Enterprise Agreement. Additional casual work must not be used as an alternative to:

- Extend the working hours of a fractional Employee, and/or
- Provide overtime to existing Employees.

4.3 Internal transfer and direct appointments

4.3.1 Internal Transfer

An Employee may be transferred to an established Suitable Position within the University where there are genuine reasons and when necessary for the achievement of University objectives.

An Internal Transfer is the permanent appointment of an Employee to another position within the University.

An Internal Transfer can be within the organisational unit, or across the University and can be at the same or different classification level, employment type, or appointment category.

4.3.2 Direct appointment

In exceptional circumstances, the Vice-Chancellor may appoint or approve the appointment of an individual to any position (continuing, contingent-funded, or fixed term) without advertisement or competitive selection.

4.4 Secondments

An Employee may be seconded when the Employee is required to temporarily leave their substantive role and be appointed to another Suitable Position 100% of the time, generally for periods of no more than up to two years.

A Secondment is for a specified period of time, at the conclusion of which the releasing work area is responsible for making sure the Employee has a position to return to at their substantive level in the work area.

A Secondment should normally be approved if:

- there will be overall benefit to the University through improved individual and/or organisational performance and where Secondment supports the retention of Employees; and
- the releasing area can reasonably expect to cover the work of the secondee through such options as:
 - redeployment, recruitment or backfill;
 - innovation and process improvement;
 - reprioritisation of work; or
 - redistribution of work amongst other teams.

Secondment opportunities should not be unreasonably refused by the substantive department. However, support for a Secondment is not automatic and may not be possible in all circumstances.

A Secondment will normally be limited to a maximum of two years. An Employee who has completed a Secondment will generally not be eligible for another Secondment for a 12-month period.

An Employee still serving a probationary period will not normally be released for Secondment.

The University will not require an Employee to resign or consider resigning their substantive position in order to take up a Secondment. Delegates from the releasing area are encouraged to discuss options with the host area and the Employee to attempt to resolve any concerns in the first instance.

Secondments must be approved by the relevant Delegate if the secondment is occurring within an organisational unit, or from both relevant Delegates if the secondment is occurring outside of the organisational unit, and forwarded to the People Portfolio for action.

4.5 Allowances

The following allowances may be utilised when an Employee is required to temporarily perform additional duties at a higher level, where there is a requirement to attract potential Employees to a vacant position, or to retain the services of an existing Employee. Any allowance will be paid proportionately and commensurate with the additional duties being undertaken. All allowances must be approved by the relevant Delegate and forwarded to the People Portfolio for action.

4.5.1 Higher Duties Allowance

Higher duties may only be utilised where there is an established position at a higher classification level and when another Employee is temporarily performing the duties of or filling that higher position. A higher duties allowance will only be paid when the Employee is required to perform those duties for the minimum periods in accordance with the Enterprise Agreement. Allowances and/or other arrangements for acting in senior appointments not covered by the Enterprise Agreement will be by negotiation with the Delegate and Chief People Officer.

4.5.2 Responsibility Allowance

A responsibility allowance may be utilised when an Employee needs to maintain the full responsibilities of their substantive position, and temporarily be responsible for additional work requiring increased scope and complexity to maintain the essential services of the University, where there is no existing, established higher position.

4.5.3 Attraction Allowance

An attraction allowance may be offered to attract potential Employees to vacant positions where there are clearly demonstrable difficulties in attracting suitably qualified Employees to particular positions within the prevailing market conditions. An attraction allowance must be approved by the Chief People Officer.

4.5.4 Retention Allowance

A retention allowance may be offered to retain the services of an existing Employee where:

- there is a high turnover of Employees and higher salaries being paid elsewhere for the particular occupational group have been documented as being a significant contributing factor; or
- there is a clearly demonstrable need to retain a high performing Employee who consistently and significantly exceeds agreed objectives, targets and or Key Performance Indicators, where the loss of such an Employee would have a significant impact on the productivity and performance of the faculty or section.

This should only be used when the area has an incumbent with technical or specialist skills that are highly sought after or difficult to retain. A retention allowance must be approved by the Chief People Officer.

4.6 Delegations

Position	Delegation
Category 1 Delegate	<ul style="list-style-type: none"> • Approve direct appointment (continuing, contingent-funded, or fixed

	<p>term).</p> <ul style="list-style-type: none"> • Terminate appointment of an Employee during probationary period
Category 2 Delegate	<ul style="list-style-type: none"> • Approve recruitment action for, and appointment to, all positions except Provost, Deputy Vice-Chancellor and Pro Vice-Chancellor, and all contracted Senior Positions that report directly to Provost, Deputy Vice-Chancellor, or Pro Vice-Chancellor. • Approve Internal Transfer for Employees except for contracted Senior Positions. • Approve a secondment.
Category 3 Delegate	<ul style="list-style-type: none"> • Approve higher duties or responsibility allowance. <p>Chief People Officer</p> <ul style="list-style-type: none"> • Approve recognition of prior service. • Confirm appointment of an Employee. • Approve attraction allowance. • Approve retention allowance.
Category 4 Delegate	<ul style="list-style-type: none"> • Approve casual appointment. • Approve claim for relocation assistance.

5 References

Nil.

6 Schedules

This procedure must be read in conjunction with its subordinate schedules as provided in the table below.

7 Procedure Information

Accountable Officer	Chief People Officer
Responsible Officer	Chief People Officer
Policy Type	University Procedure
Policy Suite	Recruitment, Selection and Appointment Policy
Subordinate Schedules	
Approved Date	29/11/2024
Effective Date	29/11/2024
Review Date	30/5/2029
Relevant Legislation	Enterprise Agreement
Policy Exceptions	Policy Exceptions Register
Related Policies	National Security Policy
Related Procedures	Contracted Senior Positions Appointment Procedure Modern Slavery Prevention Procedure Visiting Academic, Adjunct and Honorary Titles Procedure
Related forms, publications and websites	
Definitions	Terms defined in the Definitions Dictionary Conflict of Interest <p>If a University Member has an interest that conflicts or may conflict with the discharge of the University Member's duties the University Member should Declare the nature of the interest and the conflict to the University Member's Supervisor as soon as practicable after the relevant facts come to the University Member's knowledge and must not take action or further action relating to a matter that is or may be affected by the conflict until authorised. An Executive Leader may</p>

direct a University Member to resolve a conflict or possible conflict between an interest of the University Member and the University Member's duties. A reference to an interest or to a Conflict of Interest is a reference to those matters within their ordinary meaning under the general law, and, in relation to an interest, the definition in the Acts Interpretation Act 1954, Schedule 1, does not apply. A Conflict of Interest will arise when a University Member's Private Interests conflict with their duty to the University or to serve the public interest as a University Member. The risk of having a conflict of interest increases where a University Member's responsibilities include the authority to make decisions. A conflict of interest may be potential, perceived or actual - when a University Member is in a role where future decision making may be influenced by their Private Interests if a certain condition is fulfilled, they have a potential conflict of interest; a perceived conflict of interest arises where it appears that decisions a University Member make in the course of their University employment may be influenced by their Private Interests, whether or not this is in fact the case; an actual conflict of interest exists where a University Member's actions could be unduly, improperly or excessively influenced by their Private Interests. Serious misconduct can occur when a conflict of interest is concealed, understated, mismanaged or abused.

[Decision](#)

A determination made by an Employee, contractor or other authorised delegate in the course of their duties on behalf of the University.

[Delegate \(noun\)](#)

Delegate (noun) means the officer, Employee or committee of the University to whom, or to which, a delegation of authority has been made under this Policy.

[Delegation](#)

A formal authority or power granted to Council members, Employees and Council committees to make Decisions on behalf of the University.

[Employee](#)

A person employed by the University and whose conditions of employment are covered by the Enterprise Agreement and includes persons employed on a continuing, fixed term or casual basis. Employees also include senior Employees whose conditions of employment are covered by a written agreement or contract with the University.

[Enterprise Agreement](#)

University of Southern Queensland Enterprise Agreement 2023-2026.

[Personal Information](#)

Is information or an opinion, including information or an opinion forming part of a database, whether true or not, and whether recorded in a material form or not, about an individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion.

[University](#)

The term 'University' or 'UniSQ' means the University of Southern Queensland.

Definitions that relate to this procedure only

Suitable Position

A suitable position is one which requires the skills and experience consistent with the skills and experience of the Employee being seconded, or where it may be expected that the Employee will acquire the necessary skills within a three month period with adequate training.

Supervisor

Any person responsible for leading the activities of others. In the context of this Procedure, a Supervisor includes Employees at any classification level or title who have responsibilities for leading, managing or supervising work teams and/or individual Employees.

Keywords

Recruitment, selection, vacancy, advertising, appointment, backfill, secondment

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