



The University of Queensland Recruitment and Selection Manual

Introduction

The University of Queensland Recruitment and Selection manual provides guidance for Hiring Managers, Chairpersons of Selection Committees and other staff involved in the University's recruitment and selection process on how they might implement the University's [Recruitment and Selection](#) policy. It also provides a basis for the conduct of training in the recruitment and selection process.

This manual should not constrain the members of a Selection Committee from applying the common sense and judgment necessarily involved in best practice implementation, as long as such application is consistent with the Recruitment and Selection policy. Further advice on the implementation of the policy and use of this manual may be obtained from the Director, Human Resources Division.

The procedural guidelines for each step of the University's four stage recruitment and selection process are described under the following headings:

[Stage 1 – Vacancy](#)

[Stage 2 – Applications and Shortlisting](#)

[Stage 3 – Selection](#)

[Stage 4 – Appointment](#)

The steps common to all categories of staff (academic, research and professional) are set out first and any differences are then addressed. The policy principles of non-discrimination and appointment on merit must not be compromised under any circumstance.

A checklist covering each stage of the process, as a guide for the manager responsible for recruitment in the organisational unit seeking to fill a position, is available [online](#).

Table of Contents

Introduction.....	1
1.1 Decision to Fill a Position.....	5
1.2 Responsibilities of the Organisational Unit & HR Staff.....	6
1.3 Developing the Position Description.....	6
1.3.1 Organisational Environment.....	7
1.3.2 Primary Purpose of the Position.....	7
1.3.3 Duties.....	7
1.3.4 Other	8
1.4 Selection Criteria	8
1.4.1 Essential Criteria.....	8
1.4.2 Desirable Criteria.....	9
1.5 Classification Requirements	9
1.5.1 When to Classify a Position	9
1.5.2 Time Required to Classify a Position.....	9
1.6 Job Advertisements	9
1.6.1 Writing the Job Advertisement	9
1.7 Nominate the Selection Committee Members.....	11
1.7.1 Training for Selection Committee Members	12
1.7.2 Role and Conduct of the Selection Committee	12
1.7.3 Role of the Secretary	12
1.7.5 Academic Staff Selection Committees	13
1.7.6 Quorum Selection Committees	14
1.7.7 Professorial Selection Committees	14
1.7.8 Professional Staff Selection Committees (HEW 1 – 9)	14
1.7.9 Professional Staff Selection Committees (HEW 10)	14
1.8 Recruitment Activity Approval.....	15
1.8.1 Approval Received / Placing Advertisement	15
1.8.2 Engagement of Recruitment Agencies	15
2. Stage 2 – Applications and Shortlisting	17
2.1 Position Enquiries.....	17
2.2 Receive and Acknowledge Applications	17

2.2.1	Aboriginal & Torres Strait Islander Identified Positions	17
2.2.2	External Applications Received for an Internal Only Job	18
2.2.3	Late Applications	18
2.2.4	Encouraging Gender Balance	18
2.3	Initial Review of Applications	19
2.3.1	Conflict of Interest	19
2.3.2	Conflict of Interest in Recruitment	19
2.3.3	Sanctioned Countries	20
2.4	Shortlisting Meeting	20
2.4.1	Reference Checks - Academic Appointments	21
2.4.2	Interview Types	22
2.4.3	Academic Staff Seminars	22
2.5	Shortlisted Applicants Notified	23
2.5.1	Travel and Accommodation (Academic Appointments)	23
2.5.2	Applicant Visits (Academic Appointments)	23
3.	Stage 3 – Selection	24
3.1	Arrange Selection Interviews	24
3.2	Interview Preparation	24
3.2.1	Physical Arrangements	24
3.2.2	Accommodating Disabilities	25
3.2.3	Things to Consider	25
3.3	Preparing Interview Questions	25
3.3.1	Behavioural Questions	26
3.3.1.2	Additional Probing Questions	26
3.3.2	Situational Interview Questions	27
3.3.3	Closed Questions	27
3.3.4	Other	27
3.3.5	Discrimination	28
3.3.6	Equity	28
3.4	Selection Interview	29
3.4.1	Starting the Interview	30
3.4.2	Note Taking	30
3.4.3	Confidentiality	30

3.4.4	Concluding the Interview	31
3.5	Reference Checks.....	31
3.5.1	Telephone Reference Checks.....	32
3.6	Selection Decision	33
3.6.1	Selecting a Preferred Applicant.....	33
3.6.2	Recommending the Preferred Applicant.....	34
3.6.3	Record of Selection Process	34
4.	Stage 4 – Appointment.....	36
4.1	Recommendation for Appointment.....	36
4.1.1	Offer Approval	36
4.2	Offer of Appointment	37
4.2.1	Create the Offer Letter (Instrument of Engagement).....	37
4.2.1.3	Casual staff	38
4.3	Acceptance/Negotiation	38
4.3	Assistance to find University Employment for a Spouse or Partner.....	39
4.4	Appointment by Invitation	39
4.5	Notifying Applicants of Recruitment Outcome	40
4.5.1	Unsuccessful Shortlisted Applicants.....	40
4.6	Probation	40
4.6.1	Academic Staff	40
4.6.2	Professional Staff.....	41
4.7	Closure and Record Keeping	41
4.7.1	Applicant Feedback.....	41
4.7.2	Recruitment Statistics (Academic Staff)	41
4.7.3	Record Keeping	42
4.8	Complaints.....	42
4.9	Timeliness	43
Appendix A.....		44
Pre-Placement Medical Examinations		44
Appendix B.....		45
Recruitment Guidelines for Retained Assignments		45
Appendix C.....		46

1. Stage 1 – Vacancy

The steps in the process can be summarised as follows:

- Decision to fill a position
- Responsibility of the organisational unit and HR staff
- Develop the position description
- Develop the Job advertisement
- Recruitment activity approval
- Source the job advertisement

1.1 Decision to Fill a Position

Heads of organisation units must carefully consider a decision to create a new position, or fill a position when an incumbent leaves. Other options should be canvassed, such as discontinuation of the functions or service involved, re-allocation of duties, creation of a new position at a different level or part-time, or temporary filling as a fixed-term appointment, pending a restructure. The suitability of the position for job-sharing should also be considered.

This Recruitment and Selection Manual is aimed at providing an equitable, systematic and consistent approach to recruitment and selection in order to attract, select and retain the most capable staff through open competition on merit. Specific exemptions to the processes are provided in the following areas, subject to approval by the relevant authority ([HR Authorisation Schedule](#)):

- Fixed-Term employment may be used for “Research Professional staff” engaged on research only functions for a contract period generally not exceeding five years.
- The Chief Investigator, without advertising, may fill positions where the appointment is for one year or less. The Chief Investigator must advise the Approval Authority if there is a possibility that the appointment could extend beyond one year. The Approval Authority will determine if the position should be advertised.
- The Chief Investigator may recommend reappointment of a research academic staff member to the same level in the Level A to Level C range.
- The Chief Investigator must refer the reappointment of research academic staff at Level D to a Review Committee comprising: Relevant Executive Dean/Institute Director, Head of relevant School/Director of relevant Centre, a senior member of staff from the relevant School/Centre, a senior member of staff from a cognate School/Centre (*i.e. a senior staff member external from the appointing unit*), Postgraduate research student, such other persons as determined by the relevant member of the Vice Chancellor’s Committee including persons from outside the University.
- The Chief Investigator must refer the reappointment of research academic staff at Level E to a Review Committee comprising: relevant member of the Vice Chancellor’s Committee, Relevant Executive Dean/Institute Director, Head of relevant School/Director of relevant Centre, a senior member of staff from the relevant

School/Centre, a senior member of staff from a cognate School/Centre (*i.e. a senior staff member external from the appointing unit*), Postgraduate research student, such other persons as determined by the relevant Deputy Vice-Chancellor, including persons from outside the University.

- Any change to an appointment is based on the recommendation of the Chief Investigator. Where a change in appointment involves a change in classification level, the Chief Investigator must demonstrate the basis for the reclassification to the satisfaction of the Approval Authority (Classification Guidelines).
- Staff members that are named/identified for a position in the research funding application can be recruited without advertising. Staff employed under these conditions may not be eligible for certain internal research grants ([Internal Schemes \(UQ\)](#)).

For Academic Research staff to be eligible for UQ grant schemes (such as the ECR – Early Career Researcher), it must be evident that they were appointed through a competitive recruitment process.

1.2 Responsibilities of the Organisational Unit & HR Staff

If the decision to fill a position has been made the Organisational Unit should prepare the position description, including a duty statement and selection criteria, in consultation with the Unit's HR representative. For academic appointments, this undertaking should be done in consultation with the Head of the Organisational Unit, senior colleagues and the Executive Dean.

The Organisational Unit is responsible for:

- Developing the position description
- Completing requests for [classification evaluations](#)
- Writing job advertisements with the [web ad template](#)
- Raising the job card through [UQ Jobs](#)
- Finalise the selection committee membership prior to raising the job card
- Conducting interviews and subsequent reference checks
- Candidate contact regarding their progression through the recruitment process
- Ensuring recruitment processes are aligned with UQ Policies and Procedures

Please visit the [Recruitment Resources webpage](#) for a full list of recruitment resources and templates.

Faculty and Central HR staff provide consultancy support regarding the development of position descriptions, advertisements (development and placement), and any other stage of the recruitment and selection process.

1.3 Developing the Position Description

The following templates for University position descriptions are available online:

- [Academic Staff](#)
- [Professional Staff](#)

When developing a new position description or updating an existing position description, it is important to use the position description templates found on the UQ website to ensure the

most up to date version is being used.

As part of the Position Description development, consideration should be given to the requirement of a Pre-Placement Medical Assessment for the position. Further details regarding identifying positions and arrangement the assessment are found in [Appendix A](#) and the [Pre-Placement Medical Assessments policy\(5.30.16\)](#).

1.3.1 Organisational Environment

The organisational environment section should be updated to provide information that is relevant to the organisational unit including, a description of the work of the unit, its objectives and reporting relationships. This information is for applicants as it helps place the duties and selection criteria in context.

1.3.2 Primary Purpose of the Position

The primary purpose of the position is a brief statement that explains the overall purpose and objectives of the role. It is a snapshot of *what* the position is expected to accomplish and *why* the position exists.

For academic positions, this statement must be consistent with the Academic Staff Position Classification Standards (Levels A to E) as set out in [PPL 5.70.17 Criteria for Academic Performance](#) and with University criteria for confirmation of continuing appointment. It should not inhibit a probationary academic staff from obtaining confirmation of appointment.

1.3.3 Duties

Duty statements should clearly outline *what* is to be achieved and *how* action is to be taken, without being overly prescriptive. Where possible it should be written in consultation with the incumbent to ensure that it reflects the requirements of the position. However, it should be made clear to applicants that duties are subject to change following the appointee's Annual Review, or as a result of organisational restructuring.

The duty statements need to be sufficiently flexible to allow for changing requirements in the organisational unit. As such, the preamble to the list of duties should state, "*Duties and responsibilities include, but are not limited to*" and also include '*Any other duties as reasonably directed by your supervisor*' at the end of the duty statements.

Remember, the duties should:

- be kept to a maximum of two pages where possible;
- describe the main responsibilities of the position in order of importance;
- be grouped together into higher level responsibilities to ensure the duties of the role are succinctly captured;
- contain wording appropriate to the HEW level i.e. assisting with, developing, managing etc;
- be free of duplication;

For academic positions, particularly those at senior levels, the duty statement should not be overly prescriptive in terms of the proposed area of academic specialisation. The range of academic specialties represented in the field of applicants may inform selection of the successful applicant.

1.3.4 Other

The position description templates include set duties that are to be included in all position descriptions. These duties are centred on complying with:

- the [Code of Conduct](#)
- the [Occupational Health & Safety \(OH&S\) legislation](#)
- [sustainable practices](#) in work activities based on the Environmental Protection (EP) Act and related legislation
- requirements of the [Education Services for Overseas Students](#) Act 2000, the National Code 2007 and associated legislation

1.4 Selection Criteria

Selection criteria are critical to the recruitment and selection process as they ensure that shortlisting, interview assessment and reference checks are made on the same basis for all applicants.

1.4.1 Essential Criteria

The selection criteria are comprised of two sections – essential and desirable. When writing the *essential* criteria, it is important to start with the qualifications required for the role. The University's Training Level or Qualifications guidelines for professional staff are set out in Schedule 6 of [The University of Queensland Enterprise Agreement](#) (referred to as the Enterprise Agreement in the remainder of this document).

For academic staff, educational requirements will generally be essential for appointment. Progress towards attaining higher degree qualifications is also considered.

When writing your essential criteria, you will also need to determine what sort of knowledge, skills and experience the individual needs to have, or be able to acquire, based on the duties of the position.

- *Knowledge* refers to areas of specialty or expertise the candidate is required to have an understanding of. For example, the role might require knowledge of superannuation legislation, workplace health and safety policy and procedures, or employment law. Depending on the role, the capacity to acquire and develop knowledge and understanding quickly might be acceptable.
- *Skills* refer to the abilities needed to execute job duties such as presentation skills, leadership skills, negotiation skills, or specific laboratory techniques.
- *Experience* refers to experience directly related to the duties of the position, or more general experience that may be relevant. For example, experience in managing a small team of staff.

For academic staff, quality of teaching, number and frequency of research publications and standard of publication medium will be important. For women, owing to the greater likelihood that they will have had breaks in their academic careers, it may be important to consider the rate of publications over a concentrated period so they will not be unfairly disadvantaged.

- *Personal qualities* refer to the characteristics an employee should display to enhance performance in the position. For example, qualities like judgment, integrity, ability to relate to students, initiative, adaptability or readiness to co-operate with others may

be relevant.

1.4.2 Desirable Criteria

Desirable selection criteria refer to the knowledge, skills, or experience that would be of benefit, however not essential, for the candidate to possess in order to be successful for the role. For example, knowledge of university systems or experience working within a university would be *desirable*.

The selection criteria should be succinct and kept to 8 – 10 criteria (approximately 1 page) if possible.

1.5 Classification Requirements

1.5.1 When to Classify a Position

Professional staff positions greater than 12 months, including research-related professional staff positions, must be classified *before* they can be advertised. This is in accordance with the University's [Evaluation and Classification of Positions policy](#) and [procedure](#).

Please note that research-related professional staff positions are classified by the local HR area in accordance with the [Classification Guidelines for Research Related Professional Staff Positions](#).

1.5.2 Time Required to Classify a Position

The HR Division requires 15 working days (from the date the classification documents are received by the HR Division) to classify a position. However additional time should be allocated for the Organisational Unit to complete the job evaluation paperwork and have it signed by the relevant approval authority before submission to the HR Division.

1.6 Job Advertisements

It is important to note the different requirements between short term and long term vacancies:

- **Short-Term Vacancies (< 12 months)**
 - Positions that are 12 months or less in duration are not required to be advertised (internally or externally). However, where there is likely to be a pool of suitable internal applicants, internal advertisement is recommended for positions of 12 months duration.
- **Long-Term Vacancies (> 12 months)**
 - All positions over 12 months must be advertised (internally or externally as appropriate – see section 1.6.2 below). This includes positions which are initially set for less than 12 months and are subsequently extended beyond 12 months.

1.6.1 Writing the Job Advertisement

The organisational unit is responsible for developing the job advertisement. The University of Queensland has corporate templates available for [online](#) and print media advertisements.

University staff involved in writing job advertisements should consult with their unit's Human

Resources (HR) representative. HR staff members have considerable experience in the composition of advertisements, knowledge of the relevant legislation and University policy requirements, as well as knowledge of the most effective media for placing recruitment advertising for particular occupational groups.

Your HR staff member will help ensure that advertisements are:

- of an appropriate standard and quality;
- consistent with the recruitment advertising guidelines;
- consistent with the requirements of industrial agreements and policy;
- placed appropriately on approved sources e.g. UQ Jobs, SEEK, UniJobs and other websites that do not charge a fee; and
- Continuing or fixed-term professional staff positions of more than twelve months have been classified.

1.6.2 Internal and External Advertising of Positions

All advertised positions must be placed on the UQ Jobs website enabling potential applicants to view advertisements placed by The University of Queensland and submit their applications online via UQ Jobs.

Internal Advertising

The organisational unit is responsible for determining whether a position should be limited to current UQ staff through internal advertising. In making this assessment, the organisational unit will need to take into account a number of factors including the seniority of the position, nature of appointment and potential number of suitable internal applicants. Internal only advertisement, in the first instance, of professional staff positions at HEW 5 and below is expected where specialised qualifications, dedicated skills or particular experience are not a requirement of the position and where there is likely to be a pool of suitable internal applicants.

When filling a position with an internal applicant, it is important to allow sufficient time for the staff member to be released from their current organisational unit.

External advertising

External advertising (UQ Jobs at a minimum) is expected for all continuing academic roles and continuing professional staff roles at HEW 6 and above. Both internal and external advertising should be consistent with ensuring the recruitment process is transparent, consistent with merit-based appointments and targeted at finding the best possible applicant for the position.

1.6.2.1 Advertising Timelines

The minimum closing date on an internal advertisement is six working days. The minimum closing date on an external advertisement is two weeks. Applicants must have at least one weekend available to prepare an application.

1.6.2.2 Secondment Opportunities



Useful link:
[Secondments policy](#)

The advertising of vacant positions may create secondment opportunities within the

University. The release and return of a seconded staff member should be negotiated on a case-by-case basis between the releasing and accepting organisational unit and the staff member. The instrument documenting a secondment will normally be a temporary variation to a staff member's existing contract.

1.6.2.3 Redeployment



Useful link:

[Redeployee List](#)

Where a staff member has been identified as suitable for redeployment to a vacant position, the processes outlined in this manual will not apply.

1.6.2.4 Re-advertising of Positions

If a position that has been advertised internally and externally resulting in no appointment due to the lack of suitable applicants, the position may require re-advertisement or filling by other means. It might also be appropriate to engage a recruitment agency to assist (see [Section 1.8.2 Engagement of Recruitment Agencies](#)).

1.6.2.5 Advertising Academic Appointments

There is no Commonwealth government requirement to advertise academic vacancies for continuing appointments at level B and above in the Australian press before appointing an international applicant. However, if it is anticipated that it may be necessary to appoint an international applicant to an academic vacancy for a continuing appointment at level A, then the job must be advertised in either national print media, or locally in the Courier-Mail newspaper. This is necessary to meet federal Immigration and domestic labour market testing requirements before a visa can be issued.

Advertising academic vacancies in international print should be determined on a case by case basis by the relevant Executive Dean. The Office of Marketing and Communications (OMC) is responsible for the placement of approved advertisements in the print media, external websites (other than UQ Jobs, SEEK and UniJobs) e.g. The Conversation, email bulletins, journals and other such fee charging publications.

1.6.2.6 Placing Print Media and other electronic advertisements with the Office of Marketing and Communications (OMC)

The Office of Marketing and Communications (OMC) can place advertisements in *The Australian*, *The Courier-Mail*, and other print media, as well as online job boards that are not directly available through UQ Jobs.

Fees and printing deadlines exist for advertisements placed through OMC which can be found on the [Advertising Office website](#).

1.7 Nominate the Selection Committee Members

It is recommended that the list of Selection Committee members be finalised before the recruitment activity is created in UQ Jobs. This enables the approvers to view and approve the composition of the selection panel. Please note that there must be **25% minority gender representation** on all Selection Committees.

Nominating the Selection Committee members early in the recruitment process also helps to ensure their availability for proposed meeting dates. Significant delays can occur because of the difficulty of supporting and arranging meetings of large Committees with insufficient

notice.

There are many interests to be accommodated that tend to increase the size of Selection Committees. Hence, some compromise is necessary to prevent the decision making process becoming too slow and to avoid the loss of good candidates to other Universities.

1.7.1 Training for Selection Committee Members

Prior to serving on Selection Committees, members should (if possible) attend a training workshop on recruitment and selection, offered through the University's Staff Development Program. Normally the Chairperson should have completed relevant [recruitment and selection training](#) and at least one other member of the Committee.

1.7.2 Role and Conduct of the Selection Committee

The Selection Committee is responsible for recommending the most suitable person for appointment to the Authorised Officer. When making a recommendation, the Selection Committee is to assess the applicants against the duty statement and selection criteria to determine the applicant's suitability to the position.

For more information on recommendation for appointment please see [Section 3.6.2](#).

All committee members must:

- Understand the nature of the position as set out in the duty statement and the characteristics of the person sought, as described in the selection criteria.
- Thoroughly familiarise themselves with each application, noting any shortcomings or anomalies in an applicant's resume or statement addressing the selection criteria in UQ Jobs to follow up during the interview.
 - Remember, these comments can be requested in the candidate's right to information and comments should only reflect an applicant's suitability against the selection criteria, e.g. '*did not address selection criteria*', or '*did not meet qualification requirements*'.
- Maintain the principle of open competition on the basis of merit
- Provide equal opportunity for all applicants, with sensitivity to cultural differences and caution about stereotypes
- Encourage members of employment-disadvantaged groups
- Maintain applicant confidentiality

For professional staff positions, the organisational unit has the discretion to waive the requirement for applicants to address the selection criteria in writing as part of the application process. Where this is done, applicants will still be required to address the selection criteria during the recruitment process, for example, at interview.

1.7.3 Role of the Secretary

For academic staff positions and senior professional staff positions (HEW Level 10) a HR officer will act as Secretary to the Selection Committee. The Secretary can provide advice on policy and procedure, and provide support for all stages of the process. This includes creation of a University selection file for retention of all relevant approval and action documents.

For professional staff and research-related positions, the Chairperson should nominate a staff member from the organisational unit concerned. The Secretary supports the Chairperson with the organisation and conduct of meetings, as well as administrative aspects of the selection process, including record keeping.

1.7.5 Academic Staff Selection Committees

The Selection Committee for all academic appointments should include the following:

	Executive Dean/ Institute Director	Head of School (or equivalent ¹)	ABSC Rep*	Cognate ¹ Academic Staff member	Academic Staff member from relevant school	Student Rep.
Level A – D (TF, T&R, R, CA Continuing Appointments)	✓	✓	✓		✓	✓
Level A – D (CA, Fixed Term of any length)	✓	✓		✓	✓	
Level A – D (TF, T&R, Fixed term for less than 3 years)	✓	✓		✓	✓	
Level A – D (TF, T&R, Fixed term for more than 3 years)	✓	✓	✓		✓	
Level A – D (Institute, Research only, fixed term for less than 5 years)	✓	✓		✓	✓	
Level A – B (Institute, Research only, fixed term for 5 years)	✓	✓		✓	✓	
Level C – D (Institute, Research only, fixed term for 5 years)	✓	✓	✓		✓	✓ Level D only

* In the instance an ABSC Rep is not available to attend a Selection Committee for an academic staff member, approval from the President of the Academic Board should be sought to use an Academic from a cognate area. Also note that the ABSC Rep is not required to attend shortlisting.

¹ Cognate - A senior member of staff from a cognate School/Centre (*i.e. a senior staff member external from the appointing organisational unit*)

1.7.6 Quorum Selection Committees

The quorum Selection Committee members include:

- Executive Dean/Institute Director (or senior nominee, other than the Head of School) as Chairperson
- Head of School (or equivalent)
- Academic Board Standing Committee (ABSC) representative or academic staff member from a cognate school/institute for Level A-D appointments longer than three years

In addition, the Executive Dean/Institute Director may invite a representative of a conjoint funding body and/or a relevant profession to become a Committee member.

1.7.7 Professorial Selection Committees

The Selection Committee for professorial appointments should comprise at least the following members:

Vice-Chancellor or Provost, or nominee as Chairperson

- President, Academic Board or nominee
- Executive Dean
- Head of School/Director Faculty or University Centre
- One senior member of the school/centre selected from the full-time, fixed-term and continuing academic staff of the school
- Student representative, (postgraduate for research appointments) nominated by the Vice-Chancellor, after consultation with the President of the University of Queensland Union
- Such other persons from inside or outside the University as the Vice-Chancellor may approve.

1.7.8 Professional Staff Selection Committees (HEW 1 – 9)

The Selection Committee for professional staff appointments HEW Levels 1-9 should comprise at least the following members:

- Authorised Officer or nominee as Chairperson or, if the Head is the direct supervisor, nominee at least at the same HEW Level as the appointment
- Direct supervisor
- Member of prospective or cognate work organisational unit, normally at the same HEW level or higher. In some cases, it may be appropriate for someone at a lower HEW level to be a member, where, for instance specialist technical or local knowledge about the position is required.

1.7.9 Professional Staff Selection Committees (HEW 10)

The Selection Committee for professional staff appointments at HEW Level 10 should comprise at least the following members:

- Head of organisational unit as Chairperson or nominee; if the Head is the direct supervisor, nominee at least at the same HEW Level as the appointment
- Direct supervisor
- Chief Operating Officer (for HEW Level 10 appointments)
- An HR representative may be appointed as a Committee member to ensure equity and consistency in the process across organisational units.

In addition, the Chairperson may invite a representative of a relevant profession or organisation to become a Committee member, if such external expertise is necessary.

HEW Level 10 appointments can be for up to five years in length unless otherwise approved by the Chief Operating Officer or Provost. The appointment may be renewed on expiration.

1.8 Recruitment Activity Approval

When the position description and job advertisement have been created, the Hiring Manager or Head of the organisational unit will seek approval to proceed with the recruitment activity.

This is done either by:

- Creating the recruitment activity (Job Card) in UQ Jobs, attaching the prepared documentation, nominating the Selection Committee members and initiating the approval process, or;
- Completing the [Position Authorisation form](#) and associated documentation (for example, position description), and submitting them to the relevant approvers for approval (only to be done when managing the recruitment activity outside of UQ Jobs)

The persons required to approve a recruitment activity will depend on the Academic or HEW level of the position, for further details refer to the [HR Authorisation Schedule](#).

Note: Only jobs that do not require advertising can be managed outside of UQ Jobs.

1.8.1 Approval Received / Placing Advertisement

Once documentation is returned from the relevant Authorised Officer signed and approved, the advertising is to be organised. HR places the advertisement on the UQ Jobs website and other nominated external websites (UQ Jobs, Seek, UniJobs etc as required)

For **Academic Appointments**, the Head of School, or a senior colleague, should be listed in the advertisement on the web as the person for prospective applicants to telephone to discuss the position.

1.8.2 Engagement of Recruitment Agencies

Recruitment agencies should only be engaged with the approval of the Director, Human Resources Division, when the University's advertising and shortlisting procedure has failed to produce an acceptable shortlist of applicants. In the case of senior or highly specialised appointments it may be appropriate to engage an agency immediately because the normal advertising process is deemed unlikely to succeed, however this will need to be supported by the Director, Human Resources Division.

One of the main advantages agencies offer is their ability to run an advertisement without identifying the employer. This may elicit interest from applicants who might not otherwise consider working at The University of Queensland, or even in the tertiary sector. The other is their capacity to draw on a proprietary database of potential applicants and make a personal approach to prospective applicants, again without disclosing the University's identity as employer, until an applicant has responded positively to the opportunity on offer.

Advice should be sought from the Director, Human Resources Division, on possible agencies to

be engaged and the process to be followed. A panel of preferred suppliers is required when engaging executive recruitment agencies. A University Selection Committee must still interview applicants sourced by an agency. Agencies may be engaged on a retained or contingent basis.

See [Appendix B](#) for more information on recruitment agency guidelines for retained assignments.

2. Stage 2 – Applications and Shortlisting

The steps in this process can be summarised as follows:

- Position enquiries
- Receive and acknowledge applications
- Initial review of applicants
- Nominate the Selection Committee members
- Shortlist

2.1 Position Enquiries

The nominated contact person in the job advertisement may receive enquiries about the job and email out additional information if required. This could consist of information about Brisbane, the University and the organisational unit from the University's website, together with any relevant information on the organisational unit or the nature of the work involved.

For academic staff positions, the advertisement should list the Head of School, or a senior colleague as the person for prospective applicants to telephone to discuss the position. This gives the Head the opportunity to find out essential details about the person and encourage them to apply. The Head can also describe the job opportunity and outline the benefits of working at the University. It is advisable to record the names of callers and their contact numbers. This enables the Head to follow up prospective applicants for the position if their application is not subsequently received. The prospective supervisor for senior professional staff appointments should do likewise.

2.2 Receive and Acknowledge Applications



Useful link:

[Application Acknowledgement letter](#)

Applicants are encouraged to submit their application online via the UQ Jobs applicant website. This ensures that an automated acknowledgement email is sent to the applicant. By submitting their application online, the applicant will also be able to monitor the progress of their application.

If an applicant does not have access to the internet or does not have an email account set up, a postal application must be accepted. Applications should be acknowledged within two days of receipt as a matter of courtesy to candidates and good recruitment practice. The appointed Faculty/ Institute/ Division/ Central HR staff member will then create an application in UQ Jobs on behalf of the applicant.

The Secretary/ Hiring Manager/HR is to arrange the shortlisting meeting date, time and venue with the members of the Selection Committee, and book a venue. This should be arranged within a reasonable period after the application closing date (e.g. 1 week).

2.2.1 Aboriginal & Torres Strait Islander Identified Positions

The University, when required, may identify certain positions where a genuine occupational requirement of a position requires the position holder to:

- a) identify as an Aboriginal and/or Torres Strait Islander person; and
- b) be of Aboriginal and/or Torres Strait Islander descent; and
- c) is accepted as an Aboriginal and/or Torres Strait Islander person by the Aboriginal and/or Torres Strait Islander community in which he or she lives

Examples of positions that are Aboriginal and Torres Strait Islander identified positions include:

- The Indigenous Employment Coordinator
- Student Relations Officers within the Aboriginal and Torres Strait Islander Studies Unit
- Certificate III Business Administration/Information Technology/Horticulture Indigenous trainees

Advertisements for Aboriginal and Torres Strait Islander identified positions must include the below statement in both the advertisement text and the position description:

'This is an identified position and the occupant must be of Aboriginal and/or Torres Strait Islander descent under Sections 25 and 105 of the Queensland Anti-Discrimination Act 1991.'

For more information please contact the Indigenous Employment Coordinator on (07) 3365 2913.

The [Anti Discrimination Commission Queensland website](#) contains further information on Aboriginal and Torres Strait Islander identified positions.

2.2.2 External Applications Received for an Internal Only Job

If an application from an external applicant is received for an internally advertised job, the Hiring Manager or appointed HR staff member should contact the applicant and advise them that their application will not be processed.

If the applicant is of a high standard, consider asking the applicant for permission to keep their details on file. This way, should another job become available, and decision is made to advertise the job externally, the Hiring Manager or appointed HR staff member can contact the external applicant and invite the applicant to apply for the job.

2.2.3 Late Applications

Occasionally late applications can be lodged after the closing date. This can include new applications or candidates completing applications that were started prior to the closing date of the advertisement. Late applications should be referred to the Chairperson of the Selection Committee for a decision on acceptance. However please note that what is done for one is done for all.

2.2.4 Encouraging Gender Balance

The appointed Hiring Manager or Head of the organisational unit should seek to attract a pool of applicants with an appropriate gender balance. If the Chairperson of the Selection Committee deems there are insufficient applicants of either gender in response to advertising, the Chairperson or Head of the organisational unit should seek assistance from the Associate Director, Workplace Relations, Diversity and Organisational Change. In addition, for academic appointments, the Head of School may wish to personally contact, or request colleagues to contact, potential applicants from the non-traditional gender for the discipline concerned.

2.3 Initial Review of Applications

Depending on the number of applications received, it may be necessary to perform an initial review and remove from the shortlisting process those applications that do not adequately meet the selection criteria. The Selection Committee can then consider the remaining applications for shortlisting.

For professional jobs at HEW Level 7 and below, the Chairperson may elect to shortlist applicants for interview as part of the initial review, rather than convene the selection committee to do so.

If deemed necessary, the Chairperson of the Selection Committee, or Head of School if designated by the Chairperson, for academic jobs at Levels A to D, and one other member of the Committee should perform this initial review of the applications.

2.3.1 Conflict of Interest

The [Conflict of Interest policy](#) provides a framework for identifying and managing perceived, potential and actual conflicts of interest and defines them as follows:

Conflict of interest is a situation where an actual, perceived or potential conflict exists:

- an **actual conflict** involves a direct conflict between a staff member's duties and responsibilities to the University and a competing interest or obligation, whether personal or involving a third party.
- a **perceived conflict** exists where it could reasonably be perceived, or give the appearance, that a competing interest could improperly influence the performance of a staff member's duties and responsibilities to the University.
- a **potential conflict of interest** arises where a staff member has an interest or obligation, whether personal or involving a third party, that could conflict with the staff member's duties and responsibilities to the University.

The policy requires all of us to assess our private and personal interests and identify whether they conflict or have the potential to conflict with our University position and responsibilities. Where a perceived, potential or actual conflict of interest arises, a staff member is required to disclose and manage the conflict with their supervisor. This requires completing a [Disclosure of a Conflict of Interest Form/ Register of Dissent from Panel Decision form](#).

2.3.2 Conflict of Interest in Recruitment

A conflict of interest in a recruitment process can occur when a person involved in the selection and appointment of a new staff member can be influenced, or appears to be able to be influenced, by a personal interest when making their decision on whom to shortlist, interview and/or appoint.

The University recognises that workplace friendships can form between peers, supervisors, subordinates and other staff. To ensure that recruitment remains transparent and merit-based it is important to consider factors that may constitute a potential, perceived or conflict interest, and to notify the selection panel as soon as they are noticed. Examples of potential, perceived and actual conflicts include:

- being a family member, relative or close friend outside of the workplace
- a financial interest in the relationship, or the outcome of the recruitment process
- a grievance or otherwise negative relationship

Simply being a supervisor or a referee for an applicant is unlikely to prompt an actual conflict, however it may raise concerns of a potential or perceived conflict.

2.3.3 Sanctioned Countries

If applications are from one of the countries listed below, please contact the Director, Research Partnerships Office on 07 3365 3559 or email director.partnerships@research.uq.edu.au.

As countries may be added or removed at any time by DFAT or the UN please visit the [DFAT website](#) for the most up to date list.

Correct at: 29 October 2014

- Al Qaida
- Burma
- Central African Republic
- Cote d'Ivoire
- Counter-terrorism
- Democratic People's Republic of Korea (North Korea)
- Democratic Republic of the Congo
- Eritrea
- Fiji
- Former Yugoslavia
- Guinea-Bissau
- Iran
- Iraq
- Lebanon
- Liberia
- Libya
- Somalia
- Sudan
- Syria
- The Taliban
- Ukraine
- Yemen
- Zimbabwe

2.4 Shortlisting Meeting



Useful link:
[Notice of Shortlisting Meeting template](#)

A meeting of the Selection Committee should be convened as soon as possible after the closing date to discuss the applications remaining from the initial review and shortlist these applicants for interview based on their written applications. For academic jobs, the Head of School should designate which of the remaining applicants the Secretary to the Selection Committee should immediately seek referee reports for. When convened, the Selection Committee should also review the adequacy of the gender balance of the applicants shortlisted for interview.

The Committee should consider the applicant's curriculum vitae and, where required by the application process, statement addressing the selection criteria, as well as referee reports obtained to date in the case of applicants for academic appointments (see Section 2.4.1).

Using UQ Jobs, the Selection Committee members may choose to log in to UQ Jobs and view the applications online. During the advertising period, Committee members can review and record their comments and recommendations for interview in UQ Jobs. Alternatively, an indexed PDF file containing the application of each applicant can be created and sent to each member of the Selection Committee.

Within UQ Jobs, Selection Committee members can view and update their own comments, but only the Chair can view comments of other Committee members. It is the responsibility of the Chair to ensure the comments, entered by Committee members are written using an appropriate language. This is necessary as these comments will be stored in UQ Jobs for 3 years as part of the official record of the recruitment activity, and could be subject to judicial review.

Remember, these comments can be requested in the candidate's right to information and comments should only reflect an applicant's suitability against the selection criteria, e.g. did not address selection criteria, or did not meet qualification requirements.

When only two people apply for a professional staff position that has been advertised internally only, the Selection Committee should shortlist both applicants, unless one is manifestly unsuitable with respect to the selection criteria. In cases where there is doubt about the suitability of a preferred internal applicant, and to ensure selection of the best person for the job, the position should be advertised externally.

Note: For Academic appointments, the representative from the Academic Board Standing Committee (ABSC) is only required to attend the Selection Interviews.

2.4.1 Reference Checks - Academic Appointments



Useful link:

[Reference request letter template](#)

Written referee reports for academic staff are called for prior to the selection interview, and provide valuable information to the Selection Committee. The Secretary to the Selection Committee will seek three written referee reports for academic positions as part of the shortlisting stage of the process. The normal response time is 2 – 3 weeks.

The Secretary should contact the referee, preferably by email to request a written report and provide the position description (**Note:** at least one telephone reference check should be conducted, see Section 3.4.2). The referee will be able to obtain an understanding of the requirements of the position from the duty statement and can make comments with respect to the selection criteria described in the position description. The Reference request letter template is available [online](#). Positive referee comments with respect to teaching ability and research in particular provide valuable information. However, the possibility of disclosure of comments may inhibit the candor of referees in providing insights into an applicant's weaknesses.

When referees are requested to provide reports on applicants, they are asked to indicate their willingness to release their report to the applicant on request. Under the Queensland *Freedom of Information Act* referee reports made by an academic in their personal capacity, for example, based on their expertise in a relevant field of scholarship, or as a teaching or research colleague, can normally be expected to be withheld by the University. However, a report provided by a referee acting in their capacity as an officer of the University of Queensland, for example, a Head of School or the applicant's academic supervisor, could not be regarded as confidential. In that case, the University would be bound to disclose the information to the applicant on request. The Secretary to the Selection Committee or HR staff member will attach the referee reports to the applicant's application in UQ Jobs.

If time is short, the Chairperson, or nominee from the Selection Committee, may call referees to request a report by phone at a time convenient to the referee. The position description should be sent by email or fax for the referee to consider before the referee is called back. The person obtaining the referee report by phone should take notes of the referee's views to relay to the Committee. To avoid wasting a referee's time and delaying the recruitment process, referee reports should only be sought for about five applicants, who have a reasonable chance of being appointed.

For information on reference checks for professional staff appointments please see [Section 3.5](#).

2.4.2 Interview Types

As part of the Selection Committee meeting, members should also decide what type of interview is required in the first instance. For example, it would be appropriate to interview interstate or international applicants via tele-conference or video-conference before incurring the cost of a face-to-face interview.

It might also be relevant to consider the inclusion of a work based assessment (depending on the role) prior to the selection interview. For example, the Selection Criteria for some professional staff positions may include skills such as word-processing or competence with a suite of office applications, which could be assessed with a typing test.

The Selection Committee must also consider other relevant factors when short listing applicants. In some cases, it may also be necessary for the preferred applicants to undergo a pre- placement medical examination, before an Offer of Appointment can be made, to mitigate health and safety risks (see [Appendix A](#) for more information).

It is recommended that video-conferences take place via Cisco Jabber, ITS' preferred video/web conferencing service, as it is compatible with most video conferencing systems, unlike Skype. ITS offer standby technical support for Jabber and Jabber can be run on Windows, Max OSX and iPads. Further information can be found on [ITS' Jabber webpage](#).

2.4.3 Academic Staff Seminars

Academic applicants are usually required to present a seminar as a means of demonstrating their knowledge and skills in academic staff selection. It should be part of the selection process whenever practicable, prior to the conduct of the selection interview.

Heads of Schools should have a clear idea of the purpose of the seminar and what is to be assessed, which might include teaching ability or research capability and communication skills. Seminars based on the applicant's current research project might prove inadequate to gauge teaching ability. If the Head wishes to assess teaching ability, then applicants could be asked to teach on a specific topic structured to suit a specified audience.

The presentation of a seminar to prospective colleagues in the school and students will generally be more appropriate than requesting applicants to teach a class as part of a current course. Any clarification of the applicant's teaching philosophy or teaching evaluation results should be undertaken during the selection interview or seminar presentation.

Shortlisted applicants should be invited to present a seminar and informed of the purpose and procedures in the notification letter sent by the Secretary to the Selection Committee. The Head of School should also ensure that the Selection Committee and prospective audience are informed about the advice provided to applicants and the arrangements for the seminar.

Usually, at least the Head of School and the academic staff member from the school would represent the Selection Committee at the seminar and report back at the selection interview.

2.5 Shortlisted Applicants Notified



Useful links:

[Academic interview invitation](#)

[Professional interview invitation](#)

Using the communication templates in UQ Jobs, the Secretary to the Selection Committee or the Recruitment Assistant will generate and send an email to invite the shortlisted applicants for interview. Alternatively, where the recruitment activity is managed outside UQ Jobs, the templates for inviting professional or academic staff for interview are used.

Applicants should be given at least one day's notice to attend an interview. They should be advised who Committee members are, including title, first name, last name and position. Internal applicants interviewed for professional staff positions at HEW Levels 4 – 9, need not be interviewed a second time if still under consideration for selection, when subsequent interviews for external applicants are held.

Applicants for academic appointments who will be required to present a seminar to prospective colleagues and students as part of the selection process should be advised about the topic, format and participants.

Anyone making contact with applicants at their current workplace should be conscious of the need to maintain confidentiality, especially when leaving messages.

2.5.1 Travel and Accommodation (Academic Appointments)

The University, if deemed appropriate by the Chairperson of the Selection Committee may fund travel and accommodation arrangements for applicants to attend a selection interview. The cost will normally be borne by the organisational unit concerned. The Secretary to the Selection Committee is to make the necessary arrangements with the applicants involved, in consultation with the Head of the organisational unit.

2.5.2 Applicant Visits (Academic Appointments)

Applicants for academic positions from outside Brisbane should be in Brisbane for at least three days, whenever practicable. This allows the Selection Committee to obtain adequate information about the most appropriate applicant for the position. It also permits applicants to make an informed decision regarding their future with the University.

Heads of Schools should arrange for those applicants to be met and hosted from the time of their arrival until departure. This should include a chance to meet colleagues in the school and view the University and its facilities. Overseas applicants should also be given a tour of the city and local suburbs appropriate to the housing and schooling needs of their family, if applicable. It is an opportunity to explain the benefits of working at the University and living in Brisbane, and to convey information that applicants may pass on to colleagues who will be potential applicants for other positions at the University.

3. Stage 3 – Selection

The steps in the process can be summarised as follows:

- Pre-interview preparation
- Selection interviews
- Other selection activities
- Reference checks
- Selection decision
- Arrange selection interviews

An effective and equitable selection process is essential to identify the best applicant on merit. The aim is to make the selection decision as objective as possible, to make the right decision, to avoid wasting time and resources, to be fair and seen to be fair.

3.1 Arrange Selection Interviews

The Secretary to the Selection Committee should arrange times for the conduct of the selection interview with applicants and confirm pre-arranged dates with members of the Selection Committee as soon as the shortlist has been determined.

The Selection Committee will receive:

- [Notice of the selection committee meeting](#)
- Position description
- Candidate applications

Interviews should be scheduled for 30 - 60 minutes duration (depending on the level of the position), with 15 minutes discussion time at the beginning and end of the interviews, and 15 minutes for morning/ afternoon tea (when 4 or more interviews are being conducted).

Once all details have been finalised, send formal letters of invitation to candidates via email, confirming details of interview (include details of seminar, itinerary, travel and accommodation if applicable). Shortlisted candidates should be given enough notice of the interview date, time and location, and provided with information on selection committee members, campus maps, directions, parking. Special needs must be catered for (e.g. disabled parking/access). Interview invitation templates can be found on the [recruitment resources](#) webpage.

3.2 Interview Preparation

When arranging the selection interview, it is important to consider how the location and access of the interview room.

3.2.1 Physical Arrangements



Useful link:
[Room Bookings website](#)

The Secretary to the Committee should arrange interviews to take place in a private office or room that maintains the confidentiality of the discussion, without interruptions from the telephone or other staff. A suitable separate waiting area for applicants should be provided, where they can sit alone in peace and compose themselves for their interview.

The Secretary to the Selection Committee may sit in on the interviews at the discretion of the Chairperson and should attend deliberations at the end when the selection decision is made. The Secretary should assist applicants prior to and after the interview with any administrative enquiries, as well as arrange refreshments for the Committee if required.

3.2.2 Accommodating Disabilities

The Secretary to the Selection Committee should ensure that the needs of applicants with disabilities are accommodated. This may mean, for example, employing an interpreter if the person is hearing impaired, ensuring wheel chair accessibility or providing written material in alternative formats (an alternative formatting service is available from Student Services).

3.2.3. Things to Consider

- It is recommended to order the applications in the sequence that the candidates are going to be interviewed so that there isn't lots of paper shuffling between candidates.
- Confidentiality relates to the discussion as well as the candidate management. The interviews should be set up so that the candidates don't see one another and cannot hear the conversation going on in the interview room. For example, if the interview is on Level 5, have candidates wait at Level 3 and don't collect them for their interview until the candidate on Level 5 has left (may need to send one down in the lift if the other is coming up the stairs).
- Chairs and tables for the interview should be arranged to make the Committee and applicant feel comfortable, for example, by seating so the applicant and Committee sit more in a circle, rather than directly opposite each other.
- Make sure that the selection committee has view of a clock in order to keep an eye on the time
- Water should be provided for the Selection Panel, as well as clean glasses for each interviewee

3.3 Preparing Interview Questions

It is recommended that the Selection Committee convene prior to the selection interview to discuss and prepare interview questions (usually at the shortlisting meeting). The reliability of an interview for determining the best applicant for the job may be limited for several reasons, such as:

- Failing to ask each applicant the same questions
- Not relating the questions to the job
- Not defining an acceptable answer
- Asking the questions in such a way that the acceptable answer is obvious to the applicant
- Failing to get the applicants to do most of the talking

A semi-structured interview should be conducted with the same questions asked of each applicant. Additional specific questions for each applicant should also be considered, but without limiting the chance for Committee members to pursue issues with individual applicants arising from their responses to questions.

Committees should devise a variety of questions relevant to the Duty Statement and Selection Criteria to give applicants the opportunity to explain the relevance of their skills,

knowledge, experience and personal qualities. For a list of topics of potential interview questions please see [Appendix C](#).

There are 3 types of questions that can be asked during interview:

1. Behavioural questions (preferred)
2. Situational questions
3. Closed questions

3.3.1 Behavioural Questions

A key to accurately predicting how an applicant will perform is to evaluate the applicant's behaviour in past situations. This information can then be used as a guide to the applicant's likely performance in similar situations in the future.

Behavioural questions probe for specific examples of an applicant's behaviour in situations similar to what will be found in the role you are recruiting for. When writing behavioural interview questions it is useful to use the CAR methodology when framing your questions.

C = Context	"Tell me about a time....."	Tells the interviewer how recent and relevant the example is to the role.
A = Action	"What actions did you take?"	Tells the interviewer what the candidate said or did to demonstrate how they behaved.
R = Result	"What was the result?"	Tells the interviewer the outcome or effectiveness of the person's actions.

Examples:

- For a personal assistant role:
"Tell me about a time when you had to handle a sensitive matter on behalf of your manager (*context*). How did you go about it (*action*) and what was the result? (*result*)"
- For a client service role:
"Give me an example of a time when you had to deal with an upset client (*content*). What did you do? (*action*) What was the result of your actions? (*result*)"
- For a project manager role:
Tell me about a time when a specific project was behind schedule and/or over budget (*context*). What did you do (*action*) and what was the outcome? (*result*)"

3.3.1.2 Additional Probing Questions

If the candidate is not providing the answer you are after, you might need to ask probing questions to attain a CAR answer. Remember, as soon as you start hearing 'we', 'they', 'our', 'what I try to' you are likely to need to probe the candidate further to ascertain how they specifically contributed to the outcome.

Note: Team examples may be given as long as the candidate specifies what their actions were and how they contributed to the result.

Example probing questions:

Context	Action	Result
<ul style="list-style-type: none"> • How recent is this example? • What was the specific challenge you faced? 	<ul style="list-style-type: none"> • What actions did <u>you</u> take? • Who else was involved? In what capacity? • Can you walk me through the steps you took in more detail? • How did you approach the situation? • How did you achieve that outcome? 	<ul style="list-style-type: none"> • What was the result? • What was the impact of those actions? • What feedback did you receive? • What would you do differently next time?

3.3.2 Situational Interview Questions

Situational interview questions are hypothetical questions that can be used when an applicant has limited experience (e.g. trainees). However the responses to these questions can be a 'textbook' response so caution must be used.

For example:

"You have a difficult client on the phone demanding to speak to the Manager who is currently not available. How would you deal with this situation?"

3.3.3 Closed Questions

Closed questions generate short finite answers (i.e. yes or no) and do not encourage discussion. This style of question can be useful in particular situations such as when confirming a response or information. For example, *"Do you have a driver's license?"* or *"Do you have a visa to be able to work in Australia?"*

The other area that this style questioning can be useful is when the candidate is avoiding answering a question. An example could be in relation to the supervision of staff e.g. *"have you supervised staff?"*

It is important to use closed questions with caution as they can influence the response of a candidate that may not be accurate if used incorrectly. For example, *'If I were to ask you to look up a policy on the web, you wouldn't have any trouble with that would you?'*

3.3.4 Other

It might also be important to consider the applicants potential for further career development and the willingness and ability to perform the duties of other positions at the same or higher levels. This might be appropriate:

- In a position where the occupant is likely to be required to deputise for the occupant of another position at the same or higher level, or to serve as Head of an organisational unit
- Where the occupant's effectiveness could be enhanced by the possession of a wider

range of skills and experience.

3.3.5. Discrimination

Members of Selection Committees must take care not to ask questions or make comments to applicants or others that may discriminate, unless related to a genuine occupational requirement. For instance, questions about personal circumstances, such as marital status, are inappropriate. However, asking all applicants questions about their availability for travel, overtime or shift work for instance, and explaining the relevance to the job, would be acceptable.

It is illegal to discriminate in employment, including recruitment and selection processes, based on the following attributes:

- Sex
- Marital status
- Pregnancy
- Parental status
- Breastfeeding
- Age
- Race
- Religion
- Impairment
- Political belief or activity
- Trade union activity
- Lawful sexual activity
- Association with, or relation to, a person identified as having any of the above attributes.

However, it is not unlawful to discriminate in the work or work-related area if there are genuine occupational requirements for a position. For example:

- Selecting an actor for a dramatic performance based on age, race or sex for reasons of authenticity
- Considering only women applicants for a position involving body searches of women

3.3.6 Equity

The Chairperson must ensure due process is followed in the conduct of interviews, where each applicant should be given the same opportunity to present their case. All applicants must be considered on their merits. Particular care must be taken not to discriminate on any ground other than the requirements of the position.

The principles of equity to which the University is committed include:

- Promotion of equal access of women and men in academic work, in staffing and decision-making structures
- Use of inclusive language in University practices and procedures to avoid all forms of direct and indirect gender discrimination
- Provision of an educational environment, which is free from prejudice and discrimination.

Depending on the position, it might be appropriate for the Selection Committees to explore a range of issues with applicants to ascertain their commitment to achieving gender equity. The type of issues and questions that might be explored is as follows:

- Explain or give examples of human resource practices you have implemented or might suggest to assist staff cope with family responsibilities (for example, permanent part time work, job sharing, home-based work, family or carers leave).
- How might women in non-traditional areas of the University, such as science or engineering, be encouraged and supported in gaining promotion?
- Provide examples of initiatives you have introduced or supported to further gender equity in previous employment contexts (for example, introduction of career mobility training schemes for female staff, initiatives to improve gender balance, education campaigns to develop staff awareness about gender equity issues and sexual harassment, or encouragement of employees to improve qualifications and engage in career planning).

Equally, it is also important to consider for Selection Committees to consider a person's transportable skills or potential, rather than concentrate exclusively on recent academic or other employment experience when an applicant has been out of paid work for some time as a result of family commitments or other. Where appropriate, for instance, where the selection criteria include a capacity for problem solving, good time management or interpersonal skills, the Committee may explore this by focusing on an applicant's life skills. Questions might be asked such as:

- Can you describe a time recently when you were faced with problems or pressures that tested your ability to cope? What did you do?
- What experience have you had in resolving a misunderstanding with someone, or dealing with difficult situations involving people? How did you deal with it?

Some applicants may be overqualified for a position, but this may reflect career or lifestyle choices. This should not preclude them from consideration, provided the Committee is satisfied that the person is otherwise suitable.

3.4 Selection Interview

The Selection Committee should convene at least 15 minutes prior to interviewing the first applicant to discuss the conduct of the interview e.g. who is keeping an eye on the time, who is taking notes etc.

The interview is a two-way process aimed at exchanging information between the applicant and the Selection Committee. As a rule of thumb, candidates should be speaking 70% of the time. As such, it is important to create a good relationship between the applicant and the Committee as soon as the candidate arrives for interview.

In a relaxed atmosphere, applicants will often reveal information that might not otherwise be volunteered. To create a relaxed atmosphere it is necessary to gain the applicant's confidence and make them feel at ease and ready to talk. This can be achieved by:

- Inviting applicants to visit the organisational unit prior to the interview to meet other staff and gain a feel for the work environment (this will provide more information for the applicant and feedback to the Committee)

- Greeting applicants pleasantly
- Starting the interview with some “small talk” or pleasantries
- Maintaining an open and attentive listening posture that communicates interest in what the applicant has to say.

3.4.1 Starting the Interview

To begin the interview the Chairperson of the Selection Committee should:

- Welcome the applicant and introduce Committee members.
- Explain that the sequence of the interview will consist of questions from each member with an opportunity for the applicant to ask any questions at the end.
- Invite the applicant to explain why they want the position and why they feel they are best suited. This lets applicants talk about their motivation and strengths, which also helps gain their confidence.
- Avoid telling the applicant all about the job. Instead, get them to talk as much as possible about their claim to it.

3.4.2 Note Taking



Useful link:

[Selection Notes template](#)

Committee members should make notes during the interview about each applicant, including any aspects to be followed up with referees. This will assist later in the assessment of the relative merit of applicants by the whole Committee.

3.4.3 Confidentiality

The following guidelines should be observed in maintaining confidentiality, especially with respect to internal applicants:

- The selection process is confidential and Committee members should respect the confidentiality of all documents and discussions relating to individual applicants. Committee deliberations should not be discussed with applicants (potential or actual), except where the Committee gives a member delegated authority to do so. Such delegation would normally only be given to the Chairperson or Head of the organisational unit. It is unethical to discuss an applicant’s prospects with them or offer to support their candidacy in the Committee.
- The identity of applicants should not be disclosed outside of the Committee, unless applicants have agreed to do so.
- The identity of the successful applicant should not be revealed until the applicant has accepted an offer of appointment in writing. The identity of unsuccessful applicants remains confidential.
- The Committee’s deliberations should not be discussed with anyone outside of the Committee, even at a high level of abstraction (“Was there much disagreement within

the Committee?). In particular, there should be no discussion of who was for or against a particular applicant.

- Remuneration is confidential between the University and the individual staff member. The details of remuneration paid to existing members of staff in similar appointments should not be discussed with applicants.
- Any concerns about confidentiality, equity or lack of due process should be discussed with the Chairperson in the first instance.

3.4.4 Concluding the Interview

Selection Committees should appreciate that, apart from its recruitment function, the interview and the entire selection process are also a public relations exercise. Through the interview the Committee can give applicants confidence in the University as a potential employer. At the end of the interview, the Chairperson should give applicants an opportunity to summarise their claim for the position and ask any questions.

Some applicants will ask questions about remuneration. They may be told what options exist within the classification limits advertised. However, promises should not be made. Applicants should be told a decision about remuneration will be made as part of the selection of the preferred applicant. This will be included in the offer of appointment and might be open to negotiation.

Applicants should be told what will happen next and when they can expect to be informed about the outcome. Finally, they should be thanked for their time and interest in the University.

Subsequently, if the process becomes prolonged the Chairperson should notify the interviewed applicants as a matter of courtesy and to maintain their interest in the position.

For Academic Appointments, once all interviews are completed the Chair will invite the HR representative into the meeting room to record the Committee's reasons for selecting the preferred candidate/s. The Chair will advise at the end of the summary discussion what the terms of the offer should be.

3.5 Reference Checks



Useful links:

[Reference request letter](#)

The rigorous conduct of reference checks is a vital part of the selection process. Referees must have sufficient knowledge about the applicant, gained through their work relationship - not social or family connections, to provide valid comment. In the case of professional staff, reference checks should normally be conducted by telephone after the selection interviews, **before making an Offer of Appointment.**

Applicants will usually be expected to nominate three referees, one of whom should be their current direct supervisor. However, the Committee may seek further information as necessary and may consult with anyone who might have relevant, substantial comment to offer on the applicant's likely performance in the job.

Reference checks can help differentiate between two applicants who otherwise seem equally

meritorious for the position. They must be undertaken to ensure that claims made by an applicant in their written application and at interview are substantiated.

In cases where contacting an applicant's present supervisor may jeopardise their current position or career prospects, this reference check should be left until last for the preferred applicant and would normally be made by telephone. If an applicant offers compelling reasons as to why a direct supervisor should not be contacted, the Selection Committee should not pursue this further without the consent of the applicant. In that case, the Selection Committee should advise the applicant that their application might not be considered further.

Referees should be invited to comment with respect to the selection criteria set out in the Position Description and any other matters they might consider pertinent.

3.5.1 Telephone Reference Checks



Useful links:

[Record of Telephone Reference Check form](#)

Telephone checks must be conducted. They should be utilised to clarify written referee reports, validate information provided by an applicant at interview, or to explore concerns raised by members of the Selection Committee. Normally, for professional staff positions, the Chairperson or Head of the organisational unit will be delegated to conduct three telephone reference checks and inform the Committee of the outcome. These checks must include the preferred applicant's current and immediate past supervisor whenever possible.

In the case of academic staff, at least one telephone reference check should be conducted with the preferred applicant's current direct supervisor before making a final decision. In particular, this provides a last opportunity to explore collegial aspects such as interpersonal relations in the workplace, communication, co-operation with colleagues and treatment of students. If any adverse matters are raised the Committee may need to seek further information or confirmation from the previous employer in the interests of fairness to the applicant and due diligence. The University's [Code of Conduct](#) provides guidance on what is expected of prospective staff in the collegial environment of University.

A telephone reference check should be structured to gain the maximum benefit and ensure nothing is overlooked as follows:

- Start with a polite explanation of who is calling and why. Referees may ask for a telephone number to call back to check the caller is bona fide or talk at a more convenient time.
- Next, seek to clarify facts and build rapport with the referee by asking about the work relationship with the applicant and the applicant's current role.
- Then, seek explanation of how the applicant performed in the role and an overall assessment of strengths and weaknesses. Note any discrepancies in the referee's responses to those attributes claimed by the applicant against the Selection Criteria and probe any issues of concern to the Committee.
- Ask about the applicant's interpersonal and communication skills.
- Ask if the referee would re-employ the applicant in future.
- Ask why the applicant is leaving.

- Describe the position to be filled, and ask how the referee thinks they would fit in. Explore any essential selection criteria not yet covered.
- In closing, ask for any other comments or general opinion the referee might wish to offer and thank them for their time and input.

What a referee leaves unsaid can often be more important than what is said. Listen for nuance and probe ambiguity, or to obtain detail as appropriate. The person obtaining the referee report by telephone should use the reference check form provided in UQ Jobs to record the referee's views to relay to the Committee.

If a referee check is completed on a form contained outside of UQ Jobs, the completed referee report should be sent to the relevant local HR area for uploading into UQ Jobs.

3.5.2 Disclosure of Reference Checks

The University is not required under the Queensland *Judicial Review Act* to provide a statement of reasons in relation to appointment decisions. However, selection processes used by the University could be subject to judicial review. In the course of such a review, it would be necessary to disclose written referee reports and any record of reference checks made by telephone. Consequently, take care with what is noted on written referee reports or recorded from telephone conversations to ensure accuracy and fairness to applicants on the part of the University.

For academic appointments, the University will conduct a check on the applicant's highest qualification level for verification. This is usually conducted by your Faculty/Institute/Division/Central HR staff member who will use Qualsearch (for domestic degrees) or Verify CV (for international degrees) to electronically verify an applicant's qualification.

3.6 Selection Decision

Selection Committees have discretion in the relative weighting of selection criteria, the judgment of the merits of applicants against those criteria and in the assessment of potential or ability to perform other duties. Especially for academic positions, an applicant may not meet one of the essential selection criteria in one area, but more than compensates with strengths in others and, accordingly, will still be able to make a significant contribution. Committees should deliberate and apply collective judgment, rather than develop a strictly mathematical approach to weighting criteria and pedantically assessing compliance.

3.6.1 Selecting a Preferred Applicant

The Selection Committee will deliberate on how well applicants meet the Selection Criteria and will take into account of any other information relevant to performing the duties of the position. The Committee may be able to come to a decision on a preferred applicant once all those shortlisted have completed any work-based assessment tests and have been interviewed. In that event, the final decision on proceeding to offer of appointment might be left to the Chairperson, subject to satisfactory completion of reference checks. If reference checks reveal something untoward, or are being undertaken to differentiate between two applicants, the Committee will need to reconvene. It might decide to undertake a second round of interviews, if necessary.

The remaining short-listed applicants should be determined either not appointable, or, if suitable for appointment, rank ordered behind the preferred applicant.

If the selection process becomes prolonged the Chairperson of the Selection Committee, Head of the organisational unit or Secretary to the Selection Committee, should keep the appointable applicants informed on progress.

If the Committee has any doubts about the preferred applicant and there is no suitable alternative applicant, then it should decide to re-advertise the position. This is far preferable to making a doubtful appointment just to fill the position quickly, which often costs much more in time and effort to rectify performance problems in the long run.

3.6.2 Recommending the Preferred Applicant

The Selection Committee is responsible for recommending the preferred applicant for appointment to the [Authorised Officer](#).

3.6.2.1 Vice-Chancellor Appointment

The appointment of the Vice-Chancellor and President is to be recommended by the Selection Committee chaired by the Chancellor, and approved by the Senate.

3.6.2.2 Executive and Academic Appointments

In regards to continuing and fixed term Executive and Academic appointments, these are recommended as follows:

Position	Recommendation
Direct reports to Vice-Chancellor	Selection Committee, chaired by Vice-Chancellor and including one member of Senate
Executive Dean/Institute Director	Selection Committee, chaired by Vice-Chancellor or Provost/Deputy Vice-Chancellor (Academic)/ Deputy Vice-Chancellor (Research)

Please note appointment to these positions is reportable to Senate.

All continuing positions and fixed term positions greater than 12 months are to be recruited through a merit based selection process. However it is not a requirement for positions less than 12 months to have a selection committee.

3.6.3 Record of Selection Process

UQ Jobs should be used to fully manage the recruitment activity, that way the system will hold all relevant information that the University has obligation to keep about the recruitment process. The University is obligated to retain records relating to the recruitment of an advertised position for a minimum of 3 years.

If the recruitment activity is managed outside UQ Jobs, the Secretary to the Selection Committee is to record the following detail (see [Record of Selection Process form](#)) about the selection process within five working days of the final Committee meeting:

- Names and appointments of the Chairperson and members of the Selection Committee

- Dates of Committee meetings
- Number of applicants not short-listed
- Names and telephone number of applicants short listed for interview
- Names and telephone number of short-listed applicants deemed not appointable
- Name and telephone number of the preferred applicant and other appointable applicants in rank order

If the Chairperson is not the Authorised Officer for the appointment (see the [HR Authorisation Schedule](#)) then the Secretary should record the Committee's reasons for selecting the preferred applicant. This, together with preceding record of the selection process, should be submitted to the relevant Authorised Officer for approval of the appointment.

4. Stage 4 – Appointment

Once the preferred applicant has been selected, the steps in the process can be summarised as follows:

- Recommendation for appointment
- Offer of appointment
- Acceptance and negotiation
- Closure and record keeping

4.1 Recommendation for Appointment

The Chairperson of the Selection Committee can inform the preferred applicant that the Committee has made a recommendation for appointment. The relevant Authorised Officer must approve the recommendation before an offer of appointment can be made. The applicant is to be advised to do nothing until the University's offer of appointment has been received. Applicants should be reminded the offer of appointment will be conditional on them satisfying any immigration requirements, where applicable. Further information on immigration or eligibility to work in Australia can be found on the [Department of Immigration and Border Protection website](#).

4.1.1 Offer Approval



Useful links:

[Staff Appointment form \(non-casual\)](#)

[Casual Part A form](#)

[Casual Part B form](#)

The Hiring Manager or Head of the organisational unit will create the offer approval activity in UQ Jobs and initiate the approval process. If the offer approval process is managed outside UQ Jobs, the Staff Appointment form is to be completed.

The following matters should be considered, where applicable, and included for approval by the relevant Authorised Officer:

- Advanced salary increments
- Allowances or loadings
- Relocation expenses
- Light teaching load for the first year of appointment, or a teaching free semester
- Provision of research assistance
- Funding for conference attendance and travel
- Provision of research facilities/resources that might include computers, office/laboratory space or allocation of funds
- Any variation to the normal probation period

The request for offer approval is to be sent to the relevant approvers for approval, together with the record of the selection process, including reasons for recommending the preferred candidate, where the Chairperson of the Selection Committee is not the approval authority.

The persons required to approve an offer will depend on the Academic or HEW level of the position, for further details refer to the [HR Authorisation Schedule](#).

In addition, for existing or former staff, the relevant HR Officer is to check the applicant's University Staff file, including the person's attendance record and Confidential Staff file, if one exists. Any information pertinent to the appointment is to be drawn to the approver's attention, such as misconduct, unsatisfactory performance, poor attendance, voluntary separation or redundancy from another organisational unit within the past 12 months. The approver must be satisfied there is no impediment to the person taking up the appointment, which might not have been known to the Selection Committee.

4.2 Offer of Appointment

The University must provide an "instrument of appointment" to prospective employees, in accordance with the requirements of the *HR Authorisation Schedule*. This is done in the form of an offer of appointment letter for continuing or fixed-term employment, which the candidate is requested to accept in writing within a specified time period, otherwise, the offer lapses.

Consistent with University policy the letter of offer will offer the preferred applicant the opportunity to be employed under the terms of the current Enterprise Agreement.

4.2.1 Create the Offer Letter (Instrument of Engagement)

Formal offers of appointment are prepared by HR staff based within the HR Division, faculty or institute. Such offers must stipulate:

1. the type of employment;
2. the occupational category to which the position belongs (professional staff),
3. the terms of engagement at the time of the appointment in relation to the length and terms of the probation (if applicable); and
4. the documentation (or other recorded sources) from which such conditions derive, and from which the duties and reporting relationships to apply upon appointment can be ascertained. This would include the current Enterprise Agreement and University policies.

Where a staff member has been appointed to a position that has not been advertised, the supervisor must ensure that the staff member is provided with the position description prior to or at commencement.

In the case of fixed-term employment, the circumstances permitting a fixed-term appointment (as listed in the Enterprise Agreement) should be specified. Where applicable, the offer of appointment will contain details of the travel, incidental and relocation expenses payable by the University in accordance with the University policy [5.50.03 Reimbursement of Establishment Expenses for New Appointees](#).

Offers of appointment may include a precondition that evidence of qualifications be provided for verification.

The relevant Authorised Officer signs the offer letter – please refer to the *HR Authorisation*

Schedule for more information. Documentation sent with the offer of appointment will include superannuation booklet, tax and bank detail forms, to assist prospective staff members in taking up their new appointment.

4.2.1.1 Staff other than casual staff

The classification level, salary and mode of employment of the staff member on commencement and whether the appointment is full time or part time (including the hours or the fraction of full-time hours to be worked) should be stated.

4.2.1.2 Fixed-term staff

The offer of employment must state the length of the employment and the reason why the contract is fixed-term, consistent with Clause 20 of the Enterprise Agreement. The instrument of engagement will specify the starting and finishing dates of that employment, or in lieu of a finishing date, will specify the circumstance(s) or contingency relating to a specific task or project, upon occurrence of which the term of the employment will expire.

4.2.1.3 Casual staff

The offer of appointment will include the rate of pay for the class of duty required and a statement that any additional work required during the period of engagement will be paid for.

4.3 Acceptance/Negotiation

Prior to accepting an offer of appointment, the preferred applicant may seek to negotiate on some of the terms of the offer. Any change must be discussed with and approved by the relevant parties. Any changes must be incorporated in a revised offer of appointment or otherwise confirmed in writing as a variation to the terms of engagement by the relevant Authorised Officer.

The preferred applicant should accept an offer of appointment online or in writing. However, if an employee starts work and accepts remuneration paid by the University without providing an official acceptance of the offer, the terms and conditions of the offer (including remuneration) are deemed accepted. In either event, the Offer of Appointment letter constitutes the basis of the contract of employment with the University.

If the preferred applicant declines the offer of appointment, the Chairperson of the Selection Committee may recommend that the second ranked appointable applicant be offered the job. If there is no alternative applicant, then the position may be re- advertised, or the Selection Committee might consider other recruitment strategies.

Successful internal applicants are required to give two weeks' notice to the Head of their organisational unit on accepting an offer of appointment elsewhere in the University. A longer notice period may be negotiated, if necessary, between the Heads of the gaining and losing organisational units.

4.3 Assistance to find University Employment for a Spouse or Partner

Where it is considered in the best interests of the University, the University may offer assistance to a spouse or partner of a successful academic appointee, to find suitable University employment.

In such cases, the offer of assistance and resulting appointment where applicable, will be subject to approval in accordance with [Section 4.4 Appointment by Invitation](#).

Where the University seeks to provide assistance to an accompanying spouse or partner, the following principles should be adopted:

- An offer of assistance to find suitable University employment for an accompanying spouse or partner does not create an entitlement to employment.
- An appointment offered to a spouse or partner is required to meet the strategic needs of the University and the relevant organisational area, and is subject to funding.
- The qualification and experience of an accompanying spouse or partner must be assessed for suitability against the key selection criteria for the position.
- Suitability of employment will be assessed based on the curriculum vitae, an interview by an appropriately constituted selection panel, and referee reports.

4.4 Appointment by Invitation

In exceptional circumstances, the University may waive the requirement to advertise a position and may instead appoint by invitation where an appointment would meet a strategic need of the University.

In accordance with the [5.30.01 Recruitment and Selection Policy](#), *'a recommendation and justification to invite a candidate to apply for a position without advertising may be made to the Authorised Officer for consideration and approval'*.

Prior to issuing an invitation to attend an interview, a submission providing written justification for the invitation must be made to the Vice-Chancellor and President, who is the Authorised Officer, for consideration.

The written justification must include:

- The strategic need that would be met by the appointment and the exceptional circumstances that apply for the appointment to be made by invitation;
- the duty statement and selection criteria for the position;
- the candidate's curriculum vitae;
- the proposed composition of the selection committee (the composition should be in accordance with [Section 1.7](#)); and
- any other relevant information.

Where the Authorised Officer approves a request for an appointment by invitation, the selection committee must be convened to interview the candidate and assess their suitability against the key selection criteria of the position, including referee reports, as outlined in the relevant sections of the Recruitment and Selection Manual.

If it is determined by the selection committee that the candidate is suitable for appointment, a recommendation must be submitted to the Authorised Officer by the chair of the selection committee in accordance with [Stage 4 - Appointment](#).

4.5 Notifying Applicants of Recruitment Outcome

Using the communication templates in UQ Jobs, the Faculty/Institute/Division/Central HR staff member will generate and send an email to the internal unsuccessful applicants (*that do not make the short list*) advising them of the outcome and thanking them for their application. Alternatively, where the recruitment activity is managed outside UQ Jobs, the Unsuccessful Applicants Letter template that is available [online](#) can be used.

The HR staff member will initiate the communication to external unsuccessful applicants after the final interviews have been conducted and the preferred applicant has been selected.

4.5.1 Unsuccessful Shortlisted Applicants

The unsuccessful shortlisted applicants should be handled courteously in a sensitive manner. The Chairperson of the Selection Committee, Head of the organisational unit, or Secretary, if delegated, should telephone unsuccessful applicants to advise them of the outcome in the first instance. It is important to treat them well, especially because it might become necessary to select an alternative, if the Committee's first choice applicant is not approved, or rejects the offer of appointment. Unsuccessful applicants who were deemed appointable should be advised accordingly. All should be informed that an email confirming the outcome will follow.

4.6 Probation

The probationary period will be stated in the offer of appointment.

4.6.1 Academic Staff



Useful link:

[Probation and Confirmation of Continuing Appointment \(Academic Staff\) policy](#)

The length of probation for academic staff in continuing appointments at levels A to D is three years, and continuing appointments for level E are by agreement for up to three years. The probationary period for fixed-term appointments is usually six months to provide the opportunity for the staff member to demonstrate satisfactory performance over a semester.

Where recommended by the Selection Committee, probation lengths may be shortened by approval of the relevant Authorised Officer, and would be included in the Offer letter.

Special probation conditions may also be specified in the offer of appointment, such as completion of a PhD by a staff member's final review for continuing appointment.

4.6.2 Professional Staff

The probationary periods for continuing and fixed-term appointments are as per the Enterprise Agreement and the [Probation for Professional Staff policy](#).

4.7 Closure and Record Keeping

Once an applicant has accepted the offer of appointment, the recruitment and selection process is closed, with the notification of unsuccessful applicants and the closure of the recruitment activity in UQ Jobs, or the submission of recruitment statistics and filing of relevant documentation (if the activity has been managed manually).

4.7.1 Applicant Feedback

If requested, the Chairperson or Head may provide oral feedback on the applicant's match with the selection criteria and any key factors that might have caused the Committee to consider the applicant less competitive than others. Written feedback will normally not be provided.

The aim of post-selection feedback for internal applicants is to:

- Provide comment on the applicant's strengths and weaknesses with respect to the selection criteria
- Help identify individual development needs
- Promote confidence in the selection process
- Resolve any misunderstandings or concerns about the process.

Where two or more applicants are closely matched, it is often difficult for the Chairperson or Head to provide meaningful feedback without disclosing confidential considerations about applicants or differences of opinion within the Committee. In any event, some applicants will seek to debate their merits against those of the successful applicant. Suffice to say in such situations, "the Committee felt the preferred applicant was more competitive overall than others deemed appointable".

4.7.2 Recruitment Statistics (Academic Staff)

The University seeks to monitor equity in recruitment advertising and selection outcomes for equity target groups based on gender, disability, Aboriginal or Torres Strait Islander and non-English speaking background. In addition, HR staff seek to identify advertising sources for shortlisted and successful applicants.

4.7.2.1 Recruitment Statistic Reporting

Where the recruitment activity is managed outside of UQ Jobs, the Secretary to the Selection Committee is to collate information about selection committee composition and training, applications, short listed and successful candidates, including advertising sources, and appointment details. A Recruitment Statistics Report form is [online](#) for collating and submitting the required information by email to the Senior Manager, Equity and Diversity (equity@uq.edu.au).

Where the recruitment activity is managed using UQ Jobs, statistical data gathered during the

recruitment activity will be output from the UQ Jobs system and stored in the Data Warehouse.

The Senior Manager, Equity and Diversity, and each Faculty, School, Institute and Division will be able to use the Business Objects reports provided in the Data Warehouse to:

- Monitor equity in recruitment advertising and selection outcomes for equity target groups based on gender, disability, Aboriginal or Torres Strait Islander and non-English speaking background
- Measure key initiatives, such as Indigenous staff recruitment
- Identify advertising sources for shortlisted and successful applicants.

4.7.3 Record Keeping

The appointed HR Officer for each recruitment process that is conducted outside UQ Jobs must establish an official University Selection file ("Green" file). This file should be used for the keeping of all official records in relation to the advertisement and selection process, including advertising arrangements and the record of the selection process (refer [Stage 3 – Selection](#)). The file and all unsuccessful applications will be sent to Records Management Services once the recruitment process has been finalised. This file is then stored by Records Management Services and recorded in the corporate records management system.

4.7.4 Other Appointments

Where a recruitment activity is conducted outside of the UQ Jobs system, the organisational unit concerned is required retain a copy of the record of the selection process and copies of applications from shortlisted applicants for 12 months.

All other copies of documentation should be securely destroyed to maintain the confidentiality of the process.

4.7.5 Successful Applicant

The Human Resources Officer responsible for processing the appointment of the successful candidate is to ensure that all relevant documentation is sent to Records Management Services to have an official University Staff file established for new employees or, in the case of existing staff, added to the Staff file.

The documents can be sent in electronic format (from UQ Jobs) or hard copy. The documents sent to Records Management Services include, but are not limited to, the following:

- Position description
- Original application from the successful applicant
- Job card / Position Authorisation form
- Recommendation for Appointment form signed by delegate
- Offer of appointment letter
- Signed acceptance of offer of appointment letter.

4.8 Complaints

Any concerns about the recruitment and selection process should be referred in the first instance to the Chairperson of the Selection Committee. If the Chairperson is unable to resolve the issue, or requires advice or assistance, the matter is to be referred to the Director, Human Resources Division. Alternatively, written complaints may be submitted to the Director, Human Resources Division.

Complainants should be made aware that the University does not have an appeal process against the decisions made by duly constituted Selection Committees concerning the recruitment and appointment of staff. Selection Committees have discretion in the relative weighting of selection criteria, the judgment on the merits of applicants against those criteria and in the assessment of potential or ability to perform other duties.

Appointments of successful applicants cannot be challenged based on the Selection Committee's determination of the relative merits of each applicant.

Nevertheless, the University is concerned about any alleged impropriety or lack of due process in its recruitment and selection processes. Accordingly, when a complaint is referred to the Director, Human Resources Division, the Director will confer with the Chairperson of the Selection Committee and institute an investigation of the complaint, if appropriate. Complaints submitted in writing will receive a written response. The University would not rescind an offer of appointment based on a complaint by an unsuccessful applicant, unless an investigation was to reveal gross irregularities or misconduct on the part of the staff involved.

4.9 Timeliness

Time is of the essence in the recruitment and selection process. Tardiness and delay causes additional work for staff covering the vacancy and will cause potential applicants to lose interest and pursue other employment opportunities. It also creates a poor image of the University as a high profile organisation and large employer.

The Chairperson and the Secretary to the Selection Committee must have a sense of urgency and ensure Committee meetings are organised as far in advance as possible. Prompt action should occur to progress matters at each key juncture. In particular, conduct shortlisting immediately after the closing date for applications and then complete selection interviews and reference checks within two weeks from deciding the shortlist for professional jobs and four weeks for academic jobs. The recommendation for appointment or Offer card should be submitted for approval as a matter of priority to enable the offer of appointment to be posted (online or by mail) within five working days of the Selection Committee's decision.

Human Resources Division will monitor recruitment and selection timelines for benchmarking against other members of the Universitas 21 network.

Appendix A

Pre-Placement Medical Examinations



Useful links:

[Pre-Placement Medical Assessments policy](#)

Pre-Placement Health Assessment form (link broken)

In accordance with the Pre-Placement Medical Assessments policy it may be necessary to arrange for the University Health Service to conduct a pre- placement medical exam where a job poses a potential health or safety risk. This may occur when job requirements include:

- Manual handling, which is of high risk, or involves objects heavier than 16 kilograms
- Use of protective clothing, equipment, noise protection or respiratory protection
- Work with microwave radiation, laser radiation, or radio frequency equipment; handling human blood, tissues or body fluids
- Work with animals
- Use of hazardous substances specified in Queensland Workplace Health and Safety Regulations (including MOCA, acrylonitrile, asbestos, benzene, cadmium, creosote, crystalline silica, inorganic arsenic, inorganic chromium, inorganic lead, inorganic mercury, isocyanates, organophosphate pesticides, and 4-4 methylene dianiline)
- Use of cytotoxic or known carcinogens

Advice on risk assessment, including working with hazardous substances, should be obtained from the Occupational Health and Safety Unit (telephone 336 52365). If a pre-placement medical examination is required, this must be included in the advice to applicants in the Selection Criteria section of the Position Description.

The Secretary to the Selection Committee is to arrange an appointment for a Pre- placement Medical Assessment with the Occupational Health Nurse at the University Health Service (telephone 336 54883) for the preferred applicant.

The results of the medical assessment and associated records are retained by the University Health Service and are kept strictly confidential. The Health Service will send notification of the outcome of the medical assessment to the Chair of the Selection Committee using the Pre-Placement Health Assessment form.

Appendix B

Recruitment Guidelines for Retained Assignments

Generally, one reputable recruitment agency should be invited to submit a proposal to undertake a retained assignment. The agency should take a client brief on the position to be filled and must fully understand the requirements set out in the position description.

The agency should then be expected to submit a proposal describing how applicants will be sourced. Often, this will entail an advertising strategy and, depending on the nature of the position, this may be combined with or supplanted by a search strategy. A search strategy is more time and resource intensive because the agency will need to identify potential applicants and make a personal approach. However, the search can target high calibre applicants.

If advertising is to be part of the strategy, the agency should prepare a draft advertisement and recommend suitable advertising media for consideration and approval before placement.

The agency should take all enquiries in response to the job advertising and vet all applicants. The agency should then present a shortlist for interview by the Selection Committee, together with copies of each applicant's curriculum vitae and the agency's report on each applicant's match against the selection criteria.

When a search only strategy has been adopted, the agency may present a number of recommended applicants to the Selection Committee for the Committee to determine the shortlist for interview.

For record keeping purposes, the Hiring Manager, Head of the organisational unit or HR staff member should enter the shortlisted applicants provided by the agency for interview in UQ Jobs (as a minimum, the preferred applicant should be recorded).

The agency may sit in on the Selection Committee's interview with the applicants to provide advice and clarify any issues to be followed up through reference checks. The agency should be tasked to conduct reference checks on the preferred applicant and provide a written report on the outcome of each check.

Agencies will probably seek to charge between 15 and 20% of the remuneration package for the position as commission for sourcing the successful applicant primarily from an advertising strategy. A search only strategy may cost between 25 and 35% in commission. These fees are usually exclusive of advertising and travel expenses.

Agencies may seek their commission for a retained assignment on the basis of one third on acceptance of their proposal, one third on acceptance of a shortlist and the balance on appointment of an applicant. In the case of a search only strategy up to 50% may be sought at the beginning, given the time consuming and resource intensive nature of the search activity. The agency must be expected to provide at least a six month guarantee of finding a replacement at no extra commission fee to the University if the appointed applicant leaves the position for any reason.

An agency engaged on a retained basis should be expected to dedicate effort and successfully

source at least two or three applicants suitable for interview by a Selection Committee. The agency should continue working diligently on the case until an applicant has been appointed.

Guidelines for Contingent Assignments

Several recruitment and selection consultancies may be invited to provide suitable applicants for a position on a contingent basis. This should be undertaken on the basis that if an applicant referred by an agency is appointed, then a fee of not more than 20% of the remuneration package will be payable to the agency concerned.

Agencies engaged on a contingent basis should still take a client brief on the position to be filled and must fully understand the requirements of the position description. The agencies will seek to locate applicants from their own databases and other sources. Consultants may advertise the role, but should not expect reimbursement.

For record keeping and reporting purposes, the Hiring Manager, Head of the organisational unit or appointed HR staff member should enter the shortlisted applicants provided by the agency for interview in UQ Jobs (as a minimum, the preferred applicant should be recorded).

The agency referring an applicant may be invited to sit in on the Selection Committee interview. If an offer of appointment is contemplated, the agency should be expected to conduct reference checks on the applicant and provide a written report on the outcome of each check.

The agency must be expected to provide at least a six month guarantee of finding a replacement at no extra commission fee to the University if the appointed applicant leaves the position for any reason.

Several consultancies engaged on a contingent basis are unlikely to dedicate as much effort as one working on a retained basis. Nevertheless, they may be able to locate and refer applicants, who have otherwise failed to respond to University job advertisements.

Appendix C



TOPIC	TOPICS FOR POTENTIAL QUESTIONS
Accomplishments	<ul style="list-style-type: none"> • Accomplishments in previous jobs • Main achievements
Adaptability/Flexibility	<ul style="list-style-type: none"> • Quickly adjust to changes, and how the effects of these changes were handled • Dealing with policies and/or procedure they didn't agree with • Working with people from different/diverse backgrounds and cultures, and how any associated issues were handled • Changing priorities to meet someone else's expectations
Attention to detail	<ul style="list-style-type: none"> • What is done to reduce the chance of errors • Ensuring a low error rate in work • Meeting deadlines
Communication styles	<ul style="list-style-type: none"> • Convincing co-workers/others to accept an idea • Situations where differing communication styles were required to influence stakeholders with differing perspectives • Being assertive and speaking up about an important issue • Instances of writing significant documents
Customer Service	<ul style="list-style-type: none"> • Most rewarding interaction with a customer • Interacting with customers at busy/difficult times • Handling unreasonable requests from customers • Strategies for dealing with difficult/irate customers • Handling customer dissatisfaction
Decision Making, Problem Solving and Judgement	<ul style="list-style-type: none"> • Making a difficult or unpopular decision and explaining this decision to others • Risk taking in the workplace • Preferences for being closely supervised with good direction, or being able to work out solutions individually • Applying a creative solution to a problem • Supporting an idea that had a low probability of success
Goals and Values	<ul style="list-style-type: none"> • What type of work is of most interest and most frustration • What was most liked/disliked in previous jobs • Most rewarding experience • Preference for management/supervisor style • Work environment preferences



	<ul style="list-style-type: none"> • Motivation • Career aspirations
Initiative	<ul style="list-style-type: none"> • Steps taken to improve performance in the workplace • Occurrences of identifying new, unusual or different approaches to addressing problems and tasks • Instances where personal efforts resulted in projects or ideas that being introduced and implemented
Interpersonal Skills	<ul style="list-style-type: none"> • Successful and unsuccessful attempts at building rapport • Compromising and reaching middle ground on issues • Making non-negotiable demands in the workplace • Instances and reactions to giving and receiving constructive criticism • Disagreements with fellow workers • Working with people who are difficult to get along with
Supervising & Leadership	<ul style="list-style-type: none"> • Instances of getting staff to implement a policy, decision, direction or idea that they did not agree with, and how resistance was handled • Leading groups to specific outcomes • Actions that have inspired others to work towards achieving a common goal • Demonstrable leadership qualities • Convincing management the right decision was made • Coaching and training other staff members
Planning and Organisation	<ul style="list-style-type: none"> • Determining priorities • Scheduling time on an unusually busy day • Managing peak work times against low work times • Handling of projects that have stalled • Rescheduling due to unforeseen circumstances
Resilience & Handling Pressure	<ul style="list-style-type: none"> • Managing stress in the workplace • Working under a great deal of pressure – how was it handled, what worked and did not work • Maintaining a high work rate for an extended period – how to remain motivated, focussed and productive • What tends to cause a fluster when deadlines are near • Maintaining effectiveness in a job • Handling disappointment