

## RECRUITMENT AND SELECTION POLICY

Document ID	Recruitment and Selection Policy
Related Documents	<a href="#">Equity and Diversity Policy</a> <a href="#">Indigenous Employment Policy</a> <a href="#">Academic Staff Qualifications and Equivalence Policy</a> <a href="#">Staff Code of Conduct Policy</a> <a href="#">WHS Policy</a> <a href="#">Privacy Policy</a> Staff Induction Policy <a href="#">APIC Strategic Plan 2016 - 2021</a>
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References and Legislation	TEQSA Higher Education Standards Framework (Threshold Standards) 2015 National Code of Practice for Registration Authorities and Providers of Education and Training to Overseas Students 2007 Racial Discrimination Act 1975 Sex Discrimination Act 1984 Human Rights and Equal Opportunity Act 1986 Disability Discrimination Act 1992 Workplace Gender Equality Act 2012 Disability Standards for Education 2005 Fair Work Act 2009 Age Discrimination Act 2004

## Contents

1. Purpose.....	3
2. Scope .....	3
3. Definitions .....	3
4. Principles .....	3
4.1 Aboriginal and/ or Torres Strait Islander Employment/Recruitment .....	4
4.2 Displaced Employees.....	4
4.3 Appointment by Invitation .....	4
5. Recruitment and Selection Procedure .....	5
5.1 Internal recruitment.....	5
5.2 External recruitment .....	5
5.3 Selection panel .....	5
5.4 Selection criteria.....	5
5.5 Short-List .....	6
5.6 Interviews.....	6
5.7 Disability .....	6
5.8 Privacy .....	6
5.9 Reference checking .....	7
6. Appointment .....	7
6.1 Probation.....	7
6.2 Orientation and induction.....	7
7. Document Change Control .....	7

## 1. Purpose

Recruiting and selecting suitable employees with the necessary skills and ability is integral to the success of APIC in accordance with the strategic plan.

APIC has policies and programs that support workplace diversity. The College's objective is to ensure a professional, fair and ethical approach to recruitment that matches the skills, expertise and experience of an individual to the requirements of the College's strategic priorities. It does this by having a range of recruitment, selection and appointment strategies.

Principles and procedures in this policy must be followed and be consistently applied in accordance with staff agreements, associated policies and relevant legislation. The candidate's suitability, identity, ability to work in Australia and any relevant criminal checks must be sought and documented. Privacy is to be maintained in accordance with relevant legislation.

## 2. Scope

This policy applies to all employees of APIC and does not form part of any employee's contract of employment. Due diligence in recruitment and selection is crucial in minimising risk to the College.

## 3. Definitions

Item	Definition
<i>Aboriginal and/or Torres Strait Islander</i>	A person who: <ol style="list-style-type: none"> <li>1. is of Aboriginal and/or Torres Strait Islander descent;</li> <li>2. identifies as an Aboriginal and/or Torres Strait Islander, and</li> <li>3. is recognised by the Indigenous community in which they live as an Aboriginal and/or Torres Strait Islander.</li> </ol>

## 4. Principles

APIC is committed to the selection of applicants on merit and to building organisational capability and excellence through its people. The College's merit-based recruitment and selection principles allow for competitiveness, fairness and transparency. Merit-based recruitment and selection draws from a wide pool of applicants and assesses applicants on the basis of their knowledge, skills, attributes and experiences as these relate to the requirements of the position, the operational unit and the College. The recruitment and selection process:

- a. targets applicants who can clearly demonstrate that they meet the requirements of the position; and
- b. supports decision-making practices that will withstand public scrutiny.

The College strives to provide a work and study environment for employees and students that encourages fairness, equity and respect for social inclusiveness and cultural diversity and is consistent with the principles of equal employment opportunity. Refer to the Respect and Inclusion in Learning and Working Policy.

Employees involved in recruitment are required to conduct themselves in a professional manner, to follow the College's policies and procedures, to maintain confidentiality of the selection process, and to protect individual rights to privacy. The convenor of the selection panel is responsible for ensuring that all selection panel members and support staff are aware of these responsibilities.

Convenors of selection panels must ensure that any selection panel members who are external to the College have read and understood the policy requirements.

Selection panel members and employees engaged in the recruitment and selection process must assess potential conflicts of interest in terms of the likelihood of their being influenced or appearing to be influenced in the performance of their role in the process. In accordance with the [Staff Code of Conduct Policy](#), the onus is on the Selection Panel member or employees to declare any conflict or potential conflict of interest to the convenor of the Selection Panel.

#### 4.1 Aboriginal and/ or Torres Strait Islander Employment/Recruitment

The College encourages Aboriginal and/ or Torres Strait Islanders to apply, through a competitive process, for positions at all levels of the College in order to build an employee profile which reflects the region in which the College operates. This is in accordance with the College's Aboriginal and Torres Strait Islander Employment Policy and its aim to foster an inclusive and diverse workplace for all employees.

The College supports various employment initiatives including recruitment of Aboriginal and/ or Torres Strait Islanders into positions at all levels, for example as trainees, graduates, interns, management and professorial roles.

The President has responsibility for Aboriginal and Torres Strait Islander Employment strategy, policy development and implementation across the College. In order to support the College's Aboriginal and Torres Strait Islander Employment Strategy, the President is to be consulted in recruitment processes involving Identified Aboriginal and/ or Torres Strait Islander positions or where applicants declare Aboriginal and/ or Torres Strait Islander descent for non-Identified Aboriginal and/ or Torres Strait Islander positions.

The College acknowledges the importance of Aboriginal and Torres Strait Islander Elders' contributions to the community.

#### 4.2 Displaced Employees

The College is required under legislation to fulfil its obligation to employees displaced as the result of organisational change. Employees who elect redeployment will be assessed for placement into suitable vacant positions across the College.

Displaced employees have priority for placement where a vacant position is deemed suitable. The position may be ongoing, fixed-term or a secondment. The Office of the President will maintain a register of displaced employees and will liaise with hiring managers throughout the redeployment process.

#### 4.3 Appointment by Invitation

The College reserves the right to offer an appointment by invitation to a specific individual where the appointment will meet the strategic requirements of the College

## 5. Recruitment and Selection Procedure

### 5.1 Internal recruitment

All positions that become vacant at APIC should be advertised internally via the College email system.

Current employees are encouraged to apply for suitable positions as they arise. Each application will be assessed on its merits, based on the selection criteria required for the position. This may mean that internal applicants do not qualify for job interviews. Any decisions regarding promotion will also be made on the basis of merit.

### 5.2 External recruitment

External advertising may be used as deemed appropriate by APIC. All external advertising or agency costs must be approved by the President.

The job advertisement should be written in clear, non-discriminatory language.

The advertisement must contain the title of the job and a list of duties and key results areas. The advertisement should both outline the essential selection criteria of the job and indicate that applicants are required to address all of these criteria. Desirable criteria can also be included.

Advertisements should also specify what information the applicant should include with their application (eg. resume, academic record, licences etc), and whether application forms are required to be completed. Information about how application forms can be obtained should be included, and application forms should be sent out when requested.

The name of a contact person should be provided, as well as a closing date for applications. The advertisement should state that APIC is an equal opportunity employer and actively encourages candidates who are Aboriginal and/or Torres Strait Islanders to apply.

### 5.3 Selection panel

Wherever possible, recruitment decisions should be made by a panel of at least two people.

The membership of the panel will be determined by the line manager in whose department the new employee will work. At least one member of the panel should have a detailed knowledge of the requirements of the job — preferably, the supervisor or line manager.

### 5.4 Selection criteria

The selection panel will review the job description of the position in question and make sure that it is current and accurate. The level of remuneration attached to the position should also be reviewed. The panel will then, in consultation with the relevant manager, determine the essential and desirable criteria for the job.

The essential criteria are those criteria which are necessary for the performance of the job. The desirable criteria are those criteria that will assist the applicant to perform the job, and provide them with a competitive advantage over other candidates. By determining the essential and desirable criteria for the position, the panel will have a standard with which they will be able to compare each candidate. It is important that each candidate is judged according to criteria that is objective and which is applied in a consistent manner.

## 5.5 Short-List

The selection panel should review all of the applications and make a short list of those applicants who best meet the essential criteria for the position.

Arrangements should then be made for interviewing those applicants who are short listed.

## 5.6 Interviews

The selection panel should consider and prepare a list of the questions that will be asked of the candidates at the interview. These questions should only relate to matters that are relevant to the position. Questions which are based on, or relate to, a person's protected attributes which unlawfully discriminate should not be asked — this includes questions that may constitute sexual harassment, ageism, and the like.

Panel members should ask comparable questions of all applicants, otherwise biases and unfair assumptions can affect, or can be perceived as affecting recruitment and selection decision making.

Panel members should document each applicant's responses and the reasons for short listing and selecting the chosen applicants.

The panel should meet and agree on the successful applicant, who should be notified of the decision in writing. Unsuccessful applicants should also be notified of the result. The convenor may offer feedback to unsuccessful applicants.

In the course of the interview, the candidate should be notified of the following matters (where applicable):

- a. the probationary period; and/or
- b. that employment is offered on a fixed term basis; or
- c. that employment is offered on a fixed-project basis.

The panel should avoid making any pre-contractual representations to the candidates regarding the position (eg - prospects of bonuses or promotion), if these claims are in any way misleading or incorrect.

## 5.7 Disability

Where a job applicant has a medical condition or disability but is in all other respects the best person for the job, APIC will endeavour to make reasonable adjustments to the position so that the person is nevertheless able to perform the job. For example, this may involve reasonable adjustments to the workstation. Reasonable adjustments will be afforded to successful applicants unless this would cause unjustifiable hardship to APIC.

## 5.8 Privacy

As set out in the Privacy Policy, APIC respects and complies with its obligations under privacy legislation.

Consequently, any personal information gathered about applicants that does not become an employee record relating to the successful candidate will be destroyed at the conclusion of the selection process, unless the candidate has provided APIC with his or her permission or consent to retain the record.

## 5.9 Reference checking

Prior to making a recommendation to appoint a candidate, the convenor will arrange for a minimum of two and generally three referee reports.

Verbal reference checking should be undertaken by the convenor or their nominee for the recommended applicant(s) in addition to a written reference if this has been provided, to ensure a full and rigorous evaluation of the applicant's suitability for the position. Where verbal references are sought, a written summary will be provided to the selection panel by the convenor.

Written references should support the applicant's application with specific comments addressing the selection criteria.

To avoid a conflict of interest, references will not be accepted from selection panel members for applicants.

All references sought by the College are on a confidential basis. Neither the report nor its contents will be made available to anyone other than selection panel members and the approving officer to ensure that references are provided on a full and frank basis. Referees should be advised that their report may be requested as part of an application under the ), and that if they wish their reference to remain confidential they should state that they are providing the reference on a strictly confidential basis to those formally involved in the selection process.

## 6. Appointment

### 6.1 Probation

All new employees must undergo a probationary period relevant to their employment classification and level of appointment. The duration of the probationary period will be reasonable having regard to the nature and circumstances of the appointment. Probation does not apply where an existing employee is successful in gaining a new role.

### 6.2 Orientation and induction

All successful applicants must complete the College's induction program and job specific training relevant to their role, within three months of commencement. This includes Work, Health and Safety, Equity and Diversity and orientation to the College.

Hiring managers and supervisors are responsible for ensuring new employees complete any mandatory or job specific training and are properly inducted into their role

## 7. Document Change Control

Version	Change Description	Date	Author
2.0	Policy updated	15 May 2017	Corinne Green