



**EXCELSIA  
COLLEGE**  
Sydney - Australia

**THIS POLICY AND PROCEDURE IS CURRENTLY UNDER REVIEW BY  
MANAGEMENT COMMITTEE**

**Document Name**

**RECRUITMENT OF PERMANENT STAFF POLICY AND PROCEDURE**

**Document Number**

**PO-STA-24**

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## Purpose and Scope

Strategic recruitment allows the College to locate and attract the most suitable person for each position. It encourages the appointment of staff who will support the College's vision, mission, values and goals. This policy and procedure is designed to provide a clear process for effective recruitment that meets the needs of each area while also ensuring transparency and fairness. This policy and procedure covers the appointment of both permanent full time and part time academic and general staff, and fix term contracts.

Selection shall be based on merit, which is determined through an assessment of an applicant's qualifications, experience, standard of work performance, and personal qualities relevant to the selection criteria for the position and relative to the credentials and attributes of other applicants. In the selection of academic staff, preference shall also be given to candidates who are active in maintaining their professional profiles, where relevant.

## Policy

Excelsia College is committed to recruiting and selecting staff with the capabilities, experience and potential required to achieve the College's strategic goals, and who demonstrate attributes that are consistent with the College's vision, mission and values. Recruitment and selection of staff to employment in the College will comply with all legal requirements, and with relevant equal employment opportunity and human resource management principles, policies and guidelines adopted by the College.

## Definition

**Convenor** is the person who facilitates the recruitment process, and is usually the Manager Human Resources or a selecting committee.

## Responsibilities

- Chief Executive
- Director of People and Culture
- Heads of Schools and Departments
- Management Committee

## Procedure

### 1. Preparation

#### (a) Review of Needs

Managers are advised to conduct a review of the need for the position that will take account of:

- a. Strategic plans for the department and the College
- b. Budget and funding
- c. Current staffing structure
- d. Qualifications and specialisations needed
- e. Any foreseeable changes which may impact on the area or role.

#### (b) Review of the Position Description and Selection Criteria

The review will usually result in an updated Position Description. For both academic and general staff, the skills, knowledge, experience and values required to perform the duties of the position are the basis of the selection criteria which provide the standards against which the recruitment committee may assess and select candidates. The following points should be considered when setting the selection criteria.

- a. Provide a logical link between the selection criteria and the position description.
- b. List criteria in priority order.
- c. Decide which criteria are essential for satisfactory performance in the job and which are desirable, and list them separately.
- d. Ensure the number of criteria is not too large overall.
- e. Avoid setting criteria so high that they become unrealistic, or so broad that most candidates will satisfy them. Criteria should be realistic.
- f. Select adjectives carefully (e.g. some knowledge of..., extensive experience in...).
- g. Ensure essential criteria cover the specialist knowledge needed in the position, and list broader knowledge or experience in the desirable criteria.
- h. Decide whether the minimum qualifications identified are essential. List educational qualifications not considered to be essential for the position under desirable criteria.
- i. Take care not to overstate the essential criteria, since that will limit the number of applicants.
- j. Write criteria in a way that aids the assessment of a candidate's suitability by using measurable or observable descriptors. For example, rather than personal qualities like 'initiative' identify a relevant outworking of initiative ... 'the ability to identify tasks that need to be done and complete those tasks in a timely manner with minimum supervision'.
- k. Describe the skills or experience required rather than the type of person who may have them, e.g. 'demonstrated ability to supervise administrative staff' rather than 'mature person with supervisory experience'.
- l. Samples of university selection criteria may be viewed on the website of the University of Adelaide <http://www.adelaide.edu.au/hr/docs/#policies>

### **(c) Approval to Recruit**

The recruiting Manager completes the Approval to Recruit for a Permanent Position form in conjunction with the Director of People and Culture, identifying the advertising mechanisms and costs. This form needs the approval of the Chief Executive before further action can be taken.

Students may be appointed to some positions, but a student must not be appointed to a position which has access to the personal information of other students.

## **2. Advertising**

The contents of position advertisements are the responsibility of the Director of People and Culture submitting the advertisement, and need to outline the requirements of the vacant position in a clear and concise manner. The advertisement should seek to create interest among potential applicants, stimulate and motivate them to respond, and give information about the position and the College. A position advertisement should include:

- Position title
- College name and logo, and introduction to the college culture
- Position overview – abbreviated statement based on position description
- Position status – full-time, permanent, casual, etc.
- Essential criteria – preferably no more than 6
- Desirable criteria – less than 6
- Key benefits and/or perks
- Clear instructions on how to apply
- Closing date (normally two weeks after advertising date).

It is important for the advertisement to have a good structure:

- Use bold headings
- Use small paragraphs
- Be specific, and do not hold back information
- Keep it punch and meaningful, avoiding lengthy information.

The salary details should not be included in the advertisement.

When the advertisement has been developed the Director of People and Culture obtains approval from the Chief Executive for the advertisement to be placed before proceeding.

### **3. Handling Enquiries**

Applicants are to be given an opportunity to secure more detailed information about positions advertised. Staff listed as contact persons, usually the Director of People and Culture, in the position advertisement must:

- be sufficiently knowledgeable about the position so as to provide a clear picture of what is required for the position;
- be receptive to enquiries from all sections of the community and not discourage any applicant;
- ensure that applicants are not given the impression that selection will be based on any factors other than open competition, comparative merit, and job-related criteria;
- be available to answer enquiries during normal working hours;
- not be the person who is to shortly vacate or has recently vacated the position; and
- not be the person currently acting in the position or who is likely to be an applicant.

The contact person nominated in the position advertisement, usually the Director of People and Culture, will arrange for each applicant to be provided with further information that may contain:

- Thank you email/letter for their enquiry;
- Position Description;
- Introduction to Excelsia College;
- Organisation Chart.

Applications should be individually acknowledged on receipt and held in confidence to protect the privacy of personal information. Short listing is carried out by the Recruitment Committee. Shortlisted candidates must meet the essential selection criteria.

### **4. The Recruitment Committee**

The Recruitment Committee should have a minimum of two and a maximum of five people (depending on the nature of the appointment) and be capable of testing the skills and attributes required of the position. The following guidelines govern the constitution of the Recruitment Committee:

- A person who has an understanding of how the role contributes to the effectiveness of the area (this will usually be the supervisor).
- A person with expertise in the field of the position.
- A person trained in recruitment and the principles of equity.
- Gender balance where possible.

A member of the Recruitment Committee may contribute more than one of the above attributes. Any potential conflict of interest must be raised with the Convenor as soon as it becomes apparent.

The Recruitment Committee has the following role:

- To plan the recruitment process appropriate to the position, providing opportunity for candidates to demonstrate evidence of the selection criteria.
- To plan and agree the timetable for the recruitment process.
- To shortlist preferred applicants.
- To ensure the interviews are conducted in a manner which precludes suggestions of bias.
- To ensure questioning and assessment is fair and relevant to the position (i.e. does not cover areas of the applicant's personal details that are not directly relevant to the job).
- To arrange and take part in the selection process, including collecting references.

### **5. The Selection Process**

For consistency in assessment the same selection process should be applied to all applicants. During the week following the application closing date, the Recruitment Committee should conduct a cull of

applicants against the essential criteria, documenting their cull on the *Culling Guide*. The reason for culling an applicant should be clearly documented on the form, e.g. did not meet essential criteria, other more suitable applicants applied, etc. Applicants who were unsuccessful at this stage should be notified as soon as possible.

The convenor of the Recruitment Committee organises the interviews, identifies interview questions and format, and advises all parties. Two helpful interview guides are Staff Recruitment Effective Questioning Techniques and the University of Adelaide Recruitment Toolkit, Selection Tools (<http://www.adelaide.edu.au/hr/policies/toolbox/selectiontools.html>)

The convenor ensures that the following elements are covered in the interview:

- Informing applicant of interview structure.
- Checking applicant has received information and asking whether they have any questions about the position description.
- Providing an overview of Excelsia College.
- Reviewing the vision and values statements, and asking whether applicant can affirm these statements.
- Asking pre-determined interview questions.
- Verifying qualifications and/or professional memberships – documents must be viewed and copied if not already included in resume.
- Verifying applicant's legal work status – Staff Recruitment Determining Applicant Legal Work Status gives guidelines.
- Giving applicant information about employment conditions – salary, probation, etc.

## 6. Committee Decision

Once the committee has identified one or more suitable applicants, the Director of People and Culture will carry out the referee checks or will delegate this to another member of the committee. This is normally done by phone. Staff Recruitment Telephone Reference Checklist provides a telephone reference checklist. Permission must be obtained from interviewees before referees are contacted.

Before offering a position to the successful candidate the committee must ensure that he/she can legally work in Australia (see Staff Recruitment Determining Applicant Legal Work Status).

Authority to set remuneration for Award and Non-Award employees is identified in the Human Resources Delegation.

### (a) Employment of Relatives and Friends

Excelsia College has a clear commitment to selection based on merit. The employment by a manager of his or her relatives and/or friends is an issue that carries potential problems and therefore may be seen to be contravening the principles of selection based upon merit.

### (b) Relatives

It will therefore be the policy of Excelsia College that, except with the permission of the Management Committee, no manager is to appoint a relative to any position over which that manager has direct responsibility or influence. This is designed to avoid situations where a manager may be able to show, or be perceived to show, preference or favouritism, or in any way compromise their responsibility to uphold the College's Value of having integrity in all that we do.

For the purposes of this clause the term "relatives" shall include parents, grandparents, children, grandchildren, husband, wife, brother, sister, niece, nephew, son-in-law, step relatives in the same relationship and domestic partners.

### (c) Friends

If for good reason the appointment of a friend of a manager is to be considered, it is important for the manager to distance him/herself from the appointment process and to avoid having any influence on the selection. Regardless of whether or not the potential appointee is a friend of the manager, the manager has a responsibility to be able to demonstrate that the most reasonable

effort has been made to find the best person for the job. The selection decision must be based on assessment of ability to perform duties, and must have no bearing on the existence of a friendship.

#### **(d) Current Employees**

Every precaution has been taken to ensure that current employees of Excelsia College, who are relatives of Managers/General Managers, are treated in a manner that is free from favouritism or preference. In such cases, the Management Committee has approved the appointment, and has made relevant arrangements for direct reporting matters (such as PR&DP and approval of annual leave) to be the responsibility of another manager, other than that of the relative concerned. For example, where a member of staff is a relative of their Department Manager, and would normally report to that Department Manager, the staff member may be directed by the Management Committee to report to the Chief Executive instead.

When the committee decision is made, it is the responsibility of the Director of People and Culture to make an offer of employment. Initially this is usually done by telephone. Where the successful applicant indicates that he/she will not accept the position offered, a decision should be made by the committee on whether or not to offer the position to the next applicant considered suitable. The action should be repeated if this applicant also declines. Alternatively, a decision could be made to repeat the recruitment process.

Once an applicant accepts the verbal offer of a position, the employing Manager must obtain from the successful applicant a curriculum vitae (CV) and certified copies of qualifications.

### **7. Advising Unsuccessful Candidates**

When the recommended applicant has indicated acceptance of the position, the committee convenor arranges for advice to be promptly despatched to all other candidates who were unsuccessful (sample letter Staff Recruitment Unsuccessful Letter Interview).

### **8. Retention of Records**

All information relating to the recruitment procedure (including correspondence, resumes, ranking and assessment tools) must be kept on file for a minimum period of six months after the appointment of the successful employee to the vacant position.

### **9. The Employment Contract**

As soon as possible and preferably two weeks before the commencement of employment:

- The employing Manager raises an Employee Contract Request Form and forwards to the Director of People and Culture for approval by the Chief Academic Officer for academic staff and Chief Executive for approval. Attachments that must accompany this form are as follows.
  1. Position Description
  2. Applicant's Curriculum Vitae
  3. Certified Copies of Qualifications of the successful applicant
  4. Certified copies of documents proving the identity of the applicant.
- After the Chief Academic Officer and Chief Executive's approval, the Director of People and Culture prepares the Letter of Offer of Employment (Contract) and Contract Covering Letter.

The Director of People and Culture sends two copies of the Letter of Offer of Employment and of the Position Description, one copy of the Contract Covering Letter to the new employee, together with the following forms:

- Employee Action Form
  - Tax Declaration Form
  - Choosing a Super Fund Form, and
  - All other relevant documents as per Recruitment Pack Checklist.
- The new employee returns one signed copy of each of the documents to the Director of People and Culture prior to or on the first day of employment.

- The Director of People and Culture forwards the following signed documents to the Assistant Accountant to set up the new employee in the payroll system (Talent 2):
  - Letter of Offer of Employment (Contract)
  - Employee Action Form
  - Tax Declaration Form
  - Choosing a Super Fund Form.
- The Assistant Accountant returns all original documents including employee number to the Director of People and Culture for inclusion in the Staff File for the new employee. The Staff File contains copies of all documents that have been gathered above, which may be photocopies, except for the certified qualifications, which must carry original certification under legislation.
- The Director of People and Culture informs the new employee of their employee number.
- Further procedures in relation to payment and management of employment conditions are documented in the Excelsia College Salaries and Wages Policy and Procedure.
- The Director of People and Culture saves a copy of the new employee CV in SharePoint, Human Resources\CV for the Director of Quality to access as required.

## **10. Internal Telephone Directory**

The Director of People and Culture updates the Internal Telephone Directory with the new employee's details. The updated Internal Telephone Directory is sent to the Director of Quality for quality control of the document and updating the document on the Intranet. Once Internal Telephone Directory has been quality controlled, the Director of People and Culture communicates it to all staff.

## **11. The Induction Process**

All permanent full-time and part-time staff are subject to a probationary period. This information will have been communicated to applicants at point of interview and documented in their Letter of Offer. It is essential that supervisors use this time as an opportunity to monitor staff performance and suitability to the position. It is also an opportunity for new staff to affirm their own suitability to the position.

During the probationary period (usually six months):

- The supervisor ensures the new employee is inducted into the position and the College, using the Staff Induction Checklist to guide and document this process. This form provides prompts for all that needs to be covered, but additional items may be included where relevant. The Staff Induction Checklist will become the record in the employee's file of due procedure having been followed.
- The supervisor meets with the new employee at least monthly to:
  - monitor performance in line with their position description, letter of appointment, relevant policies and procedures, and the Staff Handbook, and
  - identify any gaps in essential criteria and skills needed for the position, and
  - identify any WHS obstacles in relation to the work environment, and
  - ensure the new employee is supported in the position.

## **12. Allocation of College Equipment**

The Director of People and Culture emails parties concerned as per the System Access to ensure that the new employee is equipped with the correct system access to function in their role. This is done via the Staff System Access Management Electronic Request Form.

## **13. Change of Employee Details**

Supervisors are to inform new employees that relevant changes in their personal circumstances, e.g. change of name, address, bank account, must be notified immediately to the Payroll Office by completing the Employee Action Form or changing their details directly on the online payroll system <https://csh.payrollplus.com.au/essweb/login.aspx>

## **14. Temporary Employees**

It may be necessary, from time to time, to enlist the help of a temporary employee, in the case of staff absences and/or temporary increase in workload.

It is necessary to analyse the financial viability of employing a temporary employee, ensuring that there are sufficient funds within the Department's budget and must only be authorised by a Department Manager or designated authority.

The Department Manager or designated authority must email request to the Director of People and Culture. The Director of People and Culture will then contact the temping agency and organise for an appropriate temp to be sent to the Department in question. The Director of People and Culture will then contact the Department Manager and inform them of the outcome of the request by either phone or e-mail.

## **15. Re-Hiring Employees After Redundancy**

There is no formal policy as to how long a break in employment must be, between making a role redundant and re-hiring the affected employee in another capacity. However, in general, the break should be a minimum of two (2) months (longer where possible).

## **16. Re-Hiring An Employee**

Where a prospective employee has declared that they have previously been employed by Excelsia College, the Director of People and Culture must review the personnel file of the applicant and speak to their then Manager where possible. The Director of People and Culture then informs the recruitment committee.

## **References and Documentation**

Approval to Recruit for a Permanent Position form  
Staff Recruitment Unsuccessful Letter - Interviewed  
Employee Contract Request Form  
Recruitment Pack Checklist  
Salaries and Wages Policy and Procedure  
Internal Telephone Directory  
Employee Action Form  
Staff System Access Management Electronic Request Form  
System Access  
Staff Recruitment Telephone Reference Checklist  
Staff Recruitment Effective Questioning Techniques  
Staff Recruitment Determining Applicant Legal Work Status  
Staff Recruitment Culling Guide  
Unsuccessful Letter - No Interview  
Staff Induction Checklist and Review Form  
[University of Adelaide Recruitment Policy](#)