

# *Recruitment & Selection Best Practice Guide*

*June 2017*



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# Introduction

The purpose of this guide is to provide managers and selection committees with information regarding recruitment and selection at James Cook University. This guide ensures core activities of recruitment and selection are undertaken in-line with relevant JCU Policy. In addition it emphasizes the need for different approaches and activities that can be taken to ensure appropriate sized pools of applicants are attracted to the University and the role, and that appropriate selection techniques are undertaken to ensure the person selected for appointment is the most suitable to the role and environment.

Each recruitment and selection activity reflects on the employment brand of the University.

This document must be read in conjunction with the Recruitment, Selection and Appointment Policy.

## Recruitment, Selection and Appointment Policy

The Recruitment and Selection Policy captures the overarching and fundamental principles of recruitment and selection at James Cook University; these are to be complied with irrespective of the particular recruitment and selection activity being undertaken.

## Role of the Human Resources Team

The Human Resources Team can offer advice on Recruitment and Selection.

Your local Human Resources Consultant or Recruitment Officer can assist with job analysis, recruitment planning (conducting the job brief), including identifying appropriate advertising mediums, avenues to source applicants and appropriate selection methodologies.

## eRecruit (via MyHROnline)

James Cook University uses an electronic recruiting process known as eRecruit, which is accessed through My HR Online. eRecruit is a tool to support the recruitment and selection activity. After approval is received to advertise a role, the advertisement is entered into eRecruit, allowing for immediate advertising to Jobs@JCU. eRecruit allows the Selection Committee Chairs and Committee Members to have easy and immediate access to all applicants. With an online shortlisting function, this streamlines the process of identifying appropriate candidates, helping to improve the quality and quantity of the applicant pool and reduce costs of recruitment.

Please refer to the eRecruit manual or your Human Resources Consultant for more information about the eRecruit process.

## Part 1 – Defining the Position (*Pre-Recruitment*)

For a recruitment and selection activity to commence the role must be clearly defined and understood, as well as exist in the University's approved staff budget and therefore in JCU's Human Resources Management Information System (HRMIS), ALESCO.

### Job Analysis

Before commencing a recruitment activity, it is important to examine the requirements of the role, in its own right and if applicable, in relation to other roles in the team. The Job Analysis will look to accurately reflect the requirements of the role and any changes required to the role in relation to other roles across the team and in line with strategic business direction.

The result of an effective Job Analysis process enables the creation of a Position Description / Duty Descriptor for the role, ensuring the value of the role is evaluated fairly, and the position is clearly defined to ensure an appropriate match of the person to the role requirements.

Your HR Consultant can access tools and advise on an approach to conduct a Job Analysis.

### Position Description / Duty Descriptor

The Position Description (for HEWL classified roles and Research HEWL equivalent roles) provides applicants with a clear understanding of the role; purpose, accountabilities and responsibilities, along with the requirements, knowledge, skills and abilities to be successful in the role. It relates to the classification descriptors contained in the Enterprise Agreement. Once employed, the position description is the basis for performance on the job.

The Duty Descriptor (for Academic classified roles and Research Academic equivalent roles) provides applicants with an outline of the role, its accountabilities and responsibilities and relates to the classification descriptors contained in the Enterprise Agreement. Once employed, the Duty Descriptor provides an overview of the focus of the role.

### Selection Criteria

An important part of a Position Description is the Selection Criteria. The Selection Criteria are essential and desirable criteria required of someone within the position that will enable them to more fully perform at required levels and achieve desired accountabilities. These criteria may include qualifications, experience, knowledge, skills, abilities or aptitudes. All Selection Criteria must be job related.

Selection Criteria form the basis of all recruitment activities within James Cook University and will drive the types of selection techniques used within the recruitment process. It is therefore vital to ensure full consideration is given within the creation of the Position Description of the purpose, accountabilities and subsequently what criteria is required to select the best candidate. Doing this allows the greatest success of recruiting the most suitable candidate who will achieve the purpose and outcomes required of the position.

## Position Evaluation

All HEWL position descriptions undergo a formal evaluation process to confirm the classification, and may be reevaluated where changes have occurred to the position. The HEWL classification is aligned to a salary level contained in the Enterprise Agreement.

All Duty Descriptors will be associated with an Academic classification level or Research Academic equivalent. The Academic classification forms the basis for the title and salary of the incumbent. Academic Duty Descriptors are not required to undergo a formal evaluation process.

For new job evaluations, or reclassification requests, please refer to your Talent Consultant for assistance. Where an existing position is evaluated and reclassified to a higher HEW Level, the position will be established at Step 10 of the new HEW Level.

The Position Evaluation process is a transparent and equitable system of determining the purpose, accountabilities, duties and relative value of a position. It achieves greater strategic alignment between positions and organisational objectives and assists in aligning with the University's Performance Management Policy.

## Approval to Create / Change the Position

The position establishment is derived from the positions detailed within the Ascender(HR information system). Discussion should occur on a yearly basis, and linked to the Triennium workforce plans, with your Human Resources Consultant and Finance professional so that future workforce needs can be considered and plans made to create new or amended positions within Ascender so that they appear within your establishment.

Prior to any recruitment activities a position needs to be created. Approval to create a position is required as per the HR Delegations Policy and Register. Approval to create a position is required to ensure compliance with financial budgets and organisational structure direction. A professional & technical position will only be created with a current evaluated Position Description, excepting through the budget process where a position may be created with an evaluated PD to follow.

To create or change a position in your establishment, the Request to Create, Change or End a position form must be completed and authorised.

In consultation with your HR Consultant, should a number of changes be identified for multiple positions, the bulk amendment form can be used to capture this information.

## Forms

[Position Description Template](#)

[Request to Create, Change or End a Position](#)

## Part 2 – Approval to Recruit

Before commencing recruitment, the position must be approved in the establishment. Please refer to Step 1 above.

The hiring manager must obtain approval from the appropriate HR Delegate as stated in the HR Delegations Policy and Register.

In requesting approval to recruit, extraordinary matters should be considered, including budget implications of international recruitment, etc.

To gain approval to recruit, a Request to Advertise form needs to be completed with appropriate approvals gained, along with attaching a current evaluated Position Description. The PDF Form will see submission through to the HR Delegate, and ultimately to the Recruitment team to advertise the role.

### Appointment types

Before gaining approval to recruit, the appointment type must be considered and decided upon. It will guide the requirements for approval, along with the requirement to advertise.

Below is a list of appointment types that should be considered to support planning for the recruitment and selection activity. Early advice from your HR Consultant will help ensure the best employment methodology is identified.

#### Redeployment

An employee who is eligible for redeployment as a result of a formally managed organisational change (Redeployee) may be appointed to a comparable position without the position being advertised. Consideration must be given to the suitability of a person seeking redeployment, where an opportunity exists, preferably prior to the role being advertised. On occasions where the recruitment process is underway at the time an employee becomes a redeployee, they would be considered prior to the continuation of the active recruitment process.

#### Continuing Appointments

The period of appointment will be on a continuing basis.

#### Fixed Term Appointments

The use of Fixed Term appointments shall be limited to the employment of an employee engaged on work activities that meet certain descriptors within the Enterprise Agreement. All fixed term appointments should follow a merit based recruitment process or appointment options as outlined within this guide.

Following the expiration of a fixed term appointment and where it is determined that the position will be maintained with the same or similar duties, an extension or permanent appointment can be made on the following conditions:

- The duties of the position continue as they were at the date of expiry of the fixed term appointment.
- The employee was initially appointed through a merit based selection process.
- The employee's performance has not been demonstrated to be unsatisfactory.

In this circumstance complete the Request to Appoint form, gaining appropriate approvals and send via Service Now. For assistance or queries, please contact your HR Consultant.

If in the event an internal employee is successful in being appointed to a Fixed term appointment this will ordinarily be considered a Secondment in which extension clauses do not apply and continued appointment is through a merit based process or they return to their substantive position.

## Secondments

### Internal Secondments

The period of appointment for an internal secondment is generally no more than two (2) years.

Internal secondment positions will normally be advertised and filled in accordance with the Recruitment, Selection and Appointment Policy, however may be varied in the following circumstances:

- Direct appointment
- Redeployment opportunity

Once a successful internal candidate is identified the recruiting manager should consult as early as practical with the employee's current manager regarding the intention to second their employee. Each manager should consider the other's needs in the release date negotiation and seek the most practical outcome for the University.

In considering the secondment the new manager must have sufficient funds to cover the value of annual leave accrued but not yet taken, and this balance will be transferred over to the host budget area and return when the secondment ceases.

As secondments are seen as a development opportunity no secondment should be unduly withheld.

Where practicable, the employee should be released within four weeks of receiving written confirmation of the formal offer.

Once agreement has been made a Request to Appoint form should be completed and forwarded in Service Now. The HR team will then complete a letter of offer.

An internal secondee will normally return to their substantive position at the conclusion of the secondment.

The secondment can be terminated at any time by either party with four weeks prior written notice, at which time the Employee will return to their substantive position.

### External Secondments (Secondments to/from outside organisations)

An outside organisation may approach JCU to enter into a contract to have a JCU employee work within their organisation or their employee to work within JCU on a fixed term temporary contract. In each case the substantive employment will not change with the Substantive employer maintaining payment of Salary, Super, related benefits and years of service with the Secondment Organisation or University being billed for services used.

The employee who is approached can obtain in-principle agreement from their Supervisor. The agreement can be on a fulltime or fractional basis, not exceeding two years.

Once in-principle agreement is reached, the outside organisation is required to formally approach the University in writing to enter into a contract which outlines duration, costs, workers compensation, code of conduct and matters of control.

An external secondment may be terminated at any time, by either party with four weeks written notice.

### **Direct Appointments**

A direct appointment may be made under certain conditions found within the Recruitment, Selection and Appointment policy. As direct appointments do not follow more robust recruitment based processes special consideration should be taken when utilising this appointment type. A Request to Appoint form needs to be completed with appropriate justification, which also demonstrates that the appointee's suitability for the position has been formally assessed.

All Direct appointments require approval from the Deputy Vice-Chancellor and must be in line with the criteria for Direct Appointment contained in the policy.

### **Acting Higher Grade**

A JCU employee may act in a higher grade role, and receive a Higher Duties Allowance, to perform higher duties (this does not affect superannuation arrangements). The period must be for a minimum of one week and generally not exceed three months for a Professional and Technical employee, and must be for a minimum of 20 consecutive days and generally not exceed three months for an Academic employee.

The employee's details will not be displayed as the holder of the position in the organisation charts, nor in the online contacts directory, although delegations of authority may be adjusted in line with the role the employee is acting in (e.g. MyHROnline approvals, financial approvals).

### **Dean/Director Appointments**

Dean/Director or equivalent appointments in addition to the Selection Criteria within the Position Description have additional selection criteria and requirements related to selecting the right candidate.

### **Associate Dean Appointments –d Learning and Teaching, Research and Research Education**

Associate Dean Learning and Teaching, Research and/or Research Education appointments can be sourced from internal or external candidates for appointments of periods generally up to three years. The Deputy Vice Chancellor will call for Expressions of Interest within their Division. Appropriate selection techniques should be utilised as per the Selection Techniques found in Part 5 above.

Once a suitable applicant has been identified the Request to Appoint form with appropriate approvals is to be sent through Service Now to HR where a Letter of Offer will be formalised.

### **Adjunct Appointments (non JCU Employees)**

Adjunct appointments provide a mechanism for recognising in a formal way suitably qualified and experienced individuals who have a close association with, and make significant contribution to the academic activities of the University. This can include recent JCU research higher degree graduates.

Appointments will be made for periods up to three years and may be renewed. Adjunct appointments are honorary.

The Adjunct Appointment Proposal form with supporting documentation is to be sent via Service Now with appropriate approvals being sought as per the HR Delegations Policy and Register.

## Employing Children

In some areas of the University, children can be engaged to perform as assessment role players or to perform casual administrative support duties. The legislation for engaging children in Queensland is very prescriptive in terms of the types of work children can perform and the hours they can be engaged. Prior to employing children you will be required to discuss your requirements with your HR representative to ensure JCU can meet its legislative obligations and ensure the child is appropriately supervised throughout their employment. Please note, under the legislation children are unable to be employed to perform work when they are required to attend compulsory schooling and engagements of children can only be undertaken outside school hours or during school holiday periods. Further information is available via the [Child Employment Guide](#).

## Forms

[Request to Advertise Form](#)

# Part 3 – Planning to Recruit

The aim of recruitment is to ensure people with the best possible fit with Expertise, Knowledge, Skills and Ability in the market are attracted to the University and the role in question, and encourage them to make application for the role.

Planning the recruitment, selection and appointment activity in advance will support an appropriate, thorough, and timely activity for the University, the University's employment reputation, and importantly the new employee.

Conducting a Job Brief will best assist you to plan for elements of **Parts 4, 5 and 6** below in the recruitment process.

## Conducting a "Job Brief" with your HR/Recruitment Professional

Adequate planning in relation to all matters relating to recruitment and selection will help to ensure that the recruitment process occurs in an efficient manner. This has advantages for both potential applicants and the relevant work area. One in particular, is being mindful through the planning process that the best way to recruit and select the best applicants for a role may be different for each role.

The purpose of the Job Brief is to devise recruitment and selection activities specific to the role in question and as such should consider **Parts 4 – 6** of this guide. The Job Brief intends to help identify potential sources of applicants, the likelihood of national or international recruitment, and consideration in advance of the logistical and financial planning for the selection exercise and if relevant, the relocation of the successful applicant.

Conducting a Job Brief helps you to not restrict the potential pool of applicants by narrow or traditional approaches to recruitment. It allows you to think ahead and devise the best format for recruitment and selection, including advertising and sourcing means, selection methodologies, the interview structure, how you will communicate with the applicants, etc., and plan in advance the timeframes and logistical needs for all of the activities.

## The Selection Committee

### Role of the Selection Committee Chairperson

One member of the Selection Committee should be identified to act as Chairperson and assume responsibility for the effective operation of the selection exercise.

At the completion of the Recruitment and Selection exercise, the Chairperson is responsible for obtaining authority for an appointment, and to ensure relevant material is provided to the Human Resources Consultant to enable an

employment contract to be prepared for the successful applicant.

The Chairperson is required to keep all selection related documentation and information for a minimum of three years.

### Role of the Selection Committee

The core role of the Selection Committee is to assess an applicant against the Key Selection Criteria for a role, and to make a recommendation to the HR Delegate for appointment. They do this through a variety of selection techniques specifically chosen for their appropriateness to assess against the Position Key Selection Criteria.

After each selection technique, particularly the interview, the selection committee members will discuss and rate the applicant's responses relevant to the selection criteria. This rating could be through a variety of ways – numbered ratings, yes/no similar to shortlisting within eRecruit or Competitive/Not as competitive, whichever you use the weighting allocations should be consistently used against each criterion. It is important at this stage to write notes about why someone is unsuccessful. This can be very helpful should an internal applicant ask for feedback. Each member of the Selection Committee must assess each applicant for all selection techniques undertaken.

### Composition of the Selection Committee

The Selection Committee must, where possible, be diversity inclusive. Consider the composition of the committee in terms of representing the applicant pool, for example you will likely always have male/female and diversity in ages within the applicant pool so the Committee must be represented accordingly. Areas of consideration are gender, race, age, level of position and campus. Where Aboriginal Australians and Torres Strait Islanders are likely to be applicants for a position, it is desirable to have at least one member of the Selection Committee who is an Australian Aboriginal and/or Torres Strait Islander or has knowledge of Australian Aboriginal and Torres Strait Islanders culture. Additionally, the Human Resources Consultant can provide advice on any special arrangements needed for applicants with disabilities or special needs.

Particular composition of selection committees, in consideration of the role, is provided in the table below:

Vice-Chancellor	<ul style="list-style-type: none"> <li>• The Selection Committee will be determined by Council.</li> </ul>
Senior Deputy Vice-Chancellor	<ul style="list-style-type: none"> <li>• Vice-Chancellor (Chairperson)</li> <li>• Chancellor or Deputy Chancellor (representing Council)</li> <li>• A member of the Vice-Chancellor's Advisory Committee, nominated by the Vice-Chancellor</li> <li>• Chair of Academic Board</li> <li>• One external member (normally a senior member of an Australian University) appointed by the Vice-Chancellor</li> </ul> <p>Notwithstanding the above Council may vary the composition of Selection Committees to achieve appropriate representation.</p>

Deputy Vice-Chancellor	<ul style="list-style-type: none"> <li>• Vice-Chancellor (Chairperson – DVC)</li> <li>• Senior Deputy Vice-Chancellor (Chairperson – PVC)</li> <li>• One external member of Council, elected by Council</li> <li>• Chair of Academic Board</li> <li>• A Head of College/Director from the relevant Division, nominated by the Vice-Chancellor</li> <li>• One external member (normally a senior member of an Australian University) appointed by the Vice-Chancellor</li> </ul> <p>Notwithstanding the above Council may vary the composition of Selection Committees to achieve appropriate representation.</p>
Dean /Director/Pro-Vice Chancellor	<p>The Committee should consist of a minimum of five members, as follows:</p> <ul style="list-style-type: none"> <li>• Deputy Vice Chancellor of the relevant division (Chairperson)</li> <li>• Senior Deputy Vice-Chancellor or nominee</li> <li>• Dean/Director/Pro-Vice Chancellor from within the division nominated by the Chair</li> <li>• One member of the academic staff from the relevant College nominated by the Chair</li> <li>• One external member (normally a senior academic from the field who holds or has held appointment as a head of College or similar position) to be appointed by the Senior Deputy Vice-Chancellor on advice from the Deputy Vice-Chancellor.</li> </ul>
Academic Level E	<p>The Committee should consist of a minimum of five members, as follows:</p> <ul style="list-style-type: none"> <li>• Deputy Vice-Chancellor of the relevant division (Chairperson)</li> <li>• Senior Deputy Vice-Chancellor or nominee</li> <li>• Dean of the relevant College</li> <li>• One member of the academic staff from the relevant College nominated by the Chair</li> <li>• One external member (normally an eminent scholar from the field or a senior member of the profession) appointed by the Senior Deputy Vice-chancellor following consultation with the Divisional Deputy Vice-Chancellor</li> </ul>
All other roles	<p>The Committee should consist of a minimum of two members and up to five members, of equivalent or higher level than the position, as follows:</p> <ul style="list-style-type: none"> <li>• The Chairperson (ideally and generally the direct supervisor/manager/Project Leader of the role.</li> <li>• A content expert</li> <li>• A staff member from another workgroup, who is neutral, or whose work areas will be significantly impacted by the appointment to the vacant position.</li> </ul>

#### **Inclusion of an External Selection Committee Member**

In certain circumstances, where appropriate expertise is not available among potential selection committee members, an appropriate external member may be added to the Selection Committee with the approval of the Chairperson.

### **Changes to Selection Committees**

Except in exceptional circumstances, the membership of the Selection Committee should not be changed after the initial short-list. If a replacement for a member who was involved in the short-listing process is required, this member must be given the opportunity to review all applications and may propose the addition of any applicants to the short-list for consideration. Inclusion of such applicants should be at the discretion of the Chairperson. A Selection Committee member who is not able to attend all interviews is ineligible to contribute to the recommendation for the appointment of any applicant.

### **Confidentiality**

A Selection Committee will maintain confidentiality during and after the selection process and will not share information privy to him/her as a selection committee member, unless required by HR to assist in providing support and advice within the Recruitment process.

### **Conflict of Interest**

A Selection Committee should avoid conflict of interest during the selection process. A conflict of interest within the Selection process occurs when the selection committee member's ability to fairly assess and select candidates in an unbiased manner is potentially compromised. This may be where the candidate is known to the panel member either through professional or personal networks or affiliations.

All members of the Selection Committee must identify any conflict or potential conflict of interest to the chair of the Selection Committee who will then consider whether the circumstances are likely to influence the selection decision and determine appropriate action.

The Chairperson will consider if any further action is required, in consultation with their HR Professional. Further action may include the selection committee member stepping down from the committee where the conflict of interest may preclude him/her from making an objective assessment.

### **How do I use prior knowledge of the applicant, whilst acting as a Selection Committee Chair or member?**

Inevitably, a Chairperson and/or selection committee member may have knowledge of an applicant. This does not necessarily create a conflict of interest requiring the person to step down from the committee. However, caution should be exercised when introducing prior knowledge of an applicant as it may be out of date, be atypical or highly subjective and it may overly advantage or disadvantage an applicant.

Where a selection committee member considers the prior knowledge as an important consideration in the applicant's assessment, the applicant should be afforded the opportunity to respond to the knowledge (i.e. additional information).

### **Selection Committee Training**

It is recommended that the Chairperson of the Selection Committee approach their Human Resources Consultant for coaching before commencing the recruitment and selection activity. Other selection committee members can also request coaching from their Human Resources Consultant. In the future, it is intended that there be Selection Committee training for all Chairpersons and where possible all selection committee members.

Future development of self-paced training and formal training will be developed for selection committee members.

## **International Recruitment**

Should you be intending on sourcing international applicants, there are a number of considerations, including:

- Logistics of the recruitment and selection process
- Visa requirements, visa processing and visa processing timeframes if applicant is successful
- International relocation arrangements and costs – refer to Relocations within Part 6

Human Resources can engage a registered Migration Agent to liaise with the Department of Immigration and Citizenship to process visa sponsorships on behalf of James Cook University. The costs incurred will be borne by the College/Directorate.

## Part 4 – Attracting Applicants

This Part will have already been considered when conducting the Job Brief at Part 2 above.

A variety of methods are used to attract applicants to James Cook University and to specific roles. The approach is dependent on a variety of factors, including the scarcity or abundance of suitable applicants in the market, the location of the likely applicants, and the likelihood of them being passive or active applicants.

### Advertising and Sourcing

General and targeted marketing campaigns are coordinated by the Recruitment team throughout the year to ensure JCU's employment brand is attractive and well-known in the applicant market.

In order to increase the applicant pool for positions at JCU, a variety of mediums are available to engage and encourage applicants to make application for roles at James Cook University.

The Recruitment team collect and review information to advise managers in relation to the cost-benefit of advertising and sourcing; to better understand particular advertising and sourcing avenues and the likelihood of sourcing and attracting suitable applicants from the different mediums.

To provide career advancement for JCU employees, the University encourages positions to be advertised internally in the first instance. All continuing positions and fixed-term positions greater than 12 months, at HEWL 2-5 will normally be internally advertised through Jobs@JCU for a period of at least 7 days. Where a position is a possible redeployment opportunity this clause may not apply until the redeployment process is complete.

### Placing advertisements

The Human Resources Directorate also coordinates the placement of all internal and external recruitment advertisements and is available to provide advice in relation to recruitment matters.

All jobs will be automatically loaded to Jobs@JCU via eRecruit.

Generally, an advertisement will include the remuneration value of the role, however in some circumstances, it may be acceptable to exclude the role level and remuneration value, in order to create a larger application pool but this information would need to be communicated transparently and clearly within the selection process.

Selection Techniques should already have been decided when placing the advertisement, this will allow you to notify applicants using eRecruit what is required to apply for the position. Depending on your Job Brief a standard application process could include a Resume and Cover Letter, but additional requests could be included.

### Sourcing / Advertising Mediums

The best medium to use is relevant to the applicants you are wishing to attract to the role. Consider where applicants are likely to be looking for positions and if they are passive applicants what circles of influence or what

professional papers, websites and /or forums do they access. You could use a variety of the following mediums.

#### Print Media

- Regional and Metropolitan Newspapers
- Professional Journals

#### On-line Media

- Online Job Board (such as Seek.com) and sourcing avenues (such as LinkedIn, Twitter, Facebook)
- Higher Education specific Job Boards (such as Research Jobs, Education Jobs and Health Services Jobs)
- Online professional forums (such as the Australian Physiotherapy Association for Academic roles within the Discipline of Physiotherapy).

#### Other Media

- Targeted mediums for diversity groups, including Aboriginal Australians and Torres Strait Islanders applicants
- Radio advertising
- James Cook University Student Job Board
- Career Fairs / Days

#### Professional Networks

- Sharing job opportunities via professional networks, such as emailing the advertisement information to professional colleagues, or via professional network groups.

## Recruitment Agent

A recruitment agent may be engaged to assist in attracting and sourcing applicants for Senior Management positions of Dean, Director and above or Associate Professor/Professor in specialist or difficult to fill disciplines.

A Selection Committee is still required to be assembled and at least one selection technique is still required to be used to select applicants. The recruitment and selection techniques will be applied consistently to applicants provided by the Recruitment Agents and those who applied directly through Jobs@JCU.

## Addressing Selection Criteria (where required)

Whilst the Selection Criteria must be used to assess candidates, an applicant is not required to formally address selection criteria at the application stage, unless specifically requested at the time of advertisement, confirmed at the planning phase of recruitment and selection. This process can be tedious and may deter some highly skilled but time poor candidates from applying.

Where it is a requirement, it should be clearly identified within the Advertisement. Applicants can be asked to address all or only selected criteria.

A standard, a cover letter and resume is used to shortlist applicants. Alternatives to addressing selection criteria at the application stage can be used during the process by:

- Using Work Samples to address one or more selection criteria, either at application stage or as a specific assessment method
- Using behavioural interview questions directly related to the criteria

- Measuring an applicant's ability through a specific assessment
- Responses by referees to questions relating to the criteria.

## Part 5 – Selecting the Applicant

This Part will have already been considered when conducting the Job Brief at Part 2 above.

The purposes of Selection techniques are to provide the greatest opportunity for each applicant to accurately demonstrate or provide evidence of match against position selection criteria. As all positions vary in purpose, knowledge, skills and abilities required so can the selection techniques used to assess suitability to match the requirements vary.

It is beneficial to use a variety of techniques for each recruitment activity and at least two (2) techniques must be used in addition to Reference Checks. Whilst the selection techniques can vary from Position to Position, to be fair to each applicant each selection technique is to be applied consistently to all applicants who have progressed to the relevant stage of the selection process.

The most appropriate selection methodology and techniques for a role is dependent on a variety of factors, including the selection criteria of the role, the likely size of the applicant pool, the likelihood of domestic or relocation of the applicant, etc.

Planning the selection methodology and techniques in advance will support a timely selection process, good applicant care and support building and maintaining JCU's Reputation.

### Factors to consider when assessing Selection Techniques

- **Validity** – extent to which this technique can predict job performance, the best validity test will be based on the position selection criteria.
  - A question to ask, will a high score in this technique equate to high performance in the position or against the position selection criteria?
- **Adverse impact** – extent to which particular groups of people may score lower (or have the potential to) than majority groups, for example females, minorities, older aged applicants.
  - A question to ask, will this technique unfairly disadvantage a group as they would collectively score lower than others? For example Physical ability tests with females and Cognitive ability tests with minority groups.
- **Cost** – extent to which the cost outweighs the benefits received from the selection technique. Keeping in mind the enormous costs that result from high turnover when employees do not perform or leave after investments and training have been made all due to poorly selected techniques.
- **Applicant Reaction** – extent to which applicants react positively versus negatively. The recruitment and selection process is a two-way interaction, where both the University and the applicant are selling themselves and attempting to attract the other. The selection technique may suit all the above factors but if it is too cumbersome, not relevant to the job, etc. it may end up detracting desired applicants.
  - A question to ask, will this technique instill confidence in applicants of the recruitment process and reflect positively on the University?

## Common Selection Techniques

### Shortlisting

The purpose of shortlisting is to identify those applicants who best meet the requirements of the role, who will progress to an additional selection technique (such as a structured interview).

Shortlisting can be conducted in a variety of ways (e.g. by considering the application against one or more of the selection criteria). A second shortlist may also be relevant, to further reduce the number of applicants to a reasonable number through further selection techniques. This may occur through a pre-determined work test, such as formal testing computer skills where a key selection criteria requires a high proficiency in the skill.

By planning the shortlisting techniques in advance, the application process can be predetermined and specific to the role.

### Interview

A structured interview is the most commonly used selection technique as it allows easy adaptation to Selection Criteria, has a lower adverse impact risk, is received well by applicants, and factors reasonably well in cost.

An interview guide (a list of interview questions directly related with one or more selection criteria) should be prepared in advance. A second interview is also acceptable. All applicants should be asked the same questions.

How do I write interview questions?

All questions must be relevant to the selection criteria. The type of interview questions should be considered in regard to best uncovering the applicant's skills, behaviours and experiences relating to the selection criteria.

Behavioural and/or situational interview questions are common because they focus on how the applicant has behaved in a specific situation previously, or how they would behave in a hypothetical situation. Behavioural questions are preferred, based on the theory that past performance is a good predictor of future behaviour. A behavioural interview is a more interactive approach and allows the Committee to get information about real situations candidates have faced and how they performed and reacted.

What should the Chairperson and Selection Committee consider before the interview?

- Organise interview dates, times and a suitable venue in advance, and provide applicants with sufficient notice to allow adequate preparation.
- Provide the applicant information about the interview; e.g requirement for a presentation, participate in a pre-interview work sample, address scenario based questions, etc.
- Advise the applicant who will be present at the interview.
- Request the applicant to provide evidence at the interview (e.g. original qualifications, licences mandatory to the job)

### Conducting the Interview

Although the applicant has already been attracted to the job and/or James Cook University, the interview is a further opportunity to present James Cook University positively, as it is to select the preferred applicant.

Ask questions from the interview guide. Use probing questions to ensure you give the applicant the best opportunity to present information to enable you to assess against the Selection Criteria.

Seek permission from the applicant to contact referees.

Provide information as to further selection techniques in the recruitment process and possible timeframes of completion.

### Reference Checking

Referees are contacted in an attempt to gather information from people who have had previous experience with the applicant. The purpose is to verify the information provided by the applicant regarding previous employment and experience, as well as to assess the potential success of the person in the new job.

At least two (2) reference checks with the applicant's more recent supervisors, either internal or external to James Cook University, should be conducted. Referees should be able to provide on the job references, character references are unsuitable for the selection process.

The Selection Committee may ask for additional referees where necessary.

Given this purpose, the Reference Check should be conducted as the final selection technique against the preferred applicant, and those applicants deemed appointable to enable them to progress to an Eligibility List.

### Conducting the Reference Check

Given the reference check will consider information obtained from the applicant throughout the selection process, the reference check should ideally be conducted by the Chairperson or a selection committee member. A telephone, online or written reference check may be utilised. The reference check should be in relation to the Key Selection Criteria and recorded in writing.

*JCU undertakes best practice screening and are not permitted to contact referees without the candidate's consent. Before commencing, please remind the referee that under the Right to Information Act 2009, the candidate may request copies of this information and based on this knowledge, confirm they are still comfortable to proceed. Additionally, adverse comments made by the referee may be disclosed to the candidate to enable the candidate an opportunity to respond.*

Where the applicant is known to have been previously employed by James Cook University, the Selection Committee Chair must seek assistance from the HR Consultant regarding reasons leaving. This will ensure that risks such as re-employing applicants previously dismissed from employment with James Cook University or applicants whose positions were deemed redundant and re-employment is within the exclusion timeframes are mitigated.

### Confidentiality of Reference Checks

Information received during Reference Checks is sought, provided and received on a confidential basis. Referees are under no obligation to the University to provide such reports and generally do so on the understanding that any information offered will be kept confidential within the Selection Committee. Protection of matters communicated in confidence is specifically covered under the *Right to Information Act 2009 (Qld)*.

### **Inconsistent Reference Checks**

If the reference checks reveal inconsistency or issues relating to a recommendation for appointment, the members of the Selection Committee are to be informed immediately. The Chairperson is to check the validity of the information by:

- Checking with other referees without disclosing the source of the information; and
- Discussing the issues raised with the applicant without disclosing the source of the information.
- Following this check, the Selection Committee may recommend to offer the appointment to the next appointable applicant, subject to a satisfactory reference check.

### **Can a Selection Committee member also act as a Referee?**

A person who provides a reference for an applicant is not to be on the Selection Committee. In the event of a Selection Committee member being asked to act as a referee they should decline and suggest the applicant nominate an alternative person. How do I capture the information from the Reference Check? The Chairperson must use the Reference Check Form to record clear and concise responses from at least two referees.

## **Other Selection Techniques**

The number and type of selection technique to be used is relevant to the requirements of the role and to ensure you are able to appropriately assess the applicant based on the selection criteria. For example, asking an applicant about the level of computer skills in the interview is less effective than having the applicant participate in a selection technique where they can demonstrate the skill.

Please contact your Human Resources Consultant should you wish to investigate administering any of the below Selection techniques.

### **Work Samples**

Work Samples require applicants to undertake activities that simulate work tasks relevant for the role. They may also require applicants to present samples of their own work. Work Samples are often employed in addition to interviews.

### **Video Interviewing**

Video interviewing is an online tool designed to assist with identifying the short list of candidates to invite to a panel interview. This tool is especially useful in a highly competitive activity where multiple suitable candidates are identified at the initial shortlisting stage. The tool can be used where telephone screening may have previously be utilised to consider a higher volume of candidates without having to invite them to a panel interview.

### **Presentations**

A presentation on a predetermined topic, at the time of interview (or as a component of the interview).

### **Psychometric Testing**

Psychometric Testing includes paper based questionnaires and tests that assess applicant's personality, cognitive abilities, aptitudes and interests. Psychometric tests must be selected, administered, interpreted and reported by appropriately qualified psychologists. Strict rules also exist around the retaining and storing of psychometric tests completed by applicants. As a result of the complexity and specialisation involved in psychometric tests, this should always be outsourced to an appropriately qualified and registered business.

## Assessment Centre

An Assessment Centre uses interviews, simulations tests, exercises, games and feedback sessions to identify and evaluate high potential candidates. Candidates are brought together in a variety of settings and are observed, evaluated and interviewed during the tests, simulations, etc. then an evaluation report is prepared.

## Job Knowledge Tests

Job Knowledge Tests includes a multiple choice paper based test, although essay items are sometimes used. These tests measures critical knowledge areas that are needed to perform the job effectively and typically the knowledge area represents technical knowledge where a candidate must already possess a body of knowledge prior to obtaining the job.

## Competency Test

Competency testing is a process of recruitment based on specific behaviours linked to successful performance or competencies required within a position. This process is intended to be fairer by clearly laying down the required competencies and then testing them in such a way that the Selection Committee has little discretion to favour one candidate over another. Examples of Competency tests are through competency interview questions, verbal/written competency, practical assessments where it is based on competency.

## Situational Judgment Tests (Scenario based tests)

Situational judgment tests uses paper based or videotaped situations candidates would encounter on the job and provide viable options for handling the situations. Candidates are asked to select most effective or most and least effective way of handling situations. Situational judgment tests can become complicated to develop as it is can be difficult to find situations that have various viable options within a position.

## Practical / Skills Assessments

These are similar to on-the-job assessments where applicants are provided an opportunity to demonstrate ability through actual work situations they will encounter.

For example, Academic staff may be required to deliver a lecture to the College, or an Administrative Assistant may undergo a typing test.

## Physical Fitness/Ability Test

A Physical fitness/ability test may be required for employees undertaking a position where the ability to perform manual tasks is required. A Physical fitness/ability test may comprise of a pre-employment medical combined with a physical functional assessment, relevant to the role.

A pre-employment medical is a medical assessment conducted by an external health professional to satisfy the University that the employee has the physical capacity to perform the inherent physical requirements of the position. A pre-employment medical may also be used to ensure the University meets its duty of care obligations under the Workplace Health and Safety legislation. A pre-employment medical may also be used to identify any reasonable adjustments that may need to occur within the workplace.

As medical information is one of the most sensitive categories of personal information, JCU understands it is important that high standards of confidentiality, physical security and strict limitations apply on the access and use of personal medical information. As a result, the Physical Fitness/Ability test can only be done in consultation with your Human Resources Consultant and support of the JCU Workplace Health and Safety team.

## Background Checks

Background or Police checks may be required for certain positions. Your HR Consultant can offer advice if required.

## Forms

[Request to Appoint Form](#)

# Part 6 – Appointing the Applicant

This Part will have already been considered when conducting the Job Brief at Part 2 above.

## Making an offer of appointment

Once the Selection Committee has completed all selection techniques within a recruitment activity the Request to Appoint form is to be completed.

At this point you would consider all factors below and include details on the Request to Appoint Form, once all required approvals are obtained, including financial verification, the completed form is sent through Service Now. If more than one candidate was found appointable you are able to establish the Order of Merit for the position by including candidate names in the Service Now request.

On receipt of the employment offer, the candidate is provided ten days to enable due consideration of the offer, before accepting it. Therefore, at the very least 15 working days is required between sending the Request to Appoint Form and proposed start date of employee to ensure appropriate approvals, letter of offer sent and signed acceptance received and documents processed.

## Authority to make an offer of employment

An offer of employment should only be made by those who have the authority to do so. The HR Delegations Policy and Register set the minimum level of delegation required for approvals to appoint. The level of authority required is dependent on the type and level of appointment to be offered.

Due to the functionality set up within the forms, it is preferred not to print the forms and approval is via Electronic Signatures.

## Verifying Qualifications and other credentials

The Chairperson or Manager recommending appointment is to certify evidence of required qualifications, licences for every applicant that is recommended as appointable within the Order of Merit prior to finalising the Request to Appoint form.

The Chairperson or Manager recommending appointment is to ask each applicant that is recommended as appointable within the Order of Merit to provide evidence of his/her right to work in Australia. This can be an Australian Birth Certificate, proof of Australian Citizenship, passport, work visa or identify the requirement for a visa application to be sponsored by JCU prior to finalising the Recommendation for Appointment form.

All certified qualifications, licenses and evidence of right to work in Australia are to be sent via Service Now and accompanies the completed Request to Appoint form.

## Order of Merit

Where the Selection Committee considers more than one applicant adequately meets all selection criteria and is appointable they are able to record this within the Service Now request, thus establishing the Order of Merit.

Appointments can be made from the Order of Merit for the same position, where a vacancy occurs within twelve months from the date the selection is approved, without having to go through the recruitment process again.

A new Request to Appoint is to be completed with appropriate approvals obtained. This Order of Merit forms the basis of Eligibility List.

## Eligibility List

Where an Order of Merit does not exist for a position, applicants may be sourced from the Eligibility List.

The Eligibility List is made up of all current Order of Merits for similar positions of the same classification or below where the selection criteria are directly comparable. An Eligibility List drawn from an Order of Merit is current up until 12 months from the date of selection approval. This Part will have already been considered when conducting the Job Brief at Part 2 above. Once applicants are sourced from the Eligibility List a decision will be made as to which Selection Techniques are appropriate for this position as per Part 5 above.

## Remuneration

The applicable Enterprise Agreement outlines the salary levels for the Academic, Professional and Technical employee classifications.

Generally applicants are placed at the bottom of the classification unless the Selection Committee felt the level of experience warranted being appointed at a higher step still within that classification level. Any capacity to negotiate any other special remuneration arrangement must be in accordance with the HR Delegations Policy and Register; Recruitment, Selection and Appointment Policy and [Market Loading Policy](#).

## Negotiating the Offer

A Manager, with advice from your HR Consultant, may negotiate specific terms and conditions with the applicant, within the boundaries and approvals within the HR Delegations Policy and Register and Recruitment, Selection and Appointment Policy.

## Relocations Assistance Policy

As a result of the Recruitment and Selection process the appointed applicant may need to be relocated in order to take up the position. Ordinarily this is available for appointments greater than two years.

Relocation approval is to be obtained and sent through with the Request to Appoint Form. Refer to the [Relocation Assistance Policy](#) for approval requirements and further detail.

## Formalising the Offer (Contract of employment)

Human Resources will prepare the letter of offer, (which once signed forms the basis of the employment contract), on receipt of:

- Fully completed and authorised Recommendation for Appointment Form
- Applicant's Resume/CV
- Copy of the applicant's validated qualification/s
- Evidence of right to work in Australia
- Employment Offer requirements (i.e. inclusions to standard letter of offer).

The letter of offer will then be sent through to the prospective employee, signed acceptance is received and processed, onboarding and induction activities can be prepared.

***At no time can a successful candidate start employment with JCU prior to returning an accepted letter of offer. There are Workplace Health and Safety and Contractual ramifications for employees that start without a signed letter of offer.***

## Notifying Unsuccessful Applicants

After shortlisting and completing "applicant actions" in the eRecruit tool by the Chairperson, this will enable automatic email advice to unsuccessful applicants at the shortlisting stage.

At the conclusion of the recruitment and selection exercise, the Recruitment team will post "applicant actions" in the eRecruit tool, enabling email advice to the unsuccessful applicants.

Prior to unsuccessful emails being sent out the Selection Committee Chair should contact all unsuccessful interviewed applicants as these applicants have built a rapport with the University and Selection Committee through this process.

The timing of the communication is an important consideration in applicant care. For applicants considered appointable (e.g. Order of Merit / Eligibility List), the advice may reflect the intention for the applicant to be placed on the Eligibility List.

## Providing Feedback to Unsuccessful Applicants

Providing feedback to unsuccessful applicants can be difficult as too often decisions are not based on clearly defined behaviour or demonstrated evidence but rather are too general or accusatory in nature. For example, "An answer lacked depth", rather than "Answer only mentioned a few stakeholders, unable to point out all steps involved in establishing procedure".

Feedback should be provided by the Chairperson or Selection Committee member who participated in the process. General feedback is preferred and should be based on ability to meet selection criteria.

In the instance this is insufficient and specific feedback is sought, this is generally only provided to internal applicants only for the purposes of Career Development. When this occurs contact HR if you have any queries or concerns or wish to discuss potential feedback, but generally you should:

- Prepare your feedback before you contact the applicant
- Start with a positive statement – say what was good about the application/interview
- Demonstrate the decision was related to the Position Description and Selection Criteria
- Focus on the skills gap or where evidence was weak and not the person

- Focus on observations and not inferences or judgment
- Avoid comparing the applicant to other candidates and do not refer to other candidates in an identifiable way
- If the applicant met the majority of the criteria but did not reach the next stage because competition was high, say this
- Where there are general things that the applicant could do to improve their future applications for this position explain this
- Thank them for applying with JCU.

## FORMS

[Request to Appoint Form](#)

# Part 7 – The Next Steps

## Recruitment and Selection Documentation

All Recruitment and Selection Documentation should be kept electronically and in hard copy (if obtained) by the Chairperson for a 3 year period to ensure compliance with the General Retention and Disposal Schedule for Administrative Records (GRDS) QDAN 249 version 7 (Queensland State Archives).

All recruitment and selection documentation is discoverable under Privacy legislation and Right to Information (RTI).

## Onboarding, including Induction

The transition from applicant to employee, the period between engaging with James Cook University, at the time of Employment offer, before commencing and then the support required as a new employee to be set up for success is a critical phase.

Once a decision is made and approved to offer an employment contract to the successful applicant, it is recommended that the Chairperson, in conjunction with the manager (if different) reviews and commences activities relating to onboarding, including induction.

## Probation

Particular probation requirements exist in James Cook University, including performance management requirements during the probationary period. To ensure appropriate probation period requirements are met at the time of appointment, refer to the relevant Enterprise Agreement and seek advice from your HR Consultant. It is important that staff members are made aware that a probation period applies and the probation end date and expectations of them throughout this period.

## Complaints against the Recruitment & Selection Process

Thorough planning within the Job Brief will ensure that in the event of a complaint, the Selection Committee can demonstrate the recruitment and selection activities undertaken are consistent, merit-based and in accordance with the Recruitment, Selection and Appointment policy.

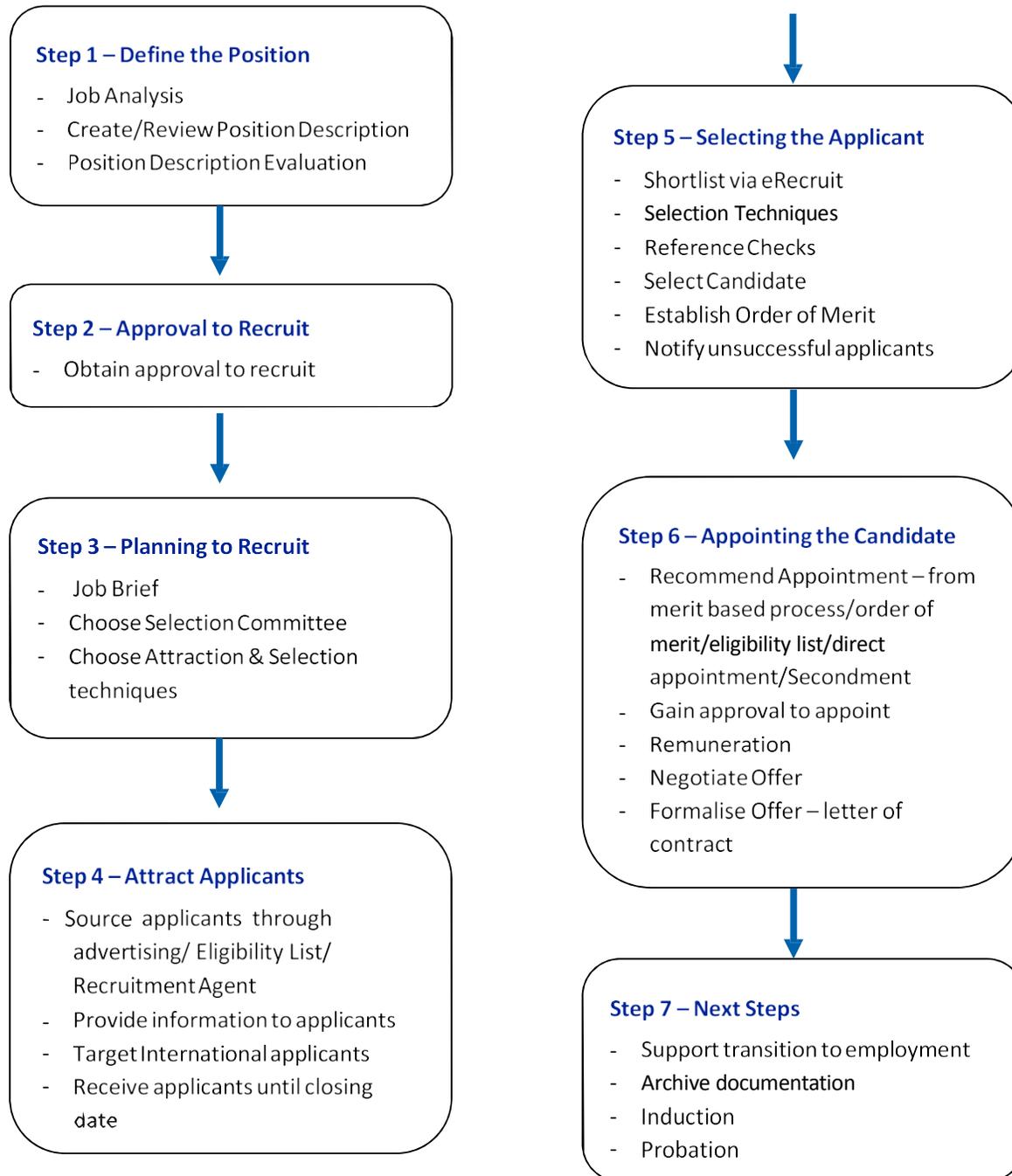
Only internal staff may lodge a complaint against a selection process. It may only be made on the grounds that the recruitment and selection activities did not align with policy and due process was not followed. Complaints are to be made in accordance with the Enterprise Agreement Grievance Resolution clause.

## FORMS

[Managers' Onboarding and Induction Checklist](#)

[Probation Review Forms – Academic and Professional and Technical](#)

## Appendix A – Recruitment & Selection Workflow



The Human Resources Directorate would like to acknowledge the influential contribution of the University of South Australia's Recruitment and Selection Good Practice Guide had in shaping the framework for this Best Practice Guide.



## Administration

NOTE: Printed copies of this policy are uncontrolled, and currency can only be assured at the time of printing.

### Approval Details

Procedure Sponsor:	Deputy Vice Chancellor, Services and Resources
Approval Authority:	Deputy Vice Chancellor, Services and Resources
Date for next Major Review:	11/07/2019

### Revision History

NOTE: A minor amendment will not result in a change of the next major review date.

Approval date - the date the approval authority approved the establishment, minor or major amendment or disestablishment

Implementation Date - the date the policy was published in the Policy Library and is the date the policy takes effect

Version	Approval date	Implementation date	Details	Author
17.2	27/06/2017	05/07/2017	Amendments – changed any reference to an approval matrix or incorrect approver to HR Delegate and referenced HR Delegations Policy and Register	HR Project Manager
17-1	08/02/2017	10/02/2017	Amendments – addition of information regarding the employment of children; Amendments made to the Reference Checking section including an update of the legislation.	Manager, Recruitment
16-1 (V3)	11/07/2016	12/07/2016	Updated position titles for HR team, Heads of Colleges, Deputy-Vice Chancellor	
V2		4/06/2013	Amendment of wording, regarding Aboriginal Australians and Torres Strait Islanders.	
V1		6/12/2012	Introduction of newly created document, supporting the Recruitment, Selection & Appointment Policy approved on the same date	

Keywords	[list several relevant key words which may be used to search for and locate the policy in the Policy Library]
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