

# Talent, Recruitment and Appointment Procedure

## Section 1 - Introduction

- (1) The University of Newcastle (University) aims to recruit, assess, select, appoint and onboard the best possible candidates in a timely and cost-effective manner.
- (2) This document outlines the procedural requirements for the recruitment, assessment, selection, appointment and onboarding processes of professional, teaching and academic staff.

## Section 2 - Scope

- (3) This Procedure applies to the recruitment, assessment, selection, appointment, and onboarding of all staff across the University's domestic campuses, centres and University Institutes, including continuing, fixed term, casual, contingent and senior executive staff appointments.
- (4) This Procedure does not apply to the recruitment, assessment, selection, appointment and onboarding of staff for:
- a. the University's controlled entities;
  - b. off shore campuses;
  - c. academic staff seeking appointment to a higher academic level in their current role (please see Academic Promotion Policy);
  - d. honorary academic appointments (please see Honorary Academic Titles and Visiting Appointments Policy);
  - e. Laureate Professor appointments (please see Appointment as Laureate Professor Policy); or
  - f. volunteers (please see Volunteer (including Volunteer Researcher) Policy).
- (5) This procedure must be read in conjunction with the Talent, Recruitment and Appointment Policy.

## Section 3 - Definitions

- (6) In the context of this document the following definitions apply:

Term	Definition
Academic staff	Means individuals appointed to an academic position in accordance with the University of Newcastle Academic Staff and Teachers Enterprise Agreement. This definition specifically excludes honorary academic or conjoint title holders.
Centre	Means University centres as defined by the Guidelines to define Units, Centres and University Institutes.
Continuing employment	All employment that is not contingent, fixed-term or casual employment, and for which there is no set date for the employment to cease.
Fixed-term employment	Employment for a specified term in accordance with the relevant <a href="#">Enterprise Agreement</a> .

Term	Definition
Casual employment	Employment paid on an hourly basis in accordance with the relevant <a href="#">Enterprise Agreement</a> .
Sessional academic appointment	Employment of casual academic staff in accordance with the <a href="#">Academic Staff and Teaching Enterprise Agreement</a> .
Contingent employment	Employment provided from identifiable funding external to the University (not being an operating budget) for the life of a specific task or project or for the duration of funding in accordance with the relevant <a href="#">Enterprise Agreement</a> . Such employment has no fixed end date.
Senior executive appointments	A senior executive appointment may include: <ol style="list-style-type: none"> <li>1. Deputy Vice-Chancellor;</li> <li>2. Pro Vice-Chancellor;</li> <li>3. Chief Operating Officer;</li> <li>4. Global Innovation Chair;</li> <li>5. Global Innovation Professorial Fellow;</li> <li>6. Head of School;</li> <li>7. University General Counsel;</li> <li>8. Chief Financial Officer;</li> <li>9. Chief People and Culture Officer;</li> <li>10. University Librarian;</li> <li>11. University Secretary;</li> <li>12. Director;</li> <li>13. General Manager; or</li> <li>14. other comparable roles.</li> </ol>
Redeployment	Where a detached staff member (as referred to in the relevant staff <a href="#">Enterprise Agreement</a> ) seeks redeployment within the University's redeployment timeframe.
Request	The formal request to recruit for a position or appoint a candidate.
Appointable candidate	A candidate who has been assessed through a competitive recruitment process and as a result is considered to be suitable for appointment to the role.
Categories of merit	The categories of merit that candidates are to be assessed against include: <ol style="list-style-type: none"> <li>1. skills and knowledge;</li> <li>2. competencies;</li> <li>3. qualifications;</li> <li>4. leadership capabilities;</li> <li>5. previous experience; and</li> <li>6. demonstrated potential.</li> </ol>
Identified position	A position which requires a particular attribute (genuine occupational requirement) such as Aboriginal or Torres Strait Islander, gender, disability etc.
Targeted position	A position that does not require a particular attribute but the University seeks to appoint from an under-represented group such as a specific gender, or Aboriginal or Torres Strait Islander candidates.
Market/Role Loading	A discretionary market loading, or monetary allowance, where there is a clear need to enhance the University's competitive position in response to market forces.
University Institute	As defined by the Guidelines to define Units, Centres and University Institutes.

## Section 4 - Planning to Recruit

(7) Recruitment to a role will generally be in response to a current vacancy, impending vacancy or the creation of a new position.

(8) The Hiring Manager should consult with Human Resource Services and their Finance Business Partner to assess the hiring need and obtain financial approvals.

(9) The Hiring Manager will consult with Human Resource Services, if required, on the Selection Committee composition and engage with the selected panel members. If the position is an identified position or targeted position,

the specific diversity group must be represented on the panel.

## Role Design

(10) A Position Description (PD) is required for all appointments that will be greater than six (6) months. The Hiring Manager is responsible for the development of the PD, with support from Human Resource Services if required.

(11) The PD will be reviewed and/or evaluated by Human Resource Services in the following circumstances:

- a. the position is new; or
- b. there has been significant change to the existing position.

(12) A Statement of Duties is required for all appointments less than six (6) months, which should describe the key activities and responsibilities for the role. The Hiring Manager is responsible for the development of the Statement of Duties, with support from Human Resource Services if required.

## Recruitment and Sourcing Strategy

(13) Human Resource Services in consultation with the Hiring Manager will determine the most efficient and cost-effective recruitment and sourcing strategy. Recruitment and sourcing strategies may include but are not limited to (with the exception of Clause 15):

**Table A - Recruitment and Sourcing Strategy Type**

Strategy Type	Description
Internal competitive recruitment	For appointments where the role is open to candidates University-wide.
External competitive recruitment	For appointments where the role is open to candidates both University-wide and externally.
Intra-team recruitment	For appointments where the role is open to candidates from within the team where the role exists; which may be a specific team, Unit/School or College/Division. This may also include an Expression of Interest process for secondment.
Direct appointment	Appointment of a candidate who has been identified based on their specialist skills and knowledge.
Sessional Academic Expression of Interest (EOI)	To create a register of suitable sessional academic staff, open to candidates both University-wide and externally that may be appointed on a casual basis for up to twelve (12) months. Generally, an EOI will be conducted annually.
Appointment by invitation	Used in exceptional circumstances for the appointment of outstanding academic or professional staff where the appointment is important to the strategic direction and reputation of the University, and the candidate to be appointed has been identified. This may include: <ul style="list-style-type: none"><li>a. where the proposed appointment is required in a short timeframe to secure an outstanding candidate or to meet urgent or critical operational needs;</li><li>b. where the proposed appointment would provide a major competitive advantage to the University;</li><li>c. where any breach of confidentiality would place the appointee and the appointment at risk; or</li><li>d. in other exceptional circumstances.</li></ul> Appointment by invitation must be approved by the Vice-Chancellor.
Executive search firm or recruitment agency engagement	An external provider is engaged, at an additional cost to the University (costs to be distributed), to identify potential candidates and/or provide other specialist support throughout the recruitment process.

## Section 5 - General Procedural Requirements

(14) The Hiring Manager is responsible for obtaining approval to recruit from an appropriate delegate.

(15) Advertising of positions must be in accordance with the provisions of the Talent, Recruitment and Appointment Policy and the relevant [enterprise agreement](#).

(16) Where a suitable candidate has been identified for direct appointment this may be approved by a relevant delegate in the following circumstances:

- a. the appointment is not a result of a previous competitive process whereby the candidate was identified as an appointable candidate;
- b. the appointment is less than twelve (12) months duration (including any extensions);
- c. the appointment is less than twelve (12) months when a specific skill set is needed for a strategic project, with the option to extend this for a further period of 12 months as approved by the Division or College Leader;
- d. the appointment is for a grant or contract funded role of less than or equal to three (3) years. A request to appoint for the duration of a grant over three (3) years can be made to the Pro Vice-Chancellor for approval.

(17) For recruitment to grant funded positions, the Hiring Manager must ensure compliance with the grant funding guidelines and conditions of the award. This includes, but is not limited to:

- a. verifying the candidate is permitted to be employed using funds awarded from the grant; and
- b. ensuring that where a specific researcher is named in a grant application, that their recruitment is through direct appointment.

### Appointment by Invitation

(18) An appointment by invitation must be initiated in writing by an Executive or Senior staff member to the Vice-Chancellor for approval.

(19) The Vice-Chancellor will consider any relevant material which may include but is not limited to:

- a. a statement by the Executive or Senior staff member as to why the nominated candidate is important to the strategic direction and reputation of the University;
- b. the individual's curriculum vitae and qualifications;
- c. a brief statement from the candidate (if requested by the Vice-Chancellor);
- d. written referee reports from at least two (2) referees as determined by the Executive or Senior staff member in consultation with the Vice-Chancellor; and
- e. other documents that may be requested by the Vice-Chancellor.

(20) The Vice-Chancellor will either approve or not approve an offer of employment by invitation in consultation with the Chief People and Culture Officer.

### Appointment to Academic Administrative or Managerial Roles

(21) Recruitment, selection and appointment to academic administrative or managerial roles (eg Deputy Head of School, Academic Authority) shall be made separately from appointment to an academic level.

(22) Successful external candidates to these roles will be offered an appropriate academic level.

## Section 6 - Sourcing

### Advertising

(23) Prior to advertising a position, the Hiring Manager, in consultation with Human Resource Services will determine:

- a. the key requirements of the role;
- b. the ability to consider non-Australian working rights candidates;
- c. equity, diversity and inclusion considerations; and
- d. associated remuneration and benefits, including if a market loading is applicable.

(24) Internal advertising will be used where required by the relevant staff [Enterprise Agreement](#) and the Talent, Recruitment and Appointment Policy.

(25) An advertising campaign may include internal and external job postings, including online and other mediums.

(26) A job advertisement will be prepared by the Hiring Manager or Talent Acquisition Specialist in a timely manner. The Talent Acquisition team will arrange advertising for all competitively recruited positions and when support is requested by the Hiring Manager.

(27) Appropriate adjustments will be made during the application process for candidates who have a disability or require cultural considerations.

(28) All candidates will receive an acknowledgment of their application.

## Section 7 - Assessment and Selection

(29) The minimum assessment and selection techniques to be used are shown in Table B. Where an exception to these is to be made, approval will be required by the Senior Manager, Talent Acquisition.

(30) Candidates must be assessed and selected based on the categories of merit for the role ensuring a fair and equitable process.

**Table B - Selection and Assessment Techniques**

Level / Role Type	Minimum Selection Techniques	Optional Assessment Techniques
All positions	Interview/formal discussion Two (2) Reference Checks (except for intra-team recruitment who do not require a reference check) Required pre-employment checks Job talk - required for all academic roles where the appointment is greater than or expected to be greater than 12 months, and is not a research only or grant funded position with 10% or less teaching time. Benchmarking report - required for academic roles where the appointment is greater than or expected to be greater than 12 months, and is not a research only or grant funded position with 10% or less teaching time.	Initial Screening interview Site visit Meet and greet(s) Leadership assessment Work sample test Seminars/presentation Skills assessments Background screening Psychometric or other testing Follow up interview Pre-employment medical assessment

### Selection Committee

(31) A Selection Committee is required for competitive recruitment processes when there are more applications received than positions available (except for casual employment appointments).

(32) Selection Committees (regardless of position level or classification) must:

- a. for all positions:
  - i. include representation from a specific diversity group if the position is an identified or targeted position; and
  - ii. ensure all members have completed relevant training at least annually as defined by the Chief People and Culture Officer, to ensure understanding of critical considerations such as bias and diversity awareness;
- b. for non-academic positions:
  - i. comprise a minimum of three (3) members, with gender balance unless otherwise approved by the Hiring Manager on recommendation by the Senior Manager, Talent Acquisition (please see Gender Inclusive Membership of University Committees Policy);
  - ii. have an appointed Chair who is at least one (1) level above the advertised position;
  - iii. include one member who is external to the work unit recruiting who is nominated by the Chair and who may be external to the University;
  - iv. ensure all members are at or above the level of the advertised position, except where specialist knowledge in a field or role is required;
- c. for academic positions:
  - i. comprise a minimum of four (4) members, with gender balance unless otherwise approved by the Hiring Manager on recommendation by the Senior Manager, Talent Acquisition (please see Gender Inclusive Membership of University Committees Policy);
  - ii. comprise members who are at or above the level of the role being recruited;
  - iii. include an internal expert and expert panel member external to the unit/School;
  - iv. include the Pro Vice-Chancellor Indigenous Strategy and Leadership where the position is an Indigenous targeted position;
  - v. must be chaired by a Senior Executive and comply with the Academic Position Selection Committee roles in Table C below.

(33) The Selection Committee must abide by the Conflict of Interest Policy and Conflict of Interest Procedure.

**Table C - Academic Position Selection Committee Roles**

Role	Level A-C	Level D	Level E
Chair	Must be the College Pro Vice-Chancellor, unless a Head of School or Deputy Dean / Assistant Dean Teaching or Research is nominated by the College Pro Vice-Chancellor.	Must be the Deputy Vice-Chancellor (Academic) or Deputy Vice-Chancellor (Research and Innovation) unless a College Pro Vice-Chancellor is nominated by the Deputy Vice-Chancellor.	Must be the Vice-Chancellor, unless a Deputy Vice-Chancellor is nominated by the Vice-Chancellor.

Role	Level A-C	Level D	Level E
Minimum Membership Requirements	<ul style="list-style-type: none"> <li>- Head of School (or nominee if acting as Chair).</li> <li>- Senior lecturer external to the School in which the appointment is to be made.</li> <li>- Any additional members as appointed by the College Pro Vice-Chancellor or Vice-Chancellor (as appropriate).</li> </ul>	<ul style="list-style-type: none"> <li>- College Pro Vice-Chancellor, unless a Deputy Dean / Assistant Dean Teaching or Research is nominated by the College Pro Vice-Chancellor.</li> <li>- Head of School, Institute or Centre.</li> <li>- Professor external to the School in which the appointment is to be made.</li> <li>- Any additional members as nominated by the Pro Vice-Chancellor.</li> </ul>	<ul style="list-style-type: none"> <li>- Deputy Vice-Chancellor.</li> <li>- Pro Vice-Chancellor (College and/or other).</li> <li>- Head of School, Institute or Centre.</li> <li>- Deputy Dean / Assistant Dean Teaching or Research as appropriate.</li> <li>- Professor external to the University appointed by the convenor (as appropriate).</li> <li>- Senior business/industry person appointed by the convenor (as appropriate).</li> <li>- Any additional members as appointed by the Deputy Vice-Chancellor or Vice-Chancellor (as appropriate).</li> </ul>

## Shortlisting

(34) Prior to shortlisting taking place, the Hiring Manager may, in consultation with the Talent Acquisition Team and/or external recruitment agency, review applications to identify individuals that are not suitable for consideration on the basis of ineligibility or failure to demonstrate meeting the essential criteria for the role in their application. These applications will not be considered in the shortlisting process and applicants must be advised of the outcome.

(35) Shortlisting will be undertaken by either:

- the Selection Committee;
- the Hiring Manager; or
- a recruitment agency or executive search firm if engaged.

(36) Applications from candidates who meet the categories of merit requirements for the position, but do not hold Australian working rights must be referred to Human Resource Services for the purposes of seeking further advice.

(37) At the conclusion of shortlisting, all candidates must be advised of the progress of their application.

## Job Talk

(38) A Job Talk is a formal presentation by a candidate of their research and/or teaching to an invited audience. The purpose is to provide the candidate with an opportunity to showcase their research interests, track record and future plans, and their presentation skills in delivering subject matter to an audience. A Job Talk will include a question and answer component.

(39) Invited attendees will typically comprise a range of academics from the relevant School and other educational academics from relevant Colleges. Audience members (non-Selection Committee) will be bound by relevant privacy and confidentiality policy and procedures.

(40) Feedback from the Job Talk will be provided to the Selection Committee and will be considered as part of the assessment process.

(41) Job Talks will be arranged by the hiring area in consultation with the Talent Acquisition Specialist.

## **Interview**

(42) An interview or formal discussion provides an opportunity to ask questions, seek clarification and gather information from candidates on their ability to meet the required categories of merit as described in the Position Description or Statement of Duties.

(43) Appropriate adjustments during the interview process will be made for candidates who have a disability or require cultural considerations.

(44) The Selection Committee Chair, with the support of the Talent Acquisition Specialist if requested, will prepare suitable questions for interview.

(45) Each candidate must be provided with the opportunity to present additional relevant information and ask questions during the interview.

## **Optional Assessment Techniques**

(46) A range of assessment techniques may be used to form part of the assessment and selection process at the discretion of the Selection Committee Chair or Hiring Manager.

(47) Optional assessment techniques are to be coordinated by the Talent Acquisition Team.

## **Reference Checks**

(48) A minimum of two (2) reference checks is required for all appointments, with the exception of intra-team recruitment where a reference check is not required. The reference checks should provide sufficient information to confirm the candidate meets the categories of merit requirements of the Position Description or Statement of Duties.

(49) Reference checks must be conducted before an offer of employment is made.

(50) The Selection Committee Chair (or nominee) or the Hiring Manager will complete reference checks for the appointment.

(51) An interviewer or Selection Committee member cannot be a referee, unless otherwise approved by the Senior Manager, Talent Acquisition.

(52) Evidence of completed reference checks will be provided to Human Resource Services for record management purposes.

## **Selection**

(53) At the conclusion of all assessment and selection techniques, all available information gathered on each candidate will be considered and the Selection Committee (if convened) or Hiring Manager will:

- a. determine which candidate(s) meet the requirements of the role and can be deemed appointable;
- b. where there is more than one (1) appointable candidate, rank the candidates in order of suitability for the position;
- c. seek further information on a candidate to make a determination, which may include additional assessment techniques; and/or
- d. deem a candidate not appointable if they do not demonstrate the required categories of merit for the role.

(54) If a Selection Committee is convened, the Chair:

- a. will provide their feedback following the comments from other Selection Committee members; and



- b. will ensure a Selection Committee Report is prepared and endorsed by all committee members at the completion of the recruitment process.

(55) As part of the selection process, each candidate found appointable may be considered for the same or similar role for a period of up to six (6) months following the recruitment process if not appointed. This excludes sessional academic appointees who may be appointed up to the term of the EOI register. In these circumstances reference checks and other mandatory checks must be completed prior to making an offer of employment.

(56) If no candidate is deemed appointable, the recruitment and sourcing strategy should be reviewed and recommenced in consultation with the Talent Acquisition Specialist.

## Section 8 - Appointment and Onboarding

### Approval

(57) Appointment of a preferred candidate must be approved by a relevant delegate prior to the issue of an offer of employment as follows:

- a. Professional staff positions – in accordance with the [Delegations Register](#);
- b. Academic staff positions:
  - i. ≤ Level E – Vice-Chancellor, subject to [Council Reserved Matters](#);
  - ii. ≤ Level D – Deputy Vice-Chancellor (Academic), or Deputy Vice-Chancellor (Research and Innovation) for research only and/or research grant funded appointments; and
  - iii. ≤ Level C – College Pro Vice-Chancellor for fixed term appointments subject to funding conditions as defined in the [Schedule of Vice-Chancellor's Operational sub-delegations](#).

(58) Where the candidate is to be based primarily outside Australia during their employment with the University, the Hiring Manager, in consultation with Human Resource Services and Financial Services, will ensure that all health and safety, legal, national security, taxation and employment risks associated with the candidates appointment are addressed and mitigated where required. The Hiring Manager will seek additional approval to appoint such a candidate from an appropriate delegate.

### Pre-employment Checks (excluding references)

(59) Human Resource Services will conduct all necessary pre-employment checks prior to commencement of the successful candidate, this may include but are not limited to:

- a. Identity checks;
- b. Working rights checks;
- c. Criminal records checks;
- d. Medical checks;
- e. Verification of qualifications;
- f. Working with Children checks; and
- g. Designated Security checks.

(60) Appointments are conditional upon the satisfactory outcome of any pre-employment checks.

### Market/Role Loading

(61) Where the Selection Committee determines that a market loading is essential to secure the preferred candidate,

the Chair must recommend the market loading, and its duration (up to an initial maximum term of 2 years), to the relevant delegate.

(62) Extensions to market loading payments must be approved by a relevant delegate.

## **Offer of Employment**

(63) A letter of offer will be prepared and checked by Human Resource Services, authorised by the delegate and provided to the preferred candidate in a timely manner.

(64) Where the candidate is not an Australian resident, the necessary consultation regarding Australian working rights must occur with Human Resource Services prior to a Letter of Offer being prepared.

(65) Details of relocation assistance offered to the candidate must be included in the offer of employment.

(66) The letter of offer must be signed by the candidate and returned to Human Resource Services prior to commencing employment with the University.

(67) Where the preferred candidate declines the letter of offer, the Selection Committee Chair may:

- a. progress to the next appointable candidate (pending mandatory pre-employment checks);
- b. reconvene the Selection Committee; or
- c. review the recruitment and sourcing strategy, in consultation with Human Resource Services.

## **Onboarding**

(68) All appointed candidates are required to complete onboarding activities.

(69) The Hiring Manager or their nominee, in conjunction with Human Resource Services will coordinate onboarding activities to ensure the candidate is provided with appropriate tools, information and resources in readiness to commence employment with the University.

(70) The Hiring Manager or their nominee will engage with the appointee prior to their commencement, to confirm the details for their first day and ensure a smooth transition.

(71) The Hiring Manager or their nominee is responsible for ensuring the candidate is provided with an appropriate induction relevant to their role, team and work environment.

# **Section 9 - Secondment**

(72) Secondments are available to staff to provide development opportunities that may enhance career prospects.

(73) Secondment arrangements must be agreed to by all parties within 10 working days. Where agreement cannot be reached, the Chief People and Culture Officer will make a determination.

(74) A secondment letter of offer, including conditions of the secondment, will be prepared by Human Resource Services, authorised by the delegate and provided to the preferred candidate.

(75) Commencement in the new position will occur two (2) weeks after agreement with relevant parties.

(76) In exceptional circumstances, the Chief People and Culture Officer may approve:

- a. a further extension up to a twelve (12) month secondment period; and/or

- b. an extension to a secondment period beyond twelve (12) months.

## **Inbound and Outbound Secondments**

(77) Secondments in and out of the University are generally based on mutual agreements between the staff member, the University and the external organisation.

(78) A business case for an inbound or outbound secondment will be prepared by the Head of School, supervisor or equivalent in consultation with Human Resource Services.

(79) A relevant delegate will either approve or not approve the secondment.

(80) If approved, the Head of School, supervisor or equivalent will prepare the inbound or outbound secondment agreement using the template on the Legal and Compliance website.

(81) The details and conditions of the secondment including return arrangements will be agreed to in writing prior to commencement.

(82) Candidates engaged by the University via an inbound secondment agreement are required to complete all onboarding and induction activities in accordance with Clauses 68-71 of this Procedure.

## **Section 10 - Record Keeping**

(83) Records are retained by Human Resource Services for all stages of the recruitment, assessment, selection, appointment and onboarding processes in accordance with the Records Governance Policy.

(84) All recruitment records pertaining to the recruitment process must be provided to Human Resource Services at the time of the request to appoint a candidate.

## **Section 11 - Relaxing Provision**

(85) During organisational change, recruitment processes designed to cover the requirements of the change process will be described in the proposal paper regarding the change, and administered in line with the relevant staff [Enterprise Agreements](#) and the principles of the Talent, Recruitment and Appointment Policy.

## Status and Details

<b>Status</b>	Current
<b>Effective Date</b>	15th August 2024
<b>Review Date</b>	12th April 2026
<b>Approval Authority</b>	Chief People and Culture Officer
<b>Approval Date</b>	13th August 2024
<b>Expiry Date</b>	To Be Advised
<b>Unit Head</b>	Martin Sainsbury Chief People and Culture Officer martin.sainsbury@newcastle.edu.au
<b>Author</b>	Rachael Laybutt Strategic Projects Manager
<b>Enquiries Contact</b>	Recruitment 4033 9999