Procedure: Appointments

Purpose
To inform staff of the various employment categories and employment conditions at ANU.

Procedure
1. All appointments will be undertaken in a fair and transparent manner.
2. Position documentation is required for all appointment processes at the University. Position documentation incorporates:
   - the Request for Advertising or Non Advertising outlining the proposal
   - the Position Description provides information which clarifies and describes the job, its functions, environment and reporting relationships. Position descriptions must be consistent with the classification descriptors in the current ANU enterprise agreement.
   - Selection Criteria which are used to assess and articulate the core capabilities required to successfully fulfil the responsibilities and duties of the position. It is on the basis of these selection criteria that a committee determine a candidates' suitability for the role.
3. Competitive selection processes may be run by an external recruitment agency or executive search firm upon prior approval by the Director – Human Resources. All positions managed by external agencies will be advertised on the ANU jobs website and external advertisements must be under the ANU brand.

Advertising
4. Advertisements must be placed through the Recruitment and Appointments Branch, Human Resources Division.
5. Advertisements must point to selection documentation which is available to all applicants and will include: a description of the position, selection criteria outlining how candidates will be assessed for suitability to the role and information outlining specific requirements for the role.
6. Advertising processes will generally call for a written application from
candidates addressing the selection criteria for the role. Positions may be advertised without calling for a statement against the selection criteria where an alternative may be suitable, such as a portfolio of work, or where the selection criteria may deter applicants an alternative requirement for the statement addressing the selection criteria may be implemented.

7. Prior to advertising and filling, vacancies will be considered for staff seeking redeployment and such staff must be given priority consideration when filling vacancies within the University. Where a person is assessed as having the skills and experience necessary to effectively perform the duties of the vacant position, that person will be transferred to the position as directed by the Director, Human Resources.

8. Advertisements will be placed on the ANU's jobs website.

9. Advertisements for general staff positions and academic level A positions may be restricted to current ANU staff only, if desired. Typically, ANU restricted advertising would be appropriate where: internal skills are most appropriate for the role; it is known that suitable applicants are available internally; or where a vacancy is temporary.

10. All advertisements placed on the external ANU website will automatically be advertised on www.seek.com.au. We encourage all academic positions to be advertised on www.timeshighereducation.com in addition to all senior professional positions.

11. Advertisements may be placed in a variety of other electronic and/or print media, as appropriate. All advertising material must appear in the ANU standard advertising formats.

12. As the University receives the minority of applications from print media sources, where advertising is placed in an Australian newspaper, the following restrictions will apply:

- all positions advertised must generally appear in a single composite advertisement where more than one position is advertised by the University;
- where a stand–alone advertisement is requested, approval from the Director, Human Resources will be required.

13. The University provides mechanisms for the advertisement of ‘identified positions’ in accordance with the Identified Positions Procedure to increase the diversity of staff.

14. Prospective applicants will normally be given no less than seven working days (external advertising) and 5 working days (internal advertising) to lodge a
response to an advertisement.

**Appointment without advertisement**

15. Appointment without advertisement can be made in the following circumstances:

- fixed term appointments for a total period of up to 12 months;
- transfer within the University at the same academic or general staff classification;
- individuals named by a granting body or awarded a Fellowship;
- Identified positions (see the Identified Positions procedure);
- Dual career hiring (see the Dual Career Hire Applications and Appointments procedure);
- casual appointments; and
- redeployment.

16. If the circumstances of a position change and the position is to be extended or converted, the position may be required to be advertised.

17. All appointments without advertisement must give priority to suitably qualified staff members seeking redeployment.

18. In exceptional cases, the Director, Human Resources may give an exemption to advertising long term or continuing vacancies in circumstances such as:

- positions where there is a skills shortage;
- employment by invitation;
- where a proposal supports the University's goals in relation to the University Reconciliation Action Plan (RAP); and
- other exceptional circumstances.

19. Approval must be sought in writing, including full justification, to the Director, Human Resources via the Recruitment and Appointments Branch.

**Selection committees**

20. All advertised positions require a selection committee.

21. Selection committees should be comprised of between three and six members with a gender balance and at least one external representative.

22. External representatives must be external to the College or Division. Where a suitable representative outside the College or Division is not available,
representative who is external to the work area is a suitable substitute.

23. Committee members will declare any real or perceived conflict of interest and adhere to the confidentiality of the selection process.

24. Selection committee membership is determined by the appropriate delegate. The delegate for level E positions is the Vice-Chancellor.

25. In recruiting for a senior or significant functional position (i.e. HR, Research Management, IT, Marketing, Student Administration or Finance) selection committees will require a representative from the relevant Service Division. Similarly, selection committees recruiting a senior position within a Service Division will require representation by a General Manager (or representative) from another College or Division.

26. The Selection Committee does not hold the delegation to make the appointment, the Committee recommends to the appropriate delegate. The committee's recommendation must be provided to the delegate using the Selection Committee Report and approval sought prior to an appointment offer being made.

**Selection techniques**

27. The University recognises the diversity of the positions advertised and provides flexibility in selection techniques. The following selection tools would normally be used as follows.

**Short listing**

28. Short listing is the process of selecting from all of the applications received those who indicate they have the potential to meet the selection criteria and are suitable for further selection. It is a way of narrowing the field of applicants that will be assessed further. Individuals must be assessed in terms of their stated individual qualifications, knowledge and experience for the position and not in terms of stereotyped assumptions. The University does not permit discrimination against potential staff due to breaks in service or career progression or due to the need to meet family responsibilities.

**Interviews**

29. Interviews may be conducted face-to-face, over the telephone or via a video link-up. Candidates must be asked if any adjustments are required for the interview to ensure a barrier-free process. Candidates are not required to disclose that they have a disability.
Liaison processes

30. A Liaison Process is required for key leadership positions such as College Heads, Service Division Directors and Academic Directors. A Liaison Committee is often used to canvass views from an area on those short listed for interview and then report back to the selection committee. Permission must be obtained from the candidate prior to commencing the liaison process as the candidacy of short listed applicants will be revealed to the College, Division or School. A candidate cannot be required to participate in the liaison process.

31. A liaison committee is formed within the College or School and would normally consist of a minimum of two members of staff from the area. The liaison committee nominates a Chair from among its members. All members of the liaison committee are expected to participate in consultation with the College or School and to make themselves available throughout the process.

32. Liaison committees are usually used when short listed candidates are invited to present a seminar presentation to the staff within the College or School. The role of the liaison committee may vary from area to area however a liaison committee will normally be expected to:

- Invite members of staff and students of the area to view the curriculum vitae of the short-listed applicants (these will be forwarded to the Chair of the liaison committee by the Chair of the selection committee, and should have personal particulars such as address, phone number, etc. removed). The liaison committee must not copy the curriculum vitae. The names of referees and their reports are not to be made available to a liaison committee or to the staff of the school. Referees' reports will be disclosed only to members of the selection committee. A breach of confidentiality may result in discontinuation of the selection process.

- Liaise with the Chair of the selection committee on the organisation of the seminar presentations. The liaison committee will be responsible for organising the seminar rooms, ensuring that the requested equipment is available, and staff and student attendance at the seminars, i.e. circulation of seminar details to encourage attendance.

- Assign "mentors" to assist outside applicants with finding their way around campus, introducing applicants to area staff and students, tours of the area, organising social functions (if any).

- Canvass the views of the staff and students of the area after the seminar presentations.
• Prepare a report to the selection committee including how the views of the area were canvassed and a summary of findings in relation to each candidate ranking applicants in order of preference.

33. All members of the liaison committee are invited to attend the meeting of the selection committee. This meeting will take place after the applicants have been interviewed by the selection committee. The liaison committee may only make recommendations to the selection committee. It is entirely up to the selection committee to make determinations.

Reference checking

34. Referee reports are a requirement of all recruitment processes at the University. While referee's reports may be sought orally or in writing, the University strongly recommends oral references. Referee's reports can help to differentiate between applicants with strong claims for the position. They are undertaken to ensure that claims made by an applicant in their written application and at interview are substantiated. They also improve knowledge of an individual's work performance, competence, overall ability and potential.

35. Once a recruitment process is complete, candidates deemed suitable for the role may remain on a merit list for a period of up to 12 months. This merit list may be accessed for future appointments without further advertisement during this period.

Supporting the University's goals in relation to the Reconciliation Action Plan

36. In order to support the University's goals in relation to the Reconciliation Action Plan (RAP), the following specific activities enable the University to better attract and equitably select Indigenous candidates:

   a. The University advertises vacant positions through media sources selected specifically to capture the Indigenous community, including Indigenous Jobs Australia, via indigenous email networks, and from time to time, in newspapers such as the Koori Mail and the Indigenous Times; and

   b. Where Indigenous candidates are part of the candidate pool, every effort should be made to provide an Indigenous representative on the selection committee. Where an indigenous representative is not available, advice should be sought from the Indigenous Employment Advisor in the Human Resources Division, prior to selection taking place: and

   c. Advertising identified positions in accordance with the University's Identified Positions procedure.
The selection committee report

37. At the completion of the recruitment process, the selection committee report must be completed and signed by the selection committee and then approved by the delegate.

38. Offers of employment must not be made prior to delegate approval.

The offer of employment

39. The University will engage a person as an employee in accordance with The Australian National University Enterprise Agreement, under one of the following types of employment:

- continuing employment;
- part-time employment;
- senior management appointments;
- Graduate Recruitment and Development Program;
- continuing (contingent funded) employment;
- fixed term employment; and
- casual general staff employment and sessional academic employment.

Senior management employment

40. Senior management appointment means employment in a specified senior management position that will be governed by a performance-based employment contract. Senior management contracts are excluded from certain conditions contained in the ANU Enterprise Agreement. The list of specified positions and the conditions for senior management appointments are contained in clause 11 of the ANU Enterprise Agreement.

Continuing (contingent funded) employment

41. Continuing (Contingent Funded) Employment is an appointment type catering for staff members who are supported by 'contingent funds' and who are likely to source further contingent funding to support their employment in the future.

42. ‘Contingent funding" is limited term funding provided from external sources, but not funding that is part of an operating grant from government or funding comprised of payments of fees made by or on behalf of students.

43. A staff member may be appointed directly to a continuing (contingent...
funded) appointment where the appointment period is anticipated to be 12 months or more.

44. Appointment to Continuing (Contingent Funded) employment may be made following a recruitment and selection process or in accordance with the Appointment Without Advertisement provisions in clauses 14 to 17 above.

45. Continuing (Contingent Funded) employment may include periods where the appointment is funded by internal or recurrent funds providing that:

- The use of internal funding is for a limited period (as defined by the College Head); and
- There is a reasonable expectation that further contingent funding will become available.

46. Typically, this situation would occur where a grant holder's current grant has ceased and they are actively seeking further grant funding. Internal funds may be used to support the grant holder for a limited and defined period while they are applying for grants.

47. Employment at the University is conditional upon the following criteria being met:

- all employees must be eligible to work in Australia. Verification of citizenship, residency or visa status is required upon or prior to commencement by providing original or certified copies of the following documents: birth certificate, passport or valid working visa;
- all employees are required to verify identity and qualifications prior to or upon commencement by providing original or certified copies of the following documents: photographic proof of identity (eg. Passport or drivers licence), marriage certificate or evidence of change of name, and tertiary qualifications (where applicable);
- an employee may be required to undertake a medical examination, where during the course of their employment with the University the Director, Human Resources forms the opinion that there are reasonable concerns that an employee is not fit to undertake normal duties;
- an appointment may be subject to a security (criminal) check to be undertaken by the University. In the event a check is required, the successful applicant must agree to disclose to the University such details as required for this check to be undertaken. Should the results of the security (criminal) check be unsatisfactory to the University, the terms of the appointment may be withdrawn in whole or in part. If the University becomes aware that the
applicant failed to make a complete disclosure, the University may terminate this appointment on the grounds of misleading and deceptive behaviour;

- employees must not have accepted a redundancy or early retirement package from the University within the last 12 months; and
- existing directorships, partnerships and secretaryships must be declared prior to accepting an offer of employment.

**Contracts of employment**

48. A contract of employment must be provided for all staff. The contract of employment will set out the terms and conditions that relate to the offer of employment. Only an authorised delegate of the University may issue a contract of employment.

49. To be valid, a contract of employment must be:

- signed and approved by the relevant delegate;
- issued on the approved university templates; and
- formally accepted in writing by the successful applicant before commencement of work at the University.

50. All binding terms and conditions of the employment relationship will be documented in the contract of employment and associated letters. No other arrangements, including verbal discussions, will be considered binding upon the University.

51. The contract of employment must contain the following information:

- for a staff member other than a casual employee: the date of commencement of the employment arrangement; the classification level and salary of the staff member on commencement of the employment; the hours or the fraction of full time hours to be worked; the supervisor of the position; and where the employment includes a probationary period, the length and terms of the probation.

- for a fixed term staff member, the reason for the use of fixed term employment, in accordance with clause 13 of the ANU Enterprise Agreement.

- for a casual staff member: the duties required; the number of hours required; the classification level and rate of pay for each duty required; a statement that any additional duties required during the term will be paid for at the rate of pay appropriate to the classification level of the additional duties; the supervisor of the position; and a statement that he or she may
have a right to apply for his or her appointment to be converted to a non-casual appointment in accordance with the eligibility for casual staff conversion provision of the ANU Enterprise Agreement.

- other main conditions of employment including the nature of the employment (employment type), the identity of the employer, and the legal and/or administrative sources from which those conditions arise.

- a position description outlining the requirements of the role must be issued to a staff member with each non-casual employment contract.

Commencement of employment

52. The delegate will take the appropriate measures to ensure that all new starters are provided an efficient commencement process including but not limited to:

- a contract of employment and position description will be provided prior to the commencement of duties;

- staff who are relocating to Canberra will be given additional support during their resettlement and transition for example: immigration and relocation support; collection from airport and information on living in Canberra;

- a copy of the code of conduct is provided prior to or upon commencement; and

- an appropriate University and College/Division level induction will be provided.

53. The University provides induction information and checklists to support the induction process.

Relocation assistance for new staff

54. The University offers relocation assistance for new staff which is made up of travel costs and a removal allowance:

- The travel costs are made up of the air (or other form of) travel from the place of recruitment to Canberra for the employee and dependents (as appropriate). Travel costs will be paid at the rate of economy class fares.

- The removal allowance is a dollar figure (allowance) determined to support the cost of moving household and personal effects from the place of recruitment to Canberra for the employee.

55. The level of relocation assistance to be provided is determined at the point of employment offer and should be stated in the employment contract.
56. Relocation assistance will generally be provided in the form of reimbursement, within agreed allowance limits, following the presentation of receipts.

57. Where a staff member resigns before completing three years' service or the agreed term of a fixed term appointment of less than three years, a pro rata refund of the cost of travel and removal expenses made upon appointment may be required.

58. Staff members returning to the ANU under the Career Development Leave Program (CPLP) who received relocation allowances, may be required to make a pro rata repayment if they resign from the ANU within a period equivalent to the length of their development leave, up to a maximum of three years.

59. Guidance on relocation support is provided in the Relocation Assistance for New Staff Guideline.