



Academic Board Agenda

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SUPPLEMENTARY AGENDA for the meeting on Wednesday 8 October 2008

Pages

- ★ 1. **Apologies**
Apologies have been received from:
Professors M Adams, A Boyd, E Cowley, D Day, G Hancock, R Jeremy, A McBratney, C Rhodes, K Trigwell (Associate Professor S Barrie attending instead) and P Wolnizer (Associate Professor G Patmore attending instead), Associate Professor A Holland, Drs J Callen, K Cramer, M Edmond, C Grupen, D Higgins, G Macdonald, S Mansfield, K Nelson, L Scanlon, T Schofield and C Taylor, and Ms C McNally.

- ★ 5. **Focus Topics**
 - 5.2 **Recruitment and Selection of Academic Staff** pages 2-15
(Presentation by the Director, SydneyPeople)

Recommendation
That the Academic Board note the presentation by the Director, SydneyPeople on the recruitment and selection of academic staff at the University of Sydney.

- ★ 6. **Report of the Chair**
 - 6.2 **Honours and Distinctions** page 16

Recommendation
That the Academic Board note the report of the Chair of the Academic Board on the honours and distinctions and congratulate the recipients, as set out in the report presented.

 - 6.3 **General Report**
 - 6.3.3 **Refurbishment of Professorial Board Room** page 16

Recommendation
That the Academic Board note the Chair's report on the Refurbishment of the Professorial Board Room, as set out in the report presented.

AGENDA ITEM 5
Focus Topics

5.2 Recruitment and Selection of Academic Staff

Attached on pages 3-15 is the revised University policy on Recruitment and Selection. The revised policy is distributed to Academic Board members for their information.

Recommendation

That the Academic Board note the presentation by the Director, SydneyPeople on the recruitment and selection of academic staff at the University of Sydney.



The University of Sydney

Recruitment and Selection

Purpose

The University aims to recruit and select the best possible candidates in a timely and cost effective manner for positions at all levels within the University, contributing to the University's Strategic aims and helping to ensure continuous improvement in standards and capability. The policy exists to provide a framework and structure for all University staff engaged in the Recruitment and Selection process.

Scope

This document refers to recruitment of continuing and fixed-term positions. For temporary and casual positions refer to the Casual Employment Policy.

Policy

The University endeavours to attract and hire staff of outstanding quality who will contribute to our global reputation and who will build on our position as Australia's premier university.

All recruitment including the use of external recruitment suppliers is managed through SydneyRecruitment.

Related Documents

- University Delegation of Authority – Administrative Functions, 6.1 – 6.6
- University Code of Conduct
- Equal Employment Opportunities Policy
- University of Sydney Academic Staff Agreement 2006-2008
- University of Sydney General Staff Agreement 2006-2008

Definitions

1. **Recruitment Professional:** a professional recruiter or search consultant who is part of SydneyRecruitment or a recruiter or search consultant engaged externally
2. **Delegated Officer:** The person/s with delegated authority to approve the advertising of positions, the establishment of a selection committee and the terms and conditions of an appointment as per section 6.2 of the Delegations of Authority – Administrative Functions and University policy.
3. **Hiring Manager:** The faculty/division member who is identified by the Delegated Officer as the main point of contact for SydneyRecruitment throughout the recruitment process
4. **Dean:** The relevant Dean of Faculty or College or their nominee
5. **Head:** The head of School/Department/Unit or Pro Dean/Associate Dean to whom the position will report or their nominee
6. **HR Relationship Manager/Advisor:** Contact person within the HR Relationship team for both SydneyRecruitment and the Faculty
7. **Exempt roles/staff:** Staff employed at the level of Dean or above whose salary and loadings exceed the Level E Professorial Salary Rate by more than 33.33 per cent; or staff employed in other senior management roles whose salary and loadings exceed the Level E Professorial Salary Rate by more than 50 per cent. A full definition is available in the General and Academic University of Sydney Enterprise Agreements 2006-2008 in clause 5.2
8. **Chair:** Chair of the Selection Committee

Guidelines

- The University is committed to ensuring recruitment and selection practices are open, competitive and based on merit.
- Recruitment and Selection practices will reflect the University's strategic and operational objectives.
- All candidates will be assessed in relation to clearly defined position-related selection criteria to ensure the most appropriate candidate is selected.
- The University will treat all candidates fairly ensuring no unlawful discrimination at any stage of the recruitment and selection process to ensure diversity in its workforce.

- All Continuing and Fixed-Term positions will be advertised in publicly available¹ media unless otherwise approved by the Delegated Officer.
- Consideration of gender balance impact must be considered throughout all steps of the recruitment process.

Procedures

1. Planning to recruit

A. Identifying the hiring need

The Hiring Manager is charged with giving due consideration to overall unit staffing and resourcing when formulating the hiring need. The Hiring Manager will normally consult with the Dean/Principal Officer and relevant staff to assess the hiring need. A Request to Hire form will be completed and approved by the Delegated Authority to begin the Recruitment Process. LINK This form includes recommendation for remuneration and benefits.

The Hiring Manager contacts the Recruitment Professional at SydneyRecruitment to begin the recruitment process. A dedicated Recruitment Professional will be responsible for advising the Hiring Manager throughout the recruitment process to ensure an optimum hire. HR Relationship Managers/Advisors will be kept informed and may act on behalf of the Hiring Manager if so requested by the Hiring Manager.

B. Understanding the hiring need

The Recruitment Professional works with the hiring manager to:

- articulate the position and work requirements
- draft documentation including advertisement(s); selection criteria, Candidate Information, composition of the Selection Committee
- identify legislative requirements for pre-employment checks

C. Recruitment Strategy

The Recruitment Professional will provide recruitment recommendations to the Hiring Manager:

- Recruitment Strategy for the position, including methods, costing and screening
- Recruitment material including advertisements and value proposition for the role
- duration of the advertising period and closing date (including variation or omission)
- timeline for the recruitment process

¹ Publicly available media includes the University vacancies website which is the minimum requirement.

D. Approval to recruit (establishment of position)

The Hiring Manager endorses the recruitment solution for implementation and obtains approval to proceed from the Delegated Officer.

Where the approved sourcing strategy identifies appointment on nomination or a direct appointment as the most effective method of securing the best candidate, the Appointment on Nomination or Direct Appointment procedures are followed (see section 7). Link:

Level of position	Delegated Officer
Exempt positions	Vice-Chancellor
Level E	Dean and Provost
Level D and below	Dean
HEO 10 and non-Exempt Senior General Staff	Principal Officer; Dean
HEO 1-9	HOS/HOA

2. Advertising

All Continuing and Fixed Term positions (with the exception of Direct Appointments and Appointment on Nomination) must be advertised in publically available media. The minimum duration for advertising is stated below:

Academic	General	Minimum Advertising requirements
Level A-B	Level HEO 1- HEO 5	1 week
Level C/D/E and above	Level HEO 6 and above	2 weeks

3. Sourcing candidates

- A. The Recruitment Professional implements the approved Recruitment Strategy.
- B. The Head or Hiring Manager responds to specific queries about the position and organisational unit

4. Selection Committee

A. Membership

Academic Selection Committees:

If a position is advertised across levels, the Selection Committee must follow the composition of the senior appointment.

An Academic Board Nominee must participate in the interview and take part in the selection process. The nominee must be given at least five working days notice to attend Selection Committee meetings. The nominee is a full member of the Selection Committee and must be included as such in all meeting proceedings. Any exception must be with the approval of the Chair of the Academic Board.

	Appointment Level		
	A to C	D	E
Provost and Deputy Vice-Chancellor (or nominee)			√ (Chair)
Dean or Nominee	√ (Chair)	√ (Chair)	√
<u>Nominee of the Academic Board</u>	√	√	√ Chair of AB or nominee
Head or Nominee	√	√	√
Internal School Member (nominated by Head)	√	√	√
External member nominated by Head	nil	recommended	recommended
Other members	nil	• Up to one other school member nominated by the Head	• Up to two other members

A SydneyRecruitment representative will participate in Level E (and may at other levels) in the capacity of Recruitment and Selection advisor to the Chair.

General Staff Selection Committees:

The General Staff Selection Committee for all Exempt roles is appointed by the DVC or nominee. The membership includes:

- DVC or nominee (Chair) - required

- Head or nominee - required
- Another committee member who may be a SydneyRecruitment representative or an HR representative

The General Staff Selection Committee for all Non-Exempt roles is appointed by the Head. The membership includes:

- Head or nominee (Chair) - required
- Relevant member/s of the School/Area (normally the immediate supervisor of the position) - required
- Another committee member who may be a SydneyRecruitment representative or an HR representative

All General Selection Committee will include a minimum of three members.

B. Requirements

Academic and General Staff Selection Committees:

- Must exclude a person whose selection decision is likely to be biased because of a conflict of interest in the selection process or procedure. This includes persons who have a close personal or business relationship with any applicant, other selection committee member, or other persons involved in the selection process including internal/external consultants.
- Must include members of both genders with a minimum of 30% of each gender where possible.
- Are approved by the Delegated Officer before short-listing begins
- Must operate confidentially: No Selection Committee member may discuss any aspect of its deliberations or referees reports outside the committee meeting

All members of the Selection Committee will be invited to participate in the Recruitment process by the Hiring Manager or their nominee.

5. Selecting a candidate

A. Screening

SydneyRecruitment will conduct the screening process as agreed by the Hiring Manager. This process excludes candidates who are ineligible to apply or who do not meet the selection criteria.

B. Shortlisting

- All members of the Selection Committee are eligible and invited to participate in short-listing appropriate candidates. The Chair of the Selection Committee is required to participate in short-listing and may determine the method by which short-listing takes place.
- For Level E positions the short-list is finalised by the full Selection Committee or a sub-committee nominated by the Chair.

- For Level A-D positions, the short-list is finalised by the Chair after consultation with the Selection Committee.
- A short-list is finalised through assessment of applications and referee reports (if called beforehand) against the selection criteria, with those unsuccessful being notified
- A table of all applicants and their full applications will be available to all members of the Selection Committee upon request

C. Referee Reports

(a) Timing of Referee Report requests

For academic appointments, referee reports may be requested from *all* candidates prior to short-listing, from *short-listed* candidates prior to interviewing, or from *preferred candidate(s)* after interviewing. The decision of timing of Referee Reports is made by the Chair after consultation with the Selection Committee.

For Senior Academic Appointments (Level D & E), SydneyRecruitment requests Referee Reports from *short-listed* candidates prior to interview and circulates them to each member of the Selection Committee before the interview takes place.

To confirm the suitability of the appointable applicant(s), SydneyRecruitment will request referee reports from relevant applicants unless otherwise requested by the Chair.

(b) Format of Referee Reports

For academic appointments, referee reports are typically requested and received in written format (electronic copies are acceptable). At the Chair's discretion, verbal Referee Reports may be obtained to replace or supplement written versions.

For general staff appointments references will be taken verbally.

(c) Number of Referee Reports

Academic	General	Minimum number of References required
Level A-B	Level HEO 1- HEO 7	2
Level C-D	Level HEO 8-10, SGS, Exempt	3
Level E and above	N/A	5

(d) Status of Referees

It is preferred that referees are direct supervisors/managers from the candidate's most recent employment. Subordinates are not acceptable as referees. Peers may be acceptable as a third referee provided the other referees are supervisors/managers.

D. Final selection

(a) Selection method

Interviews are required for all positions (in person or through electronic media). The Recruitment Professional may carry out initial candidate interviews and shortlist appropriate candidates for further interviews if requested by the Selection Committee.

All selection criteria will be addressed in the interview.

For Level E positions the Head of School typically invites applicants to make a Seminar Presentation and consults with staff directly affected by the appointment. Presentations may also be requested for positions at levels A – D. All Seminar Presentations are to be arranged by a member of the Faculty.

(b) Selection interview

1. Interview planning

- The Recruitment Professional or the Chair prepares the interview questions based on the selection criteria prior to interview
- Additional questions may be asked to probe matters raised or to clarify issues emerging from the application or at the interview
- Applicants are given the opportunity to present further relevant information
- A range of assessment techniques may also be used to form part of the selection process

(c) Making the recommendation

The Selection Committee considers and decides which applicants are recommended as appointable and their ranking based on:

- The application
- The referee reports

- Qualifications
- The interview(s)
- Seminar presentations and the opinions of the School members consulted (if applicable).
- Other assessment information

For a recommendation of appointment, or for a decision not to appoint, a majority decision must be reached by the Selection Committee. Where a majority decision cannot be reached, a report outlining the views of all Selection Committee members will be forwarded for a decision to the Delegated Authority.

- (d) No form of employment commitment (including salary level) is to be entered into or implied at the interview.

6. Appointing the candidate

A. Conditions of appointment

The conditions of appointment are determined before the appointment can be approved and a formal offer made.

- (a) Probation / Confirmation

The Selection Committee decides whether probation and/or (for continuing academic positions) confirmation is to be served and the periods required. If probation/confirmation is to be served the [probation/confirmation criteria](#) is set by the Dean and/or Head and forms part of the appointee's future PM&D Performance Plan. This includes the requirement (or exemption from²) the 3-day "Principles and Practices of University Teaching and Learning Program".

See the [Performance Management & Development Procedures](#) for more information on Probation and Confirmation.

- (b) Level of Appointment

If a position is advertised across levels, the entire Selection Committee determine the appropriate level of appointment by considering how closely the appointee fits the relevant duties/responsibilities/accountabilities and the selection criteria for each level.

- (c) Other conditions

All other conditions are determined by the Delegated Officer, including:

- Step of appointment
- Relocation expenses
- Salary loadings

² Request advice from the Recruitment Specialist for criteria for exemption.

B. Selection Committee report

Following the final interview, the Chair or the Recruitment Professional drafts the [Selection Committee report](#). The Selection Committee report may be circulated to any or all panel members upon request to the Chair. The report ranks the applicants and states, in relation to the selection criteria, why shortlisted applicants are appointable or non-appointable, and the reasons for the final ranking. For general positions, the reasons for not shortlisting internal candidates are included. The report is to reflect accurately the views of all Selection Committee members and this is confirmed by the signature of the Chair.

C. Approval

The Selection Committee report and recommendation is submitted to the Delegated Officer for approval. The Delegated Officer approves the Report and the appointment as per the table below:

Position Level	Delegated Authority
Level E, Exempt staff	Senate Chair Appointments Committee through the Dean and Provost
HOS	Provost
Level D and below	Dean
HEO 10 and non-Exempt Senior General Staff	Principal Officer; Dean
HEO 1-9	HOS/HOA

D. Offer of Employment

Following approval, the Chair or Head will notify the successful applicant verbally that an offer is likely to be made.

(a) Offer of Employment

The Recruitment Professional will prepare a Request to Appoint form (LINK) to be finalized and signed by the Delegated Officer. The Human Resources Service Centre (HRSC) will prepare a written Offer of Employment on University approved employment templates for the selected candidate. The Offer of Employment will contain the conditions of appointment and will include the date on which the offer will lapse. As employment templates may vary, the HRSC will use the current approved template unless advised in writing of changes from a Delegated Officer. The Offer of Employment will be sent to the candidate by the HRSC following final approval from the Delegated Officer.

(b) Negotiation

If further negotiations are required with the candidate:

- For academic positions: the Head and Dean (and Provost for Level E) consult about any proposed amendments to the Offer of Employment. Any amendments must be approved by the Delegated Officer.
- For general staff positions: any further negotiations about the Offer of Employment are handled by the Head. Amendments must be approved by the Delegated Officer.

Any changes to the original offer approved by the Delegated Officer are forwarded to the HRSC to revise and resend the Offer of Employment with an electronic copy forwarded to SydneyRecruitment.

(c) Acceptance / Refusal of Offer

An appointee may not commence employment until an Offer of Employment has been accepted in writing and returned to the HRSC.

If an offer is declined, the HRSC advises the Recruitment Professional who then consults with the Chair about the next steps which may include offering the next appointable candidate, re-advertising, or re-convening the Selection Committee for further discussion. If after consultation with the Chair, an Offer of Employment is made to the next ranked appointable applicant, a new Request to Appoint form is completed, approved and forwarded to the HRSC.

If the list of appointable applicants is exhausted, the most appropriate course of action is determined by the Delegated Officer.

- (d) The HRSC notifies SydneyRecruitment once an offer has been accepted or declined so that the remaining appointable candidates can be informed of the outcome of their application. All unsuccessful applicants are notified of the outcome of their application by the SydneyRecruitment team.

E. Work rights, identity, and qualifications

An appointee is to have appropriate work rights (citizen or visa status) before commencing employment. Proof of work rights, identity, and relevant qualifications are checked upon commencement.

F. Pre-employment checks

Any necessary Pre-employment checks are performed prior to commencement. Appointments are conditional upon the satisfactory outcome of any Pre-employment checks.

Child Protection

The University is legally required to have an appointee screened before employing him or her in child-related employment. Any offer of employment in child related employment is conditional on the preferred applicant submitting to a screening test that is cleared by the appropriate authorities. In the event that the proposed employment requires immediate

direct and unsupervised contact with children, prospective employees will not be permitted to commence employment until the Prohibited Persons Declaration has been made and the employment screening test completed and cleared by the appropriate authorities.

7. Direct appointment to senior academic position

In exceptional circumstances and with the approval of the Vice-Chancellor, an outstanding candidate for a senior academic position may be invited to apply without the position being advertised. In such cases, the normal selection procedures set out in this document will apply (including formation of a selection committee, interviewing the candidate and checking references), with the exception of any steps relating to advertising and short-listing.

8. Recordkeeping

A. Recordkeeping procedures

Records are kept for all stages of the recruitment and selection process consistent with University Recordkeeping procedures.

The Sydney Recruitment team will collate all relevant recruitment information on the successful candidate and forward to the HRSC upon completion of the recruitment process.

B. Freedom of Information

Information associated with the recruitment and selection process is subject to the NSW Freedom of Information legislation.

Information such as the Selection Committee report and Referee reports may be released to applicants if requested under the Freedom of Information Act.

9. Candidate Care: Responsibilities

SydneyRecruitment	Faculty/Department
Initial contact with candidates – provide information about position, confirm receipt of applications	Contact desirable internal or external candidates whom the Faculty would encourage to apply (where relevant).
Respond to questions relating to Recruitment	Respond to specific questions relating to position/faculty
Contact candidates to inform that they have been short-listed and arrange interviews for all applicants	Arrange flights/hotel/meet & greet for overseas applicants
	Arrange seminar presentation (if required) and invite members of Selection Committee and candidates
Arrange second interviews for candidates (if required)	Arrange flights/hotel/faculty visits for overseas applicants
Contact all <i>unappointable</i> candidates after interview with rejection letters	Contact all <i>appointable</i> candidates and inform of progress and next steps
Contact all appointable international/interstate candidates will be contacted with the Relocation Information package after 1 st interviews	
	Negotiate salary, confirmation/probation conditions, Loadings, relocation expenses, etc. with the preferred candidate and make Verbal Offer. Contact SydneyRecruitment with the finalized Request to Hire form.
Receive acceptance/decline of Letter of Employment from HRSC and contact all remaining appointable candidates with outcome. Send positive/encouraging rejection letter for top candidates.	
Maintain contact with candidates between offer and start date in conjunction with HRSC and 3 rd party suppliers in relation to relocation and resettlement	Initiates induction and on-boarding process with SydneyLearning

AGENDA ITEM 6

Report of the Chair

6.2 Honours and Distinctions

I am pleased to report the following honours and distinctions and recommend the Academic Board extend its congratulations to the recipients:

Professor Ivan Kennedy and Dr Michael Rose, Faculty of Agriculture, Food and Natural Resources

Awarded a \$US 200,000 innovation award by the World Bank for their work with Dr Phan Thi Cong (Institute of Agricultural Sciences, Vietnam) for their project "Sustaining Nitrogen Efficient Rice Production".

Recommendation

That the Academic Board note the report of the Chair of the Academic Board on the honours and distinctions and congratulate the recipients, as set out in the report presented.

6.3 General Report

6.3.3 Refurbishment of Professorial Board Room

The Professorial Board Room is currently being assessed for a major refurbishment, including installation of new audio-visual equipment. The team from Campus Infrastructure Services planning the refurbishment will be at the Academic Board meeting and will be available to discuss the planned refurbishment following the meeting.

Recommendation

That the Academic Board note the Chair's report on the Refurbishment of the Professorial Board Room, as set out in the report presented.