

Recruitment and Selection Policy

Last updated: 28 April 2017

Policy Assigned to: Chief Human Resources Officer

Overview

The University aims to recruit and select the best possible candidates in a timely and cost effective manner. This contributes to the University's strategic aims and helps to ensure continuous improvement in standards and capability. The Recruitment and Selection Policy (**Policy**) provides a framework and structure for all University staff engaged in the recruitment and selection process.

Scope

The Policy applies to recruitment of continuing and fixed term positions. It also applies to the engagement of individuals through external recruitment or labour hire agencies.

Recruitment for casual staff positions is covered by the Casual Employment Policy.

The [Workforce Engagements and Payments Policy 2016](#) specifies the types of workforce engagement at the University, including direct employment as well as engagement through a labour hire agency. It requires each proposed engagement to be assessed to ensure that the appropriate relationship is entered into.

Policy

The University's aim is to attract and employ staff of outstanding quality and potential, who will contribute to our global reputation and build on our position as Australia's premier university.

All recruitment including the use of external recruitment agencies or labour hire agencies must be managed through SydneyRecruitment.

Related Documents

- [University of Sydney \(Delegations of Authority - Administrative Functions\) Rule 2010 \(as amended\)](#)
- [Code of Conduct - Staff and Affiliates](#)
- [External Interests Policy 2010](#)
- [The University of Sydney Enterprise Agreement 2013-2017](#)
- [Appointment on Nomination Policy and Procedures](#)
- [Working with Children Policy](#)
- [Visa and Work Rights Policy](#)
- [Redeployment Policy 2014](#)
- [Redeployment Procedures 2014](#)
- [Temporary Labour Hire Procedures 2015](#)
- [Workforce Engagements and Payments Policy 2016](#)

Guidelines

- The University is committed to recruitment and selection practices that are open, competitive and based on merit.
- Recruitment and selection practices will reflect the University's strategic and operational objectives and its commitment to equity and diversity in employment practices, including achievement of [Wingara Mura](#) recruitment objectives and the implementation of the University's [Disability Action Plan 2013-2018](#).
- All candidates, including staff seeking redeployment, will be assessed in relation to clearly defined position-related selection criteria, and their capacity to discharge the requirements of the position description.
- The University treats all candidates equitably. This ensures diversity in its workforce and that there is no unlawful discrimination at any stage of the recruitment and selection process.
- The impact on equity and diversity - for example, gender balance; representation of people with disabilities and of cultural, racial and ethnic groups - will be taken into consideration at all stages of recruitment and selection at the University.
- Fixed term staff are eligible to apply for continuing positions and will not be treated less favourably than other categories of applicants on account of their fixed term status.

Definitions

Academic Board Nominee means a member or a nominee of the Academic Board who, as a member of a selection committee, ensures that academic standards are maintained.

Chair means the Chair of the Selection Committee.

Child-Related work means work involving face-to-face contact with children in a child-related sector as designated by the [Child Protection \(Working with Children\) Act 2012](#)

Dean means the relevant Dean of Faculty or their nominee.

Delegations of Authority means the [University of Sydney \(Delegations of Authority – Administrative Functions\) Rule 2010 \(as amended\)](#).

Delegated Officer means the person with delegated authority to approve the advertising of positions, the establishment of a Selection Committee, make selection decisions and determine the terms and conditions of an appointment in accordance with the Delegations of Authority, including any person who is appointed to exercise relevant delegations where the usual delegated officer has an actual, potential or perceived conflict of interest in the selection process or procedure.

Exempt roles or exempt staff means those roles or staff as defined in **clause 6** of the [University of Sydney Enterprise Agreement 2013 – 2017](#) or equivalent provisions in any successor enterprise agreement(s).

External advertising means advertising in publically available media that is accessible to people external to the University. It includes the University vacancies website, and may also include newspapers, specialist journals or websites and drawing vacancies to the attention of existing staff (including fixed term and casual staff) through Faculty-level emails, websites or staff meetings.

Head means the Head of Administrative Unit or Head of School (or the equivalent for example Pro-Dean or Associate Dean) to whom the position will report.

Hiring Manager means the staff member identified by the Delegated Officer as the main point of contact for SydneyRecruitment throughout the recruitment process.

HR Relationship Manager/Advisor means the contact person within the Human Resources Relationship team for both SydneyRecruitment and the Faculty or Administrative Unit.

Internal advertising means advertising in media that is accessible only by internal applicants. It includes advertising on the University's vacancies website as a vacancy "open only to current University of Sydney employees" and may also include drawing advertised vacancies to the attention of existing staff (including fixed term and casual staff) through Faculty-level emails, websites or staff meetings.

Internal applicant means a currently employed (at the time of advertisement):

- continuing or fixed term staff member of the University who has successfully completed probation; or
- casual staff member of the University who
 - i. has been assessed through the performance and development process as at least "meeting expectations" or "satisfactory" (as applicable); or
 - ii. is able to demonstrate in their application that they have been engaged by the University as a casual employee on a regular and systematic basis for the previous 12 months.

Note: Affiliates and individuals engaged through labour hire agencies are not eligible to be internal applicants.

Independent member of a selection committee means a person who is not from the recruiting work unit; has no direct reporting or financial relationship with the recruiting unit; and can assess the applicants for the position impartially and objectively. An independent member may be:

- a staff member of the University from a different Faculty, School or Professional Services Unit;
- an expert in the field;
- a client affected by the work of the position;
- a Human Resources representative;
- in the case of health professional vacancies, a staff member of a Local Health District or Hospital; or
- an individual approved by the Director, HR.

Labour hire agency means a recruitment agency or labour engagement specialist contracted by the University to provide temporary labour resourcing services. Temporary workers engaged through labour hire agencies are not employees of the University.

Principal Officer has same meaning given in the Delegations of Authority.

Recruitment Professional means a professional recruiter or search consultant who is either part of SydneyRecruitment or is engaged externally.

Redeployment means the method of securing suitable alternative employment within the University for a staff member whose position has been made redundant.

Selection Committee means either a professional staff or an academic staff panel convened in accordance with this Policy, to make a recommendation to the Delegated Officer about filling a vacant position.

1. Planning to recruit

(A) Identifying the hiring need

The Hiring Manager gives due consideration to overall unit staffing and resourcing when formulating the hiring need. The Hiring Manager will normally consult with the Dean or Principal Officer and relevant staff to assess the hiring need. A [Request to Engage form](#) must be completed and approved by the Delegated Authority to begin the recruitment process. This form includes recommendations for remuneration and benefits.

The Hiring Manager contacts 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. The Redeployment unit will be informed of all vacant positions in order to identify any suitable redeployment opportunities. HR Relationship Managers/Advisors will be kept informed and may act on behalf of the Hiring Manager if so requested by the Hiring Manager.

Where an external recruitment or labour hire agency is to be engaged, SydneyRecruitment will provide advice in accordance with the [Workforce Engagements Policy 2016](#) and [Temporary Labour Hire Procedures 2015](#).

(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 and composition of the Selection Committee; and
- identify requirements for pre-employment checks - including identifying whether the position is [child-related work](#).

(C) Recruitment Strategy

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

- recruitment strategy for the position, including sourcing methods, costing and screening;
- recruitment material including advertisements and business case for the role;
- duration of the advertising period and closing date (including variation or omission); and
- timeline for the recruitment process.

(D) Approval to recruit (establishment of position)

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

Note: Refer to the Human Resources delegations in the [University of Sydney \(Delegations of Authority - Administrative Functions\) Rule 2010 \(as amended\)](#)

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 Policy and Procedures](#) or direct appointment procedures are followed (refer to **section 7** below)

2. Advertising

Academic Staff

All academic continuing and fixed-term vacancies of greater than 12 months must be advertised externally except:

- a vacancy identified as suitable for redeployment;
- a position approved under section 7 of this policy;
- an appointment approved under the Appointment on Nomination Policy.

The minimum requirement for external advertising is listing on the University's vacancies website. The minimum duration for advertising is 2 weeks for positions below Level E and 4 weeks for Level E positions.

Academic advertising requirements may only be varied with approval from the Provost.

The following table summarises the requirements for advertising academic staff positions.

Academic Staff	Level	Advertising Requirement	Minimum Advertising Duration
Continuing and fixed term greater than 12 months	A – D	External	2 weeks
	E	External	4 weeks

Professional Staff

The University is committed to offering career opportunities to existing professional staff before external candidates.

Professional staff continuing and fixed term non-exempt vacancies of more than 12 months must be advertised in accordance with the following requirements:

- Positions must first be advertised internally for at least 5 working days. The minimum requirement for internal advertising is listing on the University's vacancies website as a position available to internal applicants only.
- After reviewing all applications received by the closing date the Delegated Officer may authorise external advertising. However, the University encourages selection committees to interview potentially suitable internal applicants, or a short list of such applicants, before deciding to advertise externally.
- Vacancies at or below HEO 5 must not be advertised externally if there are suitable internal applicants who are assessed as satisfying the relevant selection criteria through the normal selection processes.

Professional staff vacancies identified as suitable for redeployment are not required to be advertised. See the [Redeployment Policy 2014](#)

The following table summarises the requirements for advertising professional staff positions.

Professional Staff	Level	Advertising Requirement	Minimum Advertising Duration
Continuing and fixed term greater than 12 months	HEO 1 - 5	Internal	1 week
		External if no suitable internal applicants	1 week
	HEO 6 and above	Internal	1 week
		External	1 week
	Exempt positions	External	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

(1) Academic Staff Selection Committees:

The Selection Committee will be composed as follows:

Membership	Appointment Level		
	A to C	D	E
Provost and Deputy Vice-Chancellor (or nominee)			√ (Chair)
Dean or Nominee	√ (Chair)	√ (Chair)	√
Nominee of the Academic Board¹	√	√	√ Chair of AB or nominee
Head or Nominee	√	√	√
Internal ² School Member (nominated by Head)	√	√	√
External Member nominated by Head	Optional	√ External to the Faculty	√ External as approved by the Provost
Other members (optional)	Optional	Up to one other school member nominated by the Head	Up to two other members

If a position is advertised across levels, the composition of the Academic Staff Selection Committee must be as required for the most senior appointment.

In exceptional circumstances, the Chair of the committee may approve an additional member to the above, or additional member(s) to meet the requirements of co-funded positions.

(2) Professional Staff Selection Committees:

The Professional Staff Selection Committee for all Exempt roles is appointed by the Deputy Vice-Chancellor or nominee. The membership must include:

- VC, DVC or nominated staff member (Chair);
- Head or nominated staff member; and
- Independent

Other committee members may be appointed by the DVC or nominee.

The Professional Staff Selection Committee for all non-Exempt roles is appointed by the Head. As far as possible, members should be more senior than the position for which they are recruiting. The membership must include:

- Head or nominated staff member (Chair);
- Relevant staff member of the School/Area (normally the immediate supervisor of the position); and

¹ An Academic Board Nominee is not required for Level A grant funded fixed-term positions of two years or less

² **Internal member on a selection committee** means a currently employed staff member of the University of Sydney, and in the case of an Academic Staff Selection Committee only, may also include affiliates of the University, such as Honorary title holders.

- Independent;

Another committee member, may be appointed by the Head who may be a SydneyRecruitment representative or an HR representative.

For membership requirements for redeployment selection committees refer to the [Redeployment Policy 2014](#)

(B) Requirements

Academic and Professional 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, or there is a potential or perceived conflict of interest, (i.e. where there is a real or substantial possibility of the potential or perceived conflict of interest actually arising). This includes persons who have a family, close personal or business relationship with any applicant, other Selection Committee members, or other persons involved in the selection process. Prior to interviews committee members must read the [External Interests Policy 2010](#) and complete a conflict of interests declaration. Members of the Selection Committee are required to avoid material conflicts of interests between their personal or private interests or duties and their duties to the University, whether these conflicts are real or perceived. Where a conflict of interest exists, it must be reported, recorded, and a plan prepared to eliminate or manage it. Refer to the [External Interests Policy 2010](#) for definitive principles and procedures.
- Must incorporate gender diversity with a minimum of 30% of women and men respectively. Where possible. Hiring Managers must ensure gender diversity is represented on Academic Staff Selection Committees prior to seeking an Academic Board nominee.
- Should be diverse and where possible include people with disabilities and members of different racial, ethnic and cultural groups.
- Must be 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.
- A SydneyRecruitment representative may participate in the capacity of recruitment and selection adviser to the Chair.

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

Where in the opinion of a Recruitment Professional the Selection Committee is not properly constituted in accordance with this policy, the Recruitment Professional may stop the recruitment process and refer the matter to the Delegated officer, or if necessary to the Director, Human Resources, for resolution.

5 Selecting a candidate

(A) Screening

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

(B) Short-listing

- The Chair of the Selection Committee will determine the method by which short listing takes place, provided that any short-list must be finalised through assessment of all applications and referee reports (if called beforehand) against the selection criteria.
- If requested, a table of all applicants and their full applications will be made available to all members of the Selection Committee.
- For Level E positions the short-list is finalised by the full Selection Committee or a sub-committee nominated by the Chair.

(C) Referee Reports

(1) Timing of referee report requests

For academic appointments, referee reports will normally be requested from all *short-listed* candidates prior to interviewing. However, referee reports may be requested from all candidates prior to short-listing, or only 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 professional staff, referee reports will normally be requested for preferred candidate(s) after interviewing, but may be requested at an earlier stage (for example, to determine short-listing or to evaluate a candidate's claims against the selection criteria).

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

(2) 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 professional staff appointments references may be taken verbally or via email.

(3) Number of referee reports

Academic Staff	Professional Staff	Minimum number of references required
Level A-B	All HEO and SGS levels	2
Level C-D	N/A	3
Level E and above	N/A	5

(4) Status of referees

It is preferred that referees are direct supervisors/managers from the candidate's most recent employment. Applicants who are, or have previously been, employed by the University of Sydney should include a University of Sydney supervisor as a referee. Subordinates are not acceptable as referees. For professional staff positions, a peer may be acceptable as a referee provided another referee(s) is a supervisor/manager. Academic staff are encouraged to give referees of international standing who can provide impartial evidence of the applicant's academic work.

To ensure Selection Committee independence, members of Selection Committees cannot act as referees for candidates. This applies to Selection Committees of both academic and professional staff.

(D) Final selection

(1) Selection method

Interviews are required for all positions (in person, via telephone or other electronic media). A subgroup of the Selection Committee, or the Recruitment Professional, may carry out initial candidate interviews and shortlist appropriate candidates for further interviews if endorsed by the Selection Committee.

All selection criteria will be addressed in the interview.

For Level E academic positions the Head of School (or nominee) typically invites applicants to make a seminar presentation and consults with staff directly affected by the appointment. Presentations may also be requested for academic positions at levels A – D. All seminar presentations are to be arranged by a member of the Faculty.

(2) Selection interview and 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; and
- A range of assessment techniques may also be used to form part of the selection process.

(3) Making the recommendation

The Selection Committee decides which applicants are recommended and their ranking based on the following criteria:

- The application;
- Referee reports;
- Qualifications;
- The interview(s);
- Seminar presentations and the opinions of the School members consulted (if applicable); and
- 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 Officer.

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.

(1) Probation / confirmation

The Selection Committee recommends whether probation and (for continuing academic positions) confirmation, should be served and the periods required. The probation and confirmation criteria are approved by the Dean and/or Head (in accordance the Delegations of Authority) and form part of the appointee's future Planning and Development program. This includes, in relation to academic staff, the requirement (or exemption from³) the 3-day "Principles and Practices of University Teaching and Learning Program".

See the [Performance Planning and Development Policy and website](#) for more information on probation and confirmation.

³ Request advice from the Recruitment Specialist for criteria for exemption.

(2) Level of appointment

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

(3) Other conditions

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

- Step of appointment;
- Relocation expenses, and
- Salary and loadings

(B) Selection Committee report

Following the final interview, the Chair or the Recruitment Professional drafts the Selection Committee report. The Selection Committee report will be available to all panel members.

The report will, in relation to the selection criteria:

- rank shortlisted applicants that are appointable and state the reasons for the final ranking and recommendation;
- list the shortlisted applicants that are not recommended and state the reason(s); and
- include a record of any dissenting views by committee members.

For professional staff positions, the reasons for not shortlisting internal candidates are to be 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.

Note: Refer to section 7.3.1 of the Human Resources delegations in the [University of Sydney \(Delegations of Authority - Administrative Functions\) Rule 2010 \(as amended\)](#)

(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 recruitment professional may notify the successful applicant if requested by the Chair or Head.

(1) Offer of Employment

The Hiring Manager will complete the successful applicant details on the [Request to Engage](#) form to be finalised 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.

(2) Negotiation

If further negotiations are required with the candidate:

- For academic positions, the Head and Dean (and Provost for Level E) may consult about any proposed amendments to the Offer of Employment. Any amendments must be consistent with University policy and approved by the Delegated Officer.

- For professional staff positions: any further negotiations about the Offer of Employment are handled by the Head (or nominee). Amendments must be consistent with University policy and approved by the Delegated Officer.

If requested by the Chair of the Selection Committee, negotiations can be conducted initially by the Recruitment Professional.

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

(3) 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 recommended candidate as ranked by the Selection Committee, 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 recommended applicant, a new [Request to Engage](#) form is completed, and when approved, forwarded to the HRSC.

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

The HRSC notifies SydneyRecruitment once an offer has been accepted or declined so that the remaining candidates can be informed of the outcome of their application.

(4) Notifying unsuccessful applicants

All unsuccessful applicants are notified of the outcome of their application. If requested by the Chair, the unsuccessful applicants may be notified 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 prior to commencement by the HRSC.

(F) Pre-employment checks

The HRSC conducts any necessary pre-employment checks prior to commencement of the successful candidate. Appointments are conditional upon the satisfactory outcome of any pre-employment checks.

Working with Children

In accordance with Child Protection legislation, the successful applicant must apply for a working with children check before the University will employ them in a position which is child-related work. Any offer of employment for such a position is conditional on the successful applicant having a verified working with children check clearance that is conducted by the Office of the Children's Guardian.

The HRSC will verify the status of the working with children check before entering the successful applicant on the payroll.

7. Waiver of advertising for an academic position, or a position requiring highly specialised skills

In *exceptional* circumstances and in consultation with Human Resources, an outstanding candidate may be invited to apply for a position, with advertising waived as follows.

- For **Academic staff positions** the Provost may approve waiving of both internal and external advertising.
- For **Professional staff positions** the Director, Human Resources may approve:
 - (a) waiving external advertising for a vacancy that is:
 - i. covered by the Enterprise Agreement, and
 - ii. of more than 12 months duration, and
 - iii. where the position has been advertised internally and there were no suitable candidates;
 - or
 - (b) waiving internal and external advertising for a vacancy that is not covered by the Enterprise Agreement.

In such cases, the selection procedures set out in this Policy continue to apply with the exception of steps relating to advertising and short-listing. The procedures are summarised as follows:

- The position is reviewed and the selection criteria prepared.
- A case outlining the proposal to waive advertising and to invite an application is submitted to the Dean or Head of Administrative Unit. The case must include:
 - i. reasons why this role needs to be filled noting any advertising or recruitment action previously undertaken;
 - ii. justification for the candidate being considered for the role through direct appointment, including the benefits to the University and risks of not proceeding with the hire;
 - iii. information concerning the frequency of such requests from the unit concerned, the gender breakdown of previous direct appointment requests, and any more general equity issues; and
 - iv. supporting documents (including a Position Description for a professional staff position) and a [Request to Engage form](#).
- If the Dean or Head of Administrative Unit supports the case, they then seek approval from the Provost (in the case of academic staff positions) or the Director, HR (in the case of professional staff positions). No further action is taken unless the Provost or Director HR approves.
- A Selection Committee is appointed in line with Selection Committee membership requirements (**section 4** of the Policy).
- The person being considered is invited to apply, by lodging a formal application for the position, including resume and response to the selection criteria. **No form of employment commitment is to be entered into or implied in the invitation.**
- The full Selection Committee is convened to assess the application, interview the candidate, consider referee reports and any other assessment information (see **section 5**).

If the Selection Committee is in agreement that the candidate is uniquely placed to fulfil the requirements of the role, a [Selection Committee report](#) and a [Request to Engage form](#) are completed and submitted to the Delegated Officer (see **section 6C**) for approval.

This process does not apply to appointees named on grants, or to external appointees employed under a grant and transferring to the University. Refer to the [Appointment on Nomination Policy and Procedures](#)

8. Recordkeeping

(A) Recordkeeping procedures

Records are kept for all stages of the recruitment and selection process from advertising through to notification to all applicants, consistent with [University Recordkeeping Policy](#) and [Record Keeping Manual](#). This includes completed Conflict of Interests forms from each Selection Committee member, including the Chair.

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

(B) Access to information

- (1) All applicants have the right to access information about themselves created during the selection process, without making a formal application under relevant legislation. An unsuccessful applicant may also request access to information regarding the reasons for the appointment of the successful applicant, to assist their understanding as to why they did not obtain the position. Any information disclosed regarding the successful applicant will not intrude to an unreasonable extent into the privacy of the successful applicant. Requests for access to information by applicants for a position should be addressed to a SydneyRecruitment or HRSC representative who will forward the request to the Chair of the selection committee for action.
- (2) All other requests for access to information regarding a University selection process should be directed the [University's Right to Information Officers](#). The NSW [Government Information \(Public Access\) Act 2009](#) contains provisions which protect the privacy of individuals.
- (3) The University regards selection processes as confidential, and will seek to maintain the privacy of the personal information contained in its documents including applications (other than publicly available CVs), referees' reports, selection committee deliberations, reports and recommendations.

9. Candidate Care: Responsibilities

SydneyRecruitment	Faculty or Work unit
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 or Faculty.
Contact candidates to inform that they have been short-listed and arrange interviews for all applicants.	Arrange flights, hotel, meet-and-greet for non-local 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 non-local applicants.
Contact other candidates recommended as second and third by the Selection Committee and provide further information about application (“keep warm”). Contact other candidates after interview with unsuccessful letters.	Contact recommended candidate and inform of progress and next steps. The Chair will contact all interviewed candidates with feedback if the Recruitment Professional has not participated in the interview panel.

<p>All recommended non-local candidates will be contacted with the Relocation Information Package (if not already provided).</p>	
	<p>Negotiate salary, confirmation/probation conditions, loadings, relocation expenses, etc. with the preferred candidate and make oral offer.</p> <p>Contact SydneyRecruitment with the finalized Request to Engage form.</p>
<p>Prepare all recruitment documentation and send to the HRSC so that the Letter of Employment can be sent to the preferred candidate.</p>	
<p>Receive a scanned copy of the acceptance or decline of the Letter of Employment from HRSC for upload to recruitment software. Contact all remaining candidates with outcome. Send positive/encouraging unsuccessful letter for top candidates.</p>	
<p>Maintain contact with candidates between offer and start date in conjunction with HRSC and 3rd party suppliers in relation to relocation and resettlement.</p>	<p>Initiate induction and on-boarding process with Talent and Organisational Development in Human Resources.</p>

Administration

A. Background

This Policy was created based on the outcomes of a Recruitment and Selection review in 2005. The policy was revised following a further review in 2008. In November 2009, the Policy was revised following the certification of the University of Sydney Enterprise Agreement 2009-2012 and Clause 7 was amended and definitions of "internal" included. Following amendments to Child Protection legislation on 31 March 2010, references to child protection forms were updated. In August 2011 section 7 and 8 were amended and references, links and formatting were updated. The policy was amended in November 2013 to incorporate conflict of interests declarations; new selection committee requirements; links to Wingara Mura objectives and redeployment procedures; and the requirement that engagements through recruitment agencies must be managed by SydneyRecruitment. Further amendments were approved in August 2014 to implement the provisions of the University of Sydney Enterprise Agreement 2013-2017. An administrative amendment was made to the guidelines in January 2016 to clarify how applicants will be assessed. Administrative amendments were made in April 2016 to remove reference to the Senate Chair Appointments Committee which was abolished under Senate Resolution (SEN 7/15); and to implement Academic Board approval that a nominee is not required for Level A grant funded fixed-term positions of two years or less. In September 2016, administrative amendments were made to align with the Workforce Engagements and Payments Policy 2016. In March 2017 amendments were made to enable an HR representative to be an independent on a Professional Staff selection committee; and to clarify conflicting provisions to enable short-listing to be undertaken by a sub-committee or recruitment professional. In April 2017 updated references to the new Request to Engage form and amended approval date in signature block.

B. Management Responsibility

Director, Human Resources

C. Implementation Responsibility

Director, Human Resources, Delegated Officers.

D. Dates

Approval (version 1)	24/05/06
Effect	25/05/06
Approval (version 2)	15/01/2009
Erratum and Correction	6/03/ 2009
Approval (version 3)	2/11/ 2009
Approval (version 4)	9/08/2011
Approval (version 5)	19/11/2013
Approval (version 6)	6/08/2014
Approval (version 7)	16/03/2017

E. Approval

Version 1	Professor Ann Brewer, Deputy Vice-Chancellor (Infrastructure)
Version 2	Mr Bob Kotic, Chief Operating Officer and Deputy Vice-Chancellor
Erratum	Mr Bob Kotic, Chief Operating Officer and Deputy Vice-Chancellor
Version 3	Dr Michael Spence, Vice-Chancellor and Principal
Version 4	Dr Michael Spence, Vice-Chancellor and Principal
Version 5	Dr Michael Spence, Vice-Chancellor and Principal
Version 6	Dr Michael Spence, Vice-Chancellor and Principal
Version 7	Dr Michael Spence, Vice-Chancellor and Principal

F. Signature

Approved by:

Name

Dr Michael Spence

Position

Vice-Chancellor and Principal

Date

16 March 2017