

RECRUITMENT AND SELECTION PROCEDURE



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1 PURPOSE

- 1.1 This procedure ensures a consistent, timely and [merit-based](#) recruitment and selection process is used to attract quality employees to CQUniversity.

2 SCOPE

- 2.1 This procedure applies to:
- continuing and fixed-term positions with a duration of six months or longer, and
 - fixed-term positions and secondments with a duration of less than six months that are advertised internally (excluding the [Interview Attendance](#) section).
- 2.2 This procedure does not apply to:
- the appointment of the Vice-Chancellor and President (such process is managed by the University Council through the Chancellor's Committee)

- casual employees, or
- adjunct employees, visiting academics and affiliate account holders.

3 PROCEDURE

Approval

- 3.1 [Heads of business areas](#) are responsible for analysing the need to recruit into a new or existing position, in accordance with the approved budget and strategic business requirements. Where the need for a new position is identified, the [Senior Executive](#) must approve this position, in line with the approved budget.
- 3.2 Initiation of a recruitment process occurs via the Human Resource Information System (EMPower).

Advertising

- 3.3 The University encourages and supports career progression of its employees and accordingly will ensure that all positions are advertised internally. To assist the University to achieve workforce diversity, positions may also be simultaneously advertised externally.
- 3.4 Advertised positions will remain open to applications for no less than one week (internal) and two weeks (external) and will be processed through the People and Culture Directorate. Shorter periods will be determined upon request at the discretion of People and Culture Directorate. Expressions of interest may be advertised for a shorter period at the discretion of the hiring manager.

Special measures

- 3.5 The University aims to achieve gender equity and reflect community diversity in its workforce and will aim to ensure that all recruitment and selection processes are inclusive, including targeted advertising to under-represented cohorts, and the use of identified positions, where appropriate. Accordingly, action may be taken to pro-actively advertise positions to potential applicants from groups that are under-represented in the staffing cohort of the University generally or in a particular occupational group or business area. This includes for example, Aboriginal and/or Torres Strait Islander or First Nations people, women (particularly in senior management positions and some academic disciplines), people of culturally and linguistically diverse backgrounds, and people who have a disability.
- 3.6 Positions that have been identified as having a true work need to be filled by an Aboriginal and/or Torres Strait Islander or First Nations person will be advertised as an identified position.
- 3.7 In order to meet the University's goal of increasing employment for under-represented groups, such as Aboriginal and Torres Strait Islander or First Nations people in accordance with the [First Nations Workforce Strategy 2020-2025](#) and the [Reconciliation Action Plan](#), and for women in science and research in accordance with [National Health and Medical Research Council \(NHMRC\) Guidelines](#), the University may undertake [special measures](#) to promote roles to specific groups. Such strategies may continue until such time that the employment of these groups achieve parity within the general population.

Appointments

- 3.8 Appointments will be made using [merit-based](#) selection principles.
- 3.9 Appointments may be made from a previous recruitment pool where the applicant has applied for the same or similar level position, or in situations where the applicant has applied for a position and the selection panel supports an appointment at a lower classification (e.g. applicant applied for an Academic Level D position but the selection panel wishes to appoint at an Academic Level C). It must be noted in EMPower that they were appointable and the interview occurred no more than 12 months prior.
- 3.10 Appropriate qualifications must be held by applicants to be considered for a vacancy. Where the appropriate qualifications are not held for an academic or teaching position, approval must be sought in line with the [Professional Experience Equivalence Policy and Procedure](#) and [Approved Teaching Qualifications for VET Educators Procedure](#). Appointees must provide original [certified](#) copies of qualifications as part of their application.

- 3.11 Targeted recruitment may be used to fill specialist or hard to fill positions, with the specific approval of the [Senior Executive](#). Requests for targeted recruitment must outline how the targeted applicant meets the requirements of the role above any other potential applicant. Applications for targeted recruitment must be accompanied by the applicant's resume, certified copies of qualifications/registrations, proof of work rights and a minimum of two reference checks. Targeted appointments cannot be used to expedite selection processes.
- 3.12 Employees who have successfully participated in a University sponsored traineeship or apprenticeship with satisfactory performance, upon completion may be considered for placement in positions up to a HEW Level 3.
- 3.13 It is a reasonable expectation that the appointees will commence in the position within three months of an offer being made.
- 3.14 Adequate processing timeframes need to be considered in line with the [People and Culture: Catalogue of Services](#) to ensure the appointment is processed via payroll and the employee is set up to commence work.
- 3.15 Secondments can occur in accordance with the [Secondment and Employee Exchange Procedure](#).

Selection panels

- 3.16 Selection panels should be carefully determined to ensure the right mix of skills and experience are present and the most meritorious applicant is selected. The People and Culture Directorate may provide advice to the Panel Chair regarding the panel composition. A minimum of two panel members is required.

Position	Selection Panel (minimum recommended)
Executive position (Vice-President or Chief Operating Officer)	<ul style="list-style-type: none"> Vice-Chancellor and President (or nominee) one additional Executive representative one member external to the University who represents a relevant profession or is eminent in a relevant discipline, approved by the Vice-Chancellor and President
Dean of School (or equivalent)	<ul style="list-style-type: none"> Vice-Chancellor and President (or nominee) Vice-President (Academic) one member external to the School who represents a relevant profession or is eminent in a relevant discipline or leadership area
Directors of a business area	<ul style="list-style-type: none"> relevant Senior Executive (direct supervisor) one member external to the Directorate who represents a relevant profession or leadership area
Senior Staff Position ¹	<ul style="list-style-type: none"> Relevant head of business area (or nominee) Where appropriate, the Associate Vice-President (or nominee), should be invited to participate when recruitment is taking place for a position at the relevant campus.
Associate Professor/Professor (or equivalent)	<ul style="list-style-type: none"> Vice-President (Academic) (or nominee) Vice President (Research) (or nominee)
Associate Lecturer, Lecturer, Senior Lecturer, VET Educators (or equivalent)	<ul style="list-style-type: none"> Head of College (or nominee who is eminent in a relevant discipline)
Professional employee positions (HEW)	<ul style="list-style-type: none"> Selection panels should be composed according to the requirements of the positions, and in most cases should include the supervisor.

¹ As defined in the [Central Queensland University Enterprise Agreement](#), senior staff positions are employees whose salary rate is above that prescribed for HEW Level 10 or Level E academic, and is appointed to a senior position on a senior staff contract,

Identified position – position to be filled by a person with a disability.	<ul style="list-style-type: none"> Representative from a Disability Employment Service – if available
Identified position - position to be filled only by a person who identifies as Aboriginal and/or Torres Strait Islander or First Nations person.	<ul style="list-style-type: none"> Cultural representative either from within the University or the local community – if available

- 3.17 The Panel Chair is responsible for ensuring all processes and policy documents are followed, timelines within their control are met and that successful applicants hold the required qualifications relevant to the position.
- 3.18 The Panel Chair may delegate tasks to other panel members as appropriate.
- 3.19 All panel members must:
- be aware of their obligations around [merit-based](#) selection and anti-discrimination prior to participating in a panel. Online training on the University's recruitment and selection processes is available for panel members
 - maintain confidentiality in respect to all information which they may become aware of by way of applications, interviews, referee reports, associated documentation, and the recruitment process, and
 - contribute equally and fairly to the decision-making process, with the Panel Chair being the final arbiter of the decision. In cases where a difference of opinion between panel members cannot be resolved after the exhaustion of all available selection techniques, and/or there are strong reservations about the recommended appointment, the matter will be referred to the People and Culture Directorate for further advice.
- 3.20 Selection panels involved in the recruitment process for VET Educators must identify the appropriate salary at time of appointment. The [Guide to Minimum Teachers' Salaries at Appointment](#) outlines the minimum salary steps that apply to teachers based on relevant qualifications and experience.
- 3.21 The Executive Director People and Culture (or nominee) reserves the right to nominate an employee from the People and Culture Directorate to participate on any selection panel with full panel member rights and responsibilities.

Conflicts of Interest

- 3.22 Panel members must declare any real, perceived or potential [conflicts of interest](#) to other panel members and the People and Culture Directorate as soon as it becomes known. People and Culture Directorate will make the final determination.
- 3.23 Any records of conflicts of interest should be noted in the panel's documentation and provided to the People and Culture Directorate to be placed on a central register. In the case where a panel member is also a referee, further referees should be obtained from the applicant where possible.

Interviews

- 3.24 Where an interview has been determined as a selection technique, a set of behavioural interview questions should be prepared prior to the interview/s. These questions must be based on inherent requirements of the position and commensurate with the level and scope of the position.
- 3.25 The People and Culture Directorate will provide the selection panel with an interview guide template. It is a responsibility of the selection panel to develop interview questions; however, the People and Culture Directorate can assist in the design and development of behavioural interview questions.
- 3.26 Questions relating to the selection criteria may be informed by questions from supplementary selection techniques e.g. psychometric testing.

- 3.27 The relevant [business area](#) is responsible for arranging interviews and contacting interviewees. Interview information and correspondence is prepared and recorded within EMPower.
- 3.28 The Panel Chair must confidentially retain all interview notes, questions, responses and competency assessments on behalf of the selection panel in accordance with the [General Retention and Disposal Schedule](#). Employees who leave the University must ensure that all interview notes are provided to an appropriate employee prior to leaving.

Interview attendance

- 3.29 Where practical, applicants who reside in the same town as a CQUniversity campus should be interviewed from that campus. Secondary interviews and/or campus visits may be arranged for senior staff positions or other positions at the discretion of the head of the business area.
- 3.30 In situations where an applicant is required to travel for an interview, the following entitlements will apply:

Item	Entitlement details	Limit
Air, rail or bus travel	Return fare Parking fees	<ul style="list-style-type: none"> economy class car parking fees associated with air, rail or bus travel
Reimbursement of taxi fares	Day visit Overnight stay Additional interviews	<ul style="list-style-type: none"> place of residence – airport – campus – airport place of residence – airport – campus/accommodation – airport as required
Accommodation	Where possible applicants will normally arrive and depart on the same day. In cases where overnight accommodation is required this will be organised by the People and Culture Directorate.	<ul style="list-style-type: none"> as advised by the University's Travel Company (Travel Crew).
Meals	Meals and incidentals	As per the current Australian Taxation Office guidelines relating to reasonable daily travel allowances.

Note: The table outlines the maximum entitlements that will be applied by the Executive Director People and Culture (or nominee). A higher amount might be warranted for appointments to hard-to-recruit positions, or in the special circumstances of a particular applicant, as approved by the relevant [Senior Executive](#).

Supplementary selection techniques

- 3.31 Selection panels may utilise supplementary selection techniques as part of the recruitment and selection process. These may include skills testing, psychometric testing, presentations and guest lectures.
- 3.32 Supplementary selection techniques must be based on inherent requirements of the position and the needs of the University and be commensurate with the level and scope of the position. Particular care must be taken in preparing supplementary selection techniques so that one person is not given a distinct advantage over another such as having inside knowledge of the University that others may not have or giving a person acting in the position an advantage.
- 3.33 If required, the People and Culture Directorate is available to assist panels in the design of supplementary selection techniques.

Referee reports

- 3.34 Appointments should not be made without first obtaining a minimum of two referee reports and sighting original qualifications. Referee reports are a critical part of the recruitment and selection process, should be based on the core requirements of the position, and include questions which verify an applicant's capabilities and motivational fit/suitability with the position and organisation. Referee reports may be accepted from a

previous recruitment process only if the applicant applied for the same or similar position. If the position is different, a new referee report will need to be obtained in line with the core requirements of the position.

- 3.35 The Panel Chair (or nominee) is responsible for obtaining referee reports. Referee reports normally include the current supervisor. If an applicant does not wish to provide their current supervisor as a referee, the selection panel may ask the applicant why this is the case and consider the reason on its merits.

Proof of work rights

- 3.36 Offers of employment are conditional upon new appointees (appointed after 1 April 2018) providing evidence (i.e. [valid](#) documents) of work rights in Australia. This may include Australian or New Zealand citizenship, permanent residency status or temporary residency status with unlimited work rights.
- 3.37 To confirm Australian or New Zealand citizenship, prospective appointees must provide one of the following document combinations:
- Australian or New Zealand passport
 - Australian Citizenship Certificate and a form of photo identification
 - Australian Birth Certificate and a form of photo identification, or
 - Certificate of Status for New Zealand citizens in Australia and a form of photo identification.
- 3.38 To confirm permanent resident status, prospective appointees must provide one of the following:
- Certificate of permanent resident status and a form of photo identification, or
 - passport issued by the government of another country. The University will verify the prospective appointee's work rights by conducting a check via Visa Entitlement Verification Online (VEVO).
- 3.39 To confirm temporary resident status with work rights, prospective appointees must provide:
- passport issued by the government of another country. The University will verify the prospective applicant's work rights by conducting a check via VEVO.
- 3.40 Where a new appointee cannot provide photo identification, the University may use discretion and request any of the following to verify work rights:
- confirmation of enrolment to vote in Australian state or federal elections
 - medicare card, and/or tax file number (provided via previous year's Tax Return (e.g. Notice of Assessment) or on official Australian Taxation Office (ATO) letterhead).
- 3.41 Employees who have permanent resident status or temporary resident status must provide proof of work rights upon each offer of employment.

Qualifications

- 3.42 All qualifications must be either [certified](#) by a Justice of the Peace (JP) or Commissioner for Declarations (CDecs) or [verified](#) by a University employee. Original copies must be provided for certification or verification.
- 3.43 The Panel Chair is responsible for ensuring the qualifications are legitimate and may be required to contact the provider to verify the qualification as part of the reference checking stage.

Relocations

- 3.44 Eligible employees may be able to seek relocation entitlements in accordance with the [Relocation Entitlement Procedure](#).

Advice and feedback to applicants

- 3.45 Written confirmation of an applicant's unsuccessful application will be sent within 48 hours of the applicant not being shortlisted.

- 3.46 The Panel Chair (or panel nominee) is responsible for advising all interviewed applicants, successful and non-successful of the outcome of their application. This will be undertaken as soon as practical after the final selection decision has been made. Special consideration must be taken to ensure a verbal contract is not mistakenly entered into. The People and Culture Directorate is available for assistance.
- 3.47 When advising the preferred applicant of the outcome of the selection process, the Panel Chair (or panel nominee) must indicate that:
- while they are the preferred applicant, the advice is subject to formal approval by the People and Culture Directorate, and
 - the formal offer of employment will be sent from the People and Culture Directorate.
- 3.48 Initial notification to unsuccessful interviewed applicants will be given either by phone call or face-to-face meeting, not by email or any other written method.
- 3.49 For the purposes of professional development, [internal applicants](#) are entitled to receive feedback if they are identified as not appointable at any stage during the recruitment process. If requested, the Panel Chair (or panel nominee) must provide feedback to an internal applicant.

Space management approval

- 3.50 Space management consideration and approval is a requirement for all advertised positions and will form part of the requisition approval workflow in EMPower. Space management will be conducted in line with the [Space Management Procedure](#).
- 3.51 The direct supervisor will ensure the provision of appropriate space, desk, computer, phone, and any other physical requirements of the position. In cases where there are special physical requirements of an employee, the direct supervisor will contact the Safety and Wellbeing Unit for further advice and assistance.

Timelines

- 3.52 Employees involved in the recruitment process should endeavour to meet the timelines outlined in the [People and Culture: Catalogue of Services](#) wherever possible. Please note that extenuating circumstances may vary the timelines; however, all applicants should be kept informed if timelines are to vary significantly.

Use of recruitment agencies

- 3.53 Positions may be referred to a recruitment agency in addition to internal/external advertising. Prior approval to use a recruitment agency must be gained from the relevant [Senior Executive](#) and Executive Director People and Culture.

4 RESPONSIBILITIES

Compliance, monitoring and review

- 4.1 The Executive Director People and Culture is responsible for implementing, monitoring, reviewing and ensuring compliance with this procedure.

Reporting

- 4.2 No additional reporting is required.

Records management

- 4.3 Employees must manage records in accordance with the [Records Management Policy and Procedure](#). This includes retaining these records in a recognised University recordkeeping information system.
- 4.4 University records must be retained for the minimum periods specified in the relevant [Retention and Disposal Schedule](#). Before disposing of any records, approval must be sought from the Records and Privacy Team (email records@cqu.edu.au).

5 DEFINITIONS

5.1 Terms not defined in this document may be in the University [glossary](#).

Terms and definitions

Certified: a person can certify a document and/or identity declaration (i.e. photograph) if they are authorised in accordance with Schedule 1 of the [Statutory Declarations Regulations 2023](#) (Cwlth).

Conflict of interest: where there is a conflict between a University member's official duties to act in the best interest of the University, and their private interests. Conflicts of interest may include, but not be limited to, any close personal or professional relationships (past or present) or a predetermined opinion of an applicant. Being nominated as an applicant's referee does not necessarily constitute a conflict of interest, but must be declared to the panel.

Internal applicants: current University employees paid through EMPower, and employed either as: continuing, full-time; continuing, part-time; fixed-term, full-time; fixed-term, part-time; or casual.

Merit-based: decisions on the recruitment, selection and appointment of employees relate directly to the inherent requirements of the position and the person's skills, knowledge, qualifications and experience. Merit-based recruitment and selection prevents decisions being made on discriminatory grounds such as age, gender, race or nationality, marital/relationship status, sexual orientation, religious or political beliefs or activities, trade union activity, impairment, disability, pregnancy or status as a parent or carer.

New employee: a person who has not worked for the University previously, or a person who has worked for the University and has had a break in service of three months or longer.

Special measures: positive action/s taken to assist or protect specifically identified disadvantaged groups to achieve substantive equality. The special measures cease once their purpose has been achieved.

Valid: a legal and current document such as a visa, passport or driver's licence.

Verified: a person can verify a document and/or identity declaration (i.e. photograph) if they are currently a University employee.

6 RELATED LEGISLATION AND DOCUMENTS

[Age Discrimination Act 2004](#) (Cwlth)

[Anti-Discrimination Act 1977](#) (NSW)

[Anti-Discrimination Act 1991](#) (Qld)

[Approved Teaching Qualifications for VET Educators Procedure](#)

[Australian Human Rights Commission Act 1986](#) (Cwlth)

[Central Queensland University Enterprise Agreement](#)

[Disability Discrimination Act 1992](#) (Cwlth)

[Equal Opportunity Act 1984](#) (SA)

[Equal Opportunity Act 1984](#) (WA)

[Equal Opportunity Act 2010](#) (Vic)

[Fair Work Act 2009](#) (Cwlth)

[First Nations Workforce Strategy 2020-2025](#)

[Guide to Minimum Teachers' Salaries at Appointment](#)

[Migration Act 1958](#) (Cwlth)

[Migration Regulations 1994](#) (Cwlth)

[People and Culture: Catalogue of Services](#)

[Professional Experience Equivalence Policy and Procedure](#)

[Racial Discrimination Act 1975](#) (Cwlth)

[Reconciliation Action Plan](#)

[Relocation Entitlement Procedure](#)

[Secondment and Employee Exchange Procedure](#)

[Sex Discrimination Act 1984](#) (Cwlth)

[Space Management Procedure](#)

[Target Recruitment of Aboriginal and Torres Strait Islander People – a Guideline for Employers](#) (Australian Human Rights Commission)

7 FEEDBACK

7.1 Feedback about this document can be emailed to policy@cqu.edu.au.

8 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Vice-Chancellor and President
Delegated Approval Authority	N/A
Advisory Committee	N/A
Required Consultation	Joint Consultative Committee
Administrator	Executive Director People and Culture
Next Review Date	24/10/2026

Approval and Amendment History	Details
Original Approval Authority and Date	Council 01/10/1990
Amendment Authority and Date	Council 06/1996; Council 10/1997; Council 09/12/2002; Vice-Chancellor and President 24/11/2005, 10/12/ 2010, 26/06/2011; Vice-Chancellor and President 04/12/ 2012; Vice-Chancellor and President 18/03/2015; Vice-Chancellor and President 10/02/2016; Vice-Chancellor and President 11/04/2018; Acting Director, People and Culture 8/01/2019; Vice-Chancellor and President 25/10/2019; Editorial amendments 09/01/2023; Editorial amendments 27/03/2023; Vice-Chancellor and President 24/10/2023; Editorial amendment 20/11/2023; Editorial amendments 12/03/2024.
Notes	