Recruitment and Selection Guideline

RMIT University is a public University and stands on Aboriginal Country of the Kulin Nation. RMIT recognises and acknowledges the laws of Bundjil, the Kulin Nation's ancestral creator, who travels as an eagle hawk. These laws help all RMIT staff to respectfully work, live and study on Aboriginal country.

What is it?

The intent of the Recruitment and Selection Guideline is to ensure:

- a fair approach to the recruitment, assessment and selection process based on Achievement Relative to Opportunity (ArTO) - see ArTO Guideline for further information.
- all candidates are treated equitably, with care, respect and fairness
- recruitment and selection processes comply with legislation and support RMIT's commitment to gender equity, Aboriginal and Torres Strait Islander workforce and ensure a diverse workforce profile capable of achieving RMIT's strategic objectives
- support for RMIT's strategy to enhancing the diversity of its workforce profile by encouraging and facilitating inclusive participation and equity of opportunity for candidates, including but not limited to: Aboriginal and Torres Strait Islander people, women, people who are non-binary or gender diverse, culturally diverse people, people with disabilities, people within the diverse genders, sexes and sexualities (DGSS) community, parents and carers
- transparency throughout the recruitment and selection process, whilst balancing the need for confidentiality of all applicants
- a timely and efficient recruitment and selection process that follows best practice principles.
- ensure a recruitment process that is rigorous, using valid evidence-based and inclusive hiring and decision- making principles that mitigates any bias
- the recruitment and selection process aligns with the University's commitment to support internal mobility.
- Ensures compliance to the Workforce Screening Australian Standard 4811-1022 for Defence roles.

Who is it for?

This guideline applies to the recruitment and selection of all fixed-term and continuing staff members within RMIT University Australia.

This guideline does not apply to agreed amendments made to existing roles (for example change in time fraction, pay rise, etc.) or to secondments (see the *Staff Secondment Guideline*). For information on casual and independent contractor appointments, review the *Casual Employment Guideline*.

Exclusions

The guideline excludes RMIT Training, RMIT Online and RMIT Vietnam. Each entity has its own relevant resources.

This guideline does not apply to the recruitment and selection of:

- Vice-Chancellor
- Casual staff

Process

Recruitment and inclusive applicant management

As a Disability Confident Recruiter, we are committed to providing fair and equitable treatment for candidates with a disability. Hiring managers should familiarise themselves with the content in RMIT's Accessibility Manager's Guide.

Throughout the recruitment and selection process, seek advice from RMIT Talent Acquisition team to ensure you are providing, sourcing, and managing applicants in inclusive and accessible ways. Many processes are in place throughout our recruitment process to create an optimum candidate experience.

Process	Responsibility
1. Identify workforce need Has an established position become vacant, or is there a demonstrated need for a new position? - Analyse and discuss your recruitment requirements with the People Team, considering: - budget - workforce establishment - workforce plan - Consider alternatives to hiring a new employee including strategies for staff retention, succession planning and career development.	Hiring manager/People Team/

2. Review position description and classification	Hiring manager supported by People Team
The hiring manager will need to: • Prior to constructing a Position Description, ensure that the most up to date template is being used. Refer to [Position Descriptions](#). • Clarify the type of position required; the proposed job classification and salary; and the required skills, knowledge and behaviours • Position description is written using inclusive language e.g., rather than stating must have excellent written and verbal skills use *excellent communication skills* as an alternative descriptor. • Check the position title is in line with official Position title instruction • Check the current position description is up to date, including position accountabilities, key selection criteria, qualifications, skills, knowledge and behaviours and job classification. It is advised to discuss the currency of the position description with the relevant member of the People Partner team prior to adjusting • For instances where position description is changing substantially or it's a new position, the position will need to be classified to determine classificationlevel. Requests for classification can be raised through People Connect. For changes to position description, tracked changes are preferred • Consider other requirements such as health and safety, web publishing and any additional role specific checks • Include mandatory checks, e.g.: Working with Children Check and National Police Check police checks) • Consider achieving Aboriginal and Torres Strait Islander employment and diversity commitments • Considerattraction, recruitment and selection methods, including any targeted search activities for equity groups, Aboriginal and Torres Strait Islander candidates, women in underrepresented areas or specialised and difficult to source skill sets • Confirm whether Special Measures use is applicable for the role, i.e., advertising a role as accepting applicants who identify as women, non-binary or gender diverse or Aboriginal and Torres Strait Islander o In the case of an Aboriginal and Torres Strait Islander Special Measures role, ensure engagement with People team and a senior Aboriginal and Torres Strait Islander leader • Confirm the advertising budget available (this is charged locally to the hiring area)	

3. Seek approval to appoint
The hiring manager should:
• Seek approval of the following through the University's online Talent Acquisition system:
    o Recruitment and advertising request
    o Justification/reason for recruitment
    o Cost centre details
    o Position number (if established position)
    o Updated position description
    o Selection methodology
    o Selection panel composition
    o Advertising preferences
•
	Hiring manager/Delegated Authority

4. Sourcing and advertising At a minimum, the position should be advertised through the Internal RMIT Careers website. Any suitable redeployees should be considered. The position can also be advertised through: • External websites, such as LinkedIn • Specialised websites (professional forums, associations, Indigenous media) • Print media (newspapers, magazines, journals) • Agencies (general or Search) • Referrals or word of mouth Should any additional recruitment costs e.g., Specialised job adverts, visa sponsorship, relocation support or engagement of a recruitment agency be determined, the Hiring Manager is to seek budget approval via the Delegation of Authority (DoA) prior as these costs will be charged locally to the hiring area. In some circumstances, Direct Appointments may be possible. See the Direct Appointment Guidelines for more information.	Talent Acquisition Team with hiring manager/delegated authority
5. Assess suitable redeployees Assess suitable redeployees and proceed in line with the Redeployment Instruction. The redeployee list sits with the Talent Acquisition team. Hiring managers should consult their People Partner team and/or the Talent Acquisition team to ascertain whether there are suitable redeployees to be considered for the role.	Hiring manager/Chair of Panel supported by the People Partner and Talent AcquisitionTeam

6. Shortlist candidates Shortlisting is a way to narrow the field of candidates to those you would like to interview or assess. Shortlisting is done by the Talent Acquisition Team based on the requirements gathered in the Hiring Manager Job Brief. By request, the hiring manager and/or selection panel (if applicable) can be part of this process, if applicable. Shortlisting can occur through activities such as: • resume screening • phone screening • online assessments The hiring manager will then select which candidates from the shortlist will be invited to interview. Where possible shortlists will be gender-balanced, with a 50% representation of women and/or gender diverse candidates andwill aim to include Aboriginal and Torres Strait Islander candidates.. Where a shortlisted candidate is located interstate or overseas and an in-person interview is requested, any travel requirements (accommodation, flights etc) are to be coordinated and paid for by the Hiring Manager.	People Team/Hiring Manager/ Selection panel

7. Interview selection panel	Hiring Manager

For Academic and Professional roles, an interview selection panel must be established by the hiring manager .

- At a minimum, the selection panel should consist of at least three people:
    - The hiring manager or nominee
    - A person with relevant experience, external to the area (for academic positions, this person should be of equivalent standing)
    - A peer representative
- Interview selection panels must be reconciliation capable and diverse in composition, with a diverse representation of gender and other identities, including cultural and linguistic background.
- For senior executive positions on the Vice-Chancellor's Executive team a member of Council must also be on the interview panel.
- For senior executive positions outside of the Vice-Chancellor's Executive team, an external RMIT Council Member must also be on the interview panel. For professorial appointments, the panel must also include:
    - Vice-Chancellor's nominee (this may be the relevant Deputy Vice-Chancellor or Pro Vice-Chancellor)
    - Full professor of another work area, nominated by the Deputy Vice-Chancellor (Academic).

- In the case of Identified or Targeted Aboriginal or Torres Strait Islander Strait positions the interview selection panel should include a senior Aboriginal or Torres Strait Islander RMIT staff member or a respected Aboriginal or Torres Strait Islander community member. Additional interviews that may be held do not need to have an Aboriginal and Torres Strait Islander RMIT staff member.
- Where applicants identify as Aboriginal or Torres Strait Islander through their application, the Chair of the interview selection panel may choose to include an Aboriginal or Torres Strait Islander staff member or community member on the panel.
- Reasonable adjustments due to a disability as requested by the candidate will need to be accommodated

Responsibilities of the interview selection panel include:
- Complete Compliance Education Modules prior to participating in the panel
- Ensure for Identified or Targeted Aboriginal and Torres Strait Islander roles or for roles where candidates disclose, that they are Aboriginal and Torres Strait Islander; that all panel members who are non-Indigenous have completed cultural safety/cultural awareness modules
- Ensure that the process is culturally safe, equitable, accessible and inclusive for all candidates

• Declare any potential, perceived and/or actual conflict of interest as required by the Conflict of Interest policy. (For example, a hiring manager may not appoint a candidate with whom they have a close personal relationship; the hiring manager's manager must authorise such appointments.)	

8. Conduct interviews and assessments • Liaise with the Talent AcquisitionTeam to coordinate at least one interview or assessment. • In partnership with the Talent Acquisition Team, prepare and agree on the behavioural and technical questions to be asked of all applicants through the interview process. • Decide if any additional assessment methodology should be used – for example, assessment centres, role plays, presentations, case studies, psychometric assessment. • During the interview, probe the applicant by asking the pre-arranged questions linked to the selection criteria; also ask follow up questions to determine suitability. • Interview notes are to be collated throughout the interview process and should be provided back to the Talent Acquisition Team. Please note that candidates under the Freedom of Information Act are able to submit a request to access these documents. **For academic roles:** • Liaise with the People Team to coordinate at least one formal panel interview. This can include all panel members or be split over two interviews. • Academic appointments must meet the qualification requirements specified in the Position Description in order to comply with the *Tertiary Education Quality and Standards Agency (TEQSA) Act 2011* and RMIT's [Appointment of staff without Doctoral qualifications instruction.](#) Should a preferred candidate not meet these requirements, the *Appointment of staff without Doctoral qualifications instruction* is to be applied. **Data integration/calibration:** The data integration/calibration process as part of the interview process is a powerful quality control designed to minimise bias and ensure fair and accurate selection. The People Team will provide materials for the panel to rate candidates' performance within the interview. The leading approach for the calibration process is for: • Each panel member to assess each candidate on their own first • Data integration at the end of the interviews by the panel, where data integration happens.	Interview Selection panel/ Chair of Panel/Talent Acquisition Team

9. Select preferred candidate/s This will be the candidate who best meets the selection criteria. There may be occasions when there are two candidates who will be selected to proceed to reference checks. Final appointment decisions are to be discussed and agreed by the Hiring Manager and their Manager/agreed Delegation of Authority prior to any verbal offers being extended.Factors to consider in selecting the preferred candidate/s: • The application, interview, and other assessment information • Results of the interview data calibration and decision-making process • Relative importance of each capability/competency in the selection criteria • Trainability of each capability/competency • Interrelationships of capability/competency – sometimes a high rating in one capability can compensate for a low in another. • Achievement Relative to Opportunity (See Guideline) • Equivalency	Interview Selection Panel/Hiring Manager/Chair of Panel
10. Reference Checks and Conflict of Interest The Talent Acquisition Team or the hiring manager will undertake reference checking in line with the requirements of the role. The reference checking may include two or more candidates to make a final decision. Where a candidate is moving internally, the Talent Acquisition Team will discuss the requirement of reference checks with the hiring manager. In addition, the Talent Acquisition Team in partnership with the Hiring Manager will engage the preferred candidate to complete the conflict of interest declaration form prior to a verbal offer being made. See step 12 for further checks.	Talent Acquisition Team/Hiring Manager
11. Make a verbal offer Hiring Manager to obtain approval from the delegated authority to generate an offer of appointment. A verbal offer of appointment will need to be made by the Talent Acquisition Team to the preferred candidate once approval is obtained. A verbal offer should make clear that there are still conditions to be satisfied such as required compliance checks.	Talent Acquisition Team/Hiring Manager
For professorial titles, the Chair of the Selection Panel must recommend appointments to the Deputy Vice-Chancellor for approval.	Chair of Panel and Deputy Vice-Chancellor

12. Compliance checks The Talent Acquisition Team will initiate the following verification checks where appropriate: • National/International Police checks • Working with Children checks • Verification of qualifications and/or certifications • Australian Working Rights check • For TAFE Senior Management only – check of RTO suspensions and cancellations for the past 3 years. • Confirmation of Aboriginality for Special Measures roles (this needs to be requested on application) • Sanctioned country screening and assisting the hiring manager with the sanctions process when relevant • Any interstate/Remote Work exemption and approval as outlined the Global Mobility Guideline • Any other verification of mandatory requirements including those set out in the Workforce Screening Australian Standard 4811-1022 for Defence roles. Note: Probation may be subject to the successful completion of these checks. • The Hiring Manager will assist as required under the direction of the Talent Acquisition Team	Talent Acquisition Team Hiring Manager
13. Letter of Offer and acceptance • The Talent Acquisition Team will prepare the details for the offer • Relevant Delegation of Authority to approve the details of the offer • Once offer has been approved and all relevant compliance checks have been verified, HR Contracts to prepare the letter of offer • Letter of offer is issued to the preferred candidate. • Preferred candidate accepts the letter of offer • Ensure all relocation arrangements are agreed (where relevant) and processes are underway. o If negotiated in the contract offer, the candidate's new team is responsible for organising temporary accommodation. Other expenses, such as flights, will need to be processed as reimbursements by the new team.	Talent Acquisition Team/Delegation of Authority/HR Contracts Team
14. Contact unsuccessful applicants Unsuccessful feedback to be provided by the Hiring Manager to the Talent Acquisition for each candidate post the interview process. Feedback is to be skills and competency based and should be constructive. The Talent Acquisition Team will advise all unsuccessful candidates of the outcome of their application. Where a candidate has progressed to either a phone screen or interview, the Talent Acquisition Team will advise them via the telephone. Candidates who do not progress past the application stage will be advised via email.d.. It is acceptable to provide such feedback earlier in the process if appropriate, for example, following unsuccessful shortlisting.	Hiring Manager/Talent Acquisition Team Hiring Manager or relevant delegate

For internal candidates, it is more appropriate for the hiring manager (or an alternate manager/leader within the team) to provide feedback. This should be discussed between the Talent Acquisition Team and the hiring manager.	Page **12** of **13**

15. Onboarding and induction The hiring manager will be notified by the Talent Acquisition Team when the candidate has accepted their letter of offer and will also confirm their start date. Hiring Manager to complete all in-system tasks as required prior to the new starters commencement date and arrange localised induction and training activities.	Talent Acquisition Team/People Team/Hiring Manager
16. Commence probation period If the staff member is new to the University, continue the induction process in line with the Induction Guideline. For any concerns during the probation period the Hiring Manager is to seek guidance and support from their respective People Partner.	Hiring Manager/People Partner

Other commitments:

There will be regular analysis of recruitment processes and systems with regards to equal opportunity commitments including diversity of participation at sourcing, application, shortlisting and hiring stage to eliminate any bias. Such analysis will identify areas for improvement.

More Information

- Induction Guideline
- Casual Employment Guideline
- Direct Appointment Guideline
- People Visa Guide
- Global Mobility Guideline
- Achievement Relative to Opportunity Guideline
- Work Adjustment Procedure
- Disability Confident Recruiter Guide
- Workforce Screening Australian Standard 4811-1022
- Worklife: Position Descriptions
- Worklife: Classification of Positions

Document history

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1.0	25 October 2021	Employee Lifecycle Policy	Senior Manager PWR
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