

Recruitment and Selection Procedure

Section 1 - Purpose

(1) This procedure establishes a clear and consistent framework for the recruitment, assessment, and selection of employees at RMIT University, ensuring processes are fair, equitable, transparent, and compliant with relevant legislation. It operationalises the recruitment principles outlined in the [Employee Lifecycle Policy](#).

Section 2 - Authority

(2) Authority for this document is established by the [Employee Lifecycle Policy](#).

Section 3 - Scope

(3) This procedure applies to the recruitment and selection of all prospective and current employees for fixed-term and continuing employment at RMIT University and RMIT Online. It does not apply to the recruitment and appointment of the Vice-Chancellor and employees of other RMIT controlled entities.

(4) The recruitment and appointment of the Vice-Chancellor is conducted in accordance with the RMIT Act 2010, and the Council Terms of Reference.

Section 4 - Procedure

Identify a Workforce Need

(5) The Hiring Manager must assess whether a vacancy exists or whether a new position is required, and confirm the details including:

- a. budget and funding availability;
- b. workforce design and planning;
- c. strategic alignment.

(6) Where a vacancy is to be filled, the Hiring Manager should consider the most appropriate engagement mechanism, including:

- a. [secondment opportunities](#);
- b. advertising for a fixed-term or continuing position;
- c. [direct appointment](#);
- d. [casual engagement](#);
- e. [contingent labour engagement](#) (time and materials).

Position Description and Classification

(7) Prior to commencing recruitment, the Hiring Manager must:

- a. confirm the role requirements, including position type;
- b. develop a position description if required;
- c. ensure the position description is current, accurate, and uses inclusive language;
- d. ensure the position title aligns with approved [Position Title Instruction](#);
- e. submit a classification request through [Service Connect](#) for new roles or roles with substantial changes;
- f. for position classified higher than a HEW 9 classification, consult with their People Partner.

(8) Further information about position descriptions is available on the [RMIT website](#).

Obtain Approval to Commence Recruitment

(9) To initiate recruitment, the Hiring Manager must obtain approval to commence recruitment through the Human Resources Information System (HRIS). The Hiring Manager must submit the following:

- a. a recruitment and advertising request;
- b. justification for the recruitment;
- c. cost centre details;
- d. position number;
- e. the current or updated position description.

Sourcing and Advertising

(10) The Talent Acquisition team, in consultation with the Hiring Manager, is responsible for sourcing and advertising all positions.

(11) The Talent Acquisition team, in consultation with the Hiring Manager, may consider advertising positions through external or alternative sourcing channels as appropriate, including online platforms, specialist or professional forums, media outlets, recruitment agencies, or using referrals.

(12) Where additional recruitment costs are proposed, the Hiring Manager must obtain prior budget approval. All-approved costs will be charged to the hiring area.

Assessment of Suitable Redeployees

(13) Prior to shortlisting, the Talent Acquisition team is responsible for confirming any availability of suitable redeployees.

(14) The Hiring Manager must consult with the People Partner and/or Talent Acquisition team to assess any identified redeployees.

Shortlisting

(15) Shortlisting is conducted by the Talent Acquisition team in accordance with the recruitment request, with consultation with the Hiring Manager and/or selection panel as required.

(16) The Hiring Manager is required to select candidates from the shortlist to progress to interview or further assessment. The Hiring Manager must also provide feedback on all shortlisted candidates which will be recorded on the candidates' profile.

(17) Where practical, shortlists should be gender-balanced and include Aboriginal and Torres Strait Islander candidates.

(18) Any travel costs associated with in-person interviews for interstate or overseas candidates must be arranged and funded by the Hiring Manager.

Interview Selection Panel

(19) The Hiring Manager is responsible for establishing an interview selection panel. At a minimum, the selection panel should consist of at least three people:

- a. the Hiring Manager;
- b. a person with relevant experience, external to the immediate team (for academic positions, this person should be of at least equivalent standing);
- c. at peer representative level or above;
- d. representative from the People and Culture team for roles above HEW 9 and for academic leadership roles.

(20) Where practical, panels should be diverse in composition, including in relation to gender and cultural background.

(21) In the case of identified or targeted Aboriginal or Torres Strait Islander positions the interview panel should include a senior Aboriginal or Torres Strait Islander RMIT employee or a respected Aboriginal or Torres Strait Islander community member. Additional interviews may be conducted without this requirement.

(22) Where applicants self-identify as Aboriginal or Torres Strait Islander, either the Chair of the interview panel or the candidate may request the inclusion of an Aboriginal or Torres Strait Islander RMIT employee or a respected community member on the panel.

(23) Reasonable adjustments must be made to accommodate candidates with disabilities. See the [Work Adjustment Procedure](#) for further information.

(24) For Senior Executive positions on the University Executive Committee, a member of Council must also be on the panel. To initiate this, the University Secretariat coordinates this process.

(25) For Senior Executive positions outside the University Executive Committee, a member of Council may also be on the panel. To initiate this, the University Secretariat coordinates this process.

(26) For Professorial appointments, the panel must additionally include:

- a. Vice-Chancellor's nominee (this would be the relevant Deputy Vice-Chancellor); and
- b. Professor of another work area, nominated by the Deputy Vice-Chancellor.

Selection Panel Obligations

(27) Members on the interview selection panel should:

- a. complete all mandatory Compliance Education Modules prior to participating in the panel;
- b. for identified or targeted Aboriginal or Torres Strait Islander roles, or where a candidate self-identifies as Aboriginal and Torres Strait Islander, ensure that all non-Indigenous panel members have completed approved cultural safety and/or cultural awareness training;
- c. declare and manage any actual, perceived, or potential conflicts of interest in accordance with the [Conflict of Interest Policy](#);
- d. work with the Talent Acquisition team to ensure each shortlisted candidate participates in at least one formal

- interview, with standardised behavioural and technical questions used for all candidates;
- e. determine whether additional assessment methods are required and apply them appropriately;
- f. conduct interviews using the agreed questions, including appropriate probing and follow-up questions to assess suitability against the selection criteria;
- g. maintain accurate interview records throughout the process and provide all documentation to the Talent Acquisition team. Interview records may be subject to access under the [Freedom of Information Act 1982](#).

Select Preferred Candidate(s) and Conduct Reference Checks

(28) The Hiring Manager is responsible for:

- a. identifying the candidate(s) who demonstrate the strongest capability and potential in relation to the selection criteria. Where appropriate, more than one candidate may be progressed to reference checks;
- b. ensuring selection decisions align with RMIT's commitment to diversity, equity and inclusion, and consider Achievement Relative to Opportunity, where relevant. Appointment decisions must be discussed and agreed by the Hiring Manager and their manager (or delegate), prior to any verbal offer being made.

(29) Decisions must be based on documented evidence, including:

- a. application, interview, and assessment outcomes;
- b. outcomes of panel calibration and decision-making processes;
- c. relative importance and weighting of capabilities and competencies;
- d. demonstrated trainability;
- e. Achievement Relative to Opportunity;
- f. equivalency, where required.

(30) For external candidates, at least two references must be completed for each preferred candidate. At least one reference must be from a recent manager or supervisor, unless otherwise agreed upon with the Talent Acquisition team.

(31) For internal candidates, at least one reference must be completed for each preferred candidate. This reference must be from their current manager or supervisor, unless otherwise agreed upon with the Talent Acquisition team.

(32) Where a conflict of interest is identified or disclosed at any stage of the recruitment process, this must be discussed with the Hiring Manager prior to any verbal offer being made. The Hiring Manager must consider the disclosure, determine whether the conflict can be appropriately managed and confirm to the Talent Acquisition team whether there is approval to proceed with an offer.

Make a Verbal Offer

(33) The Talent Acquisition team is responsible for:

- a. extending a verbal offer of appointment to the preferred candidate only once reference checks have been reviewed by the Hiring Manager and approval is granted. The verbal offer must clearly state that the offer is conditional upon the satisfactory completion of all required compliance checks;
- b. for professorial appointments, ensuring that the Chair of the selection panel has recommended the appointment to the relevant Deputy Vice-Chancellor and that the approval of the relevant Deputy Vice-Chancellor has been obtained prior to any verbal offers being made.

Compliance Checks

(34) The Talent Acquisition team will initiate and ensure completion of all mandatory pre-employment compliance and verification checks, where applicable, and confirm that these checks are satisfactory prior to the confirmation or execution of a formal offer. These can include:

- a. national and/or international police checks;
- b. Working with Children checks;
- c. declaration of gender-based violence investigations or findings;
- d. verification of qualifications, certifications, and licences;
- e. Australian working rights verification;
- f. RTO suspension and cancellation checks (TAFE Senior Management only);
- g. confirmation of Aboriginality for Special Measures roles;
- h. sanctioned country screening;
- i. interstate approvals in accordance with the delegated authority;
- j. any other mandatory checks, including those required under Workforce Screening Australian Standard 4811-1022 for Defence roles.

Candidate Appointment

(35) The following responsibilities must be completed to finalise appointment of the preferred candidate and advise all candidates of outcomes:

- a. the Talent Acquisition team will prepare the offer details in and ensure all required compliance checks are confirmed;
- b. the relevant delegate must approve the offer details before the letter of offer is issued;
- c. the Talent Integrity and Contracts team will prepare and issue the letter of offer where relocation applies, all agreed arrangements must be confirmed and initiated in accordance with contractual terms. For further information on relocation see the [Global Mobility for Managers and Employees](#) SharePoint page.

(36) The following responsibilities must be completed to ensure all candidates are advised of outcomes, commencement dates are confirmed, and new employees are supported in starting their role:

- a. the Talent Acquisition team must advise all unsuccessful candidates of the outcome of their application, with feedback for internal candidates provided by the Hiring Manager in consultation with the Talent Acquisition team;
- b. following acceptance of the offer, commencement details must be confirmed by the Hiring Manager or relevant team member;
- c. where a conflict of interest was identified and disclosed during the recruitment process, the Hiring Manager is responsible for ensuring that, following acceptance of a formal offer, the employee completes a [conflict of interest declaration](#) as part of the onboarding process.

(37) [Further information](#) for managers on supporting new employees to RMIT is available on the RMIT Staff Website and the [Induction Guideline](#).

Section 5 - Compliance

(38) Compliance with this procedure is monitored by the Vice President, People and Culture.

(39) The Vice President, People and Culture reports breaches of this procedure on an annual basis to the University Executive Committee.

(40) Breaches of this procedure are reportable via the [Organisational Breach Reporting Form](#) and are managed in accordance with the [Compliance Breach Management Procedure](#).

Section 6 - Definitions

Term	Definition
Achievement Relative to Opportunity	An evaluative framework that recognises and values an employees, or prospective employee's, accomplishments in the context of the opportunities available to them. It does not involve lowering performance standards or providing special consideration. Instead, it ensures that assessment takes into account factors such as personal circumstances, work arrangements, career history, and the cultural leadership or contributions of Aboriginal and Torres Strait Islander peoples. This approach provides a more equitable and holistic understanding of an individual's performance and potential.
Senior Executive	An employee who is determined to be such in accordance with the RMIT University Enterprise Agreement 2024 or its successors.
Hiring Manager	An RMIT employee responsible for managing workforce needs and recruitment processes in accordance with the Employee Lifecycle Policy Suite and associated policy documents.

Status and Details

Status	Future
Effective Date	7th August 2026
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Policy Owner	Gaynor Witts Vice President, People and Culture
Policy Author	Swati Gupta Executive Director, People and Culture
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