



Version	Approved by	Approval date	Effective date	Next review
1.0	Vice-Chancellor	23 June 2022	23 June 2022	June 2025
Policy Statement				
Purpose	UNSW is committed to attracting and employing a talented, high performing and diverse workforce who will contribute to the organisation achieving its vision and strategic goals, and build on its global reputation to deliver excellence in education and research. UNSW aims to ensure that candidates are identified and selected through a merit-based, fair, equitable and systematic recruitment and selection process. This Policy provides a framework for all University staff engaged in the recruitment and selection process.			
Scope	This Policy applies to the recruitment of all employees, whether continuing, fixed term or casual. It specifies the types of workforce engagement and requires that each role be assessed to ensure the appropriate engagement relationship is established.			
Policy Provisions				

1. Key principles

All those involved in workforce engagement activity must act in accordance with the [Code of Conduct](#) and associated policies and procedures.

UNSW is committed to providing a fair and transparent approach to recruitment, assessment and selection in accordance with the following principles:

- 1.1 Merit based selection** – Merit principles provide an ethical, fair and effective approach to employment decision making. Assessing the applicant’s relevant skills, knowledge, behaviours and experience against the role requirements will determine the candidate best suited for the role.
- 1.2 Diversity** – UNSW values diversity, individual differences, and the contributions of all people. We are committed to developing a diverse workforce that reflects our community and recognise that diverse teams bring diverse thinking, innovation and improved performance. The recruitment and selection process will support a diverse workforce by consistently applying equal employment opportunity principles, ensuring candidates are treated ethically, fairly and respectfully.
- 1.3 Integrity** – All candidates are treated with dignity, considered equally without prejudice or favour and the process is free from conflicts of interest.
- 1.4 Confidentiality** – All recruitment and selection must be conducted impartially and objectively whilst maintaining confidentiality. Information about applicants during and after conducting recruitment and selection are confidential and should not be disclosed to those outside the process.

Those engaged to work at the University must also comply with the following:

- 1.5 Working rights** - Be an Australian Citizen or have working visa rights which are appropriate to the nature of their engagement at the University as stipulated by the [Department of Home Affairs](#).
- 1.6 Health and safety** - Take reasonable care for the health, safety and welfare of themselves and others in the University community. Staff must work within the scope of the [Safety Management System](#). The [Health and Safety Policy](#) and [Procedures](#) set out these obligations.
- 1.7 Working with children** - If in child-related work, comply with the [Child Protection \(Working with Children\) Act 2012 \(NSW\)](#) and [Child Protection \(Working with Children\) Regulation 2013 \(NSW\)](#) and [Working with Vulnerable People \(Background Checking\) Act 2011 \(ACT\)](#).

2. Before recruitment

Selecting a new team member should be considered as part of an integrated talent management approach that includes workforce planning, initiatives to increase diversity, and internal talent

development. To ensure the process is timely, efficient and cost effective, Hiring Managers should always consult with the Talent Acquisition (TA) and HR Business Partner (HRBP) teams at the start of any process.

For UNSW Canberra, the HRBP team manage the TA function. Please refer to UNSW Canberra's local procedures document for information about the recruitment process in Canberra.

2.1 Workforce planning

Integrating recruitment with workforce planning helps ensure UNSW has the right capabilities in the right place at the right time, and that any recruitment is aligned to a work area's people strategy. The type of engagement and employment relationship is a key consideration and decisions made must be legislatively compliant and transparent. When a vacancy occurs, Hiring Managers should consider:

- if the work is essential to the operation of the University and/or whether the function/service is currently being provided by another area.
- the distinct capabilities required to deliver current and future priorities, and the role(s) needed based on those required capabilities, including the best ways to structure the work.
- the duration of the vacancy/role, how quickly it needs to be filled (if it needs to be filled at all) and the best time of year to fill it.
- budget/financial implications of recruiting, both short and long term.

2.2 Workforce diversity and inclusion

Any workforce engagement must reflect UNSW's commitment to creating a culture that values and benefits from diversity and inclusion. Those responsible for recommending and approving the selection of a new staff member must comply with, and follow the principles laid out in, the [Equity, Diversity and Inclusion Policy](#). UNSW is committed to addressing differences in employment rates based on gender, disability, sexual orientation or gender identity, cultural background and Indigenous origin to ensure that such factors do not influence recruitment, hiring, promotion, pay level or retention. Accordingly, Hiring Managers should work with the TA and HRBP teams wherever possible to:

- ensure position descriptions are based on the requirements of the role and do not create barriers to candidates from diverse backgrounds.
- develop targeted recruitment strategies to increase employment opportunities for under-represented groups in the UNSW workforce and attract a quality pool of competitive internal and external applicants from diverse backgrounds.
- ensure the composition of the selection panel is diverse, including but not limited to gender and culturally diverse people, and supports UNSW's strategy to enhance the diversity of the workforce.

2.3 Identified talent

Where talent has been identified as a result of merit-based selection or a formal succession planning process, and where an existing employee has demonstrated the potential to develop further, consideration should be given to future roles and skills development and should become an integrated part of the talent and recruitment strategy.

2.4 Approval to recruit

Before starting recruitment, the Hiring Manager must define key job responsibilities and prepare a position description in consultation with their HRBP team. The position description is reviewed and evaluated for job classification purposes by the HRBP team before the Hiring Manager seeks approval through UniHire to commence recruitment. Approvers will assess overall headcount and budget along with specific role requirements.

3. Filling a vacancy – Recruitment

All merit-based recruitment is to be managed by the TA team in consultation with the HRBP team. See [Recruitment and Selection Guidelines](#)

Hiring Managers should seek advice on the options and most appropriate way to fill a vacancy to meet the needs of the business unit and provide development opportunities for staff. Options may include:

- redeploying excess staff who have been impacted by workplace change
- advertising – at a local level, across the University, and/or externally
- internal mobility options including Internal Temporary Transfers (ITT) and Higher Duties
- accessing candidates from Talent Pools and candidates who are deemed appointable through other

- recruitment and selection processes
- nomination and direct appointment – see [Nomination and Direct Appointment Guidelines](#)
- engaging labour through an external third-party labour hire agency

3.1 External recruitment agencies

In some circumstances, the TA team may recommend outsourcing the recruitment of a specific role to a third-party agency. Costs for this service will be paid by the business unit.

Fixed term contracts (of less than 6 months) or casual professional placements may be filled by using external recruitment agencies on a fee for services basis. The agencies used must be one of UNSW's preferred suppliers and the TA team will coordinate all interactions after discussing requirements with the Hiring Manager. Hiring Managers are not authorised to accept commercial terms with agencies and are not to approve any documentation sent to them by third party agencies.

3.2 Employment relationships

Employment is the primary and preferred mode of engagement for individuals who perform work for UNSW.

UNSW's paid employment relationships are underpinned by the UNSW [Academic and Professional Enterprise Agreements](#). These are:

- **Continuing** – the employment contract has a start date and no fixed end date or contingency upon which the employment contract will come to an end.
- **Fixed term** – the employment contract has a start date and an end date and generally for a specific project or purpose e.g. parental leave cover.
- **Casual academic or professional** – the employment contract engages and pays an hourly rate. The worker is employed to meet short-term skill requirements, or where the business need is inconsistent and unpredictable and not sufficient to warrant a fixed term or continuing contract.

If the engagement is deemed to be an employment relationship, the individual should be engaged as an employee, see *Recruitment and Selection* and the [Casual Employee Hiring Guidelines](#) or for a contingent worker through a labour hire agency see [Procedure to Engage a Temporary Agency Employee](#).

Independent contracting is only available in limited circumstances, where deemed appropriate and only when approved by the Chief Human Resources Officer (or nominee).

4. Selection

An effective selection process includes a range of assessment tools relevant to the role that may be used to assess the applicant's capabilities and suitability. These may include, but are not limited to:

- application including the CV or resumé, and cover letter or other document that addresses the selection criteria and captures capabilities, qualifications and experience required for the role
- behavioural assessment through interviews
- other assessments (academic performance statistics, work samples, presentations, performance-based tasks, group exercises and role plays, cognitive ability tests and personality questionnaires)
- performance and conduct checks
- reference checks (these are mandatory and must be completed before making an employment offer).

4.1 Selection panel

Each selection process is an opportunity to raise performance benchmarks across the University and align appointments with UNSW's strategic objectives and expected behaviours.

The value of a selection panel is in the diverse background and experiences of each panel member and the different perspective they bring to the selection process. A positive and consistent candidate experience helps build UNSW's reputation and brand as an employer of choice.

Selection is the responsibility of the Hiring Manager, with support from the TA team and a panel consisting of the appropriate members as outlined in [Selection Committee Composition Requirements](#). To ensure consistency and fairness every effort should be made to maintain the composition of the panel at each stage of the selection process.

Hiring Managers are encouraged to complete Recruitment and Interview training. It is recommended that a panel have at least one member who has completed merit-based selection training or has the relevant experience.

4.2 Managing Conflicts of Interest

Ethical decision making in recruitment and selection is governed by the [Code of Conduct](#). Any parties involved in a recruitment process who are responsible for recommending or approving an individual to be engaged as part of the workforce are required to take the appropriate steps necessary to disclose any actual, potential or perceived conflict of interest as set out in the [Conflict of Interest Disclosure and Management Policy](#).

This includes Selection Panel members who must declare that they have no actual, potential or possible conflicts of interest. It is the Chair's responsibility to ensure any conflict of interest which is disclosed is appropriately managed. For the avoidance of doubt, participants in selection panels will generally be required to remove themselves from a panel if they have a personal, family, or business relationship with any of the candidates.

4.3 Pre-employment screening

UNSW require certain pre-employment checks to be done where such checks are:

- (a) required by law
- (b) necessary for the University to comply with contractual obligations to external funding bodies
- (c) necessary to address risks identified by the University specific to that role.

The purpose of these checks is to further assess the suitability of candidates. These checks are required prior to the appointee commencing (any offer made prior to the checks being completed must be made subject to satisfactory results of the checks) and will be initiated by the TA team using UNSW's preferred supplier.

Working Rights checks and Identity checks are mandatory for all new hires and rehires. Other checks include, but are not limited to:

- Criminal record checks
- Medical checks
- Verification of qualifications (mandatory for academic and some professional roles)

See the [Pre-employment Checking Matrix](#) for more information. Any issues arising from background checks will be referred to the Hiring Manager and the relevant HRBP Team to manage.

4.3.1 Security designated positions

Some additional reference checking and documentation may be sought by Hiring Managers where employment is in a security designated position, such as where the role is related to UNSW's engagement with Defence under the Defence Industry Security Program (DISP). In these circumstances recruitment principles are to align with *Australian Standard 4811-2006 (Employment Screening)* and may also include:

- Police record checks
- Character references out five years from previous employer(s)
- Academic and professional reference checks
- Address history for at least five years prior to application

Advice on these checks is available from the Special Advisor, International Engagement & Compliance in the Division of Planning & Assurance. See [Pre-employment Checking Matrix](#) for more details.

4.3.2 Working with Children Check

In accordance with [Child Protection \(Working with Children\) Act 2012 \(NSW\)](#) and [Child Protection \(Working with Children\) Regulation 2013 \(NSW\)](#), and [Working with Vulnerable People \(Background Checking\) Act 2011 \(ACT\)](#) the successful applicant must apply for a relevant check applicable to the location where they will be employed before the University will employ them in a position which is "child-related work". Any offer of employment for such a position is a condition on the successful application having a verified working with children check clearance. See *Recruitment and Selection and Casual Employee Hiring Guidelines* for more information.

5. Appointment

Prior to seeking approval to appoint the successful candidate, the terms and conditions of employment to be offered should be considered and recommended including level, step, salary, loadings, start date, and other conditions where applicable, such as relocation and visa sponsorship.

5.1 Approval to appoint

The offer of employment (including any non-standard terms and conditions) must be approved before the TA team makes an offer on behalf of the Chief HR Officer. The Selection Panel Chair submit the selection committee report and recommendation to the TA team and include a declaration of any conflict of interest. The TA team create the offer card in UniHire and submit it for approval. Chief HR Officer, UNSW Delegations of Authority and Management Board decisions require additional approval requirements for some roles.

The TA team will provide guidance on these, however, for most selection decisions only the Chief HR Officer (or nominee) has the delegated authority to make offers of employment.

5.2 Offer of employment

Once approved, the TA team will notify the successful candidate. The offer of employment includes conditions of employment and requirements for accepting the offer. Appointees may not commence employment until they have accepted the offer of employment in writing.

6. Recordkeeping

The Talent Acquisition team will collect information relating to the shortlisting, interviewing and recruitment of candidates and retain it in accordance with the relevant legal requirements.

7. Breaches of this Policy

Failure to comply with this Policy may be considered a breach of the [Code of Conduct](#) and may lead to adverse consequences for both individual staff members and UNSW itself, as below:

- disciplinary action up to and including termination of employment;
- referral to and action being taken by external agencies such as the Fair Work Commission, ICAC, the NSW Ombudsman and ACT Ombudsman; and/or
- legal action by third parties against UNSW and/or the individuals concerned.

Importantly, failure to properly manage recruitment and selection practices may cause lasting reputational harm to UNSW, to the detriment of students, staff, alumni and our business relationships.

Accountabilities	
Responsible Officer	Chief Human Resources Officer
Contact Officer	Head of Talent Management & Recruitment
Supporting Information	
Legislative Compliance	<p>This Policy supports the University's compliance with the following legislation:</p> <ul style="list-style-type: none">• Fair Work Act 2009 (Cth)• Anti-Discrimination Act 1977 (NSW)• Discrimination Act 1991 (ACT)• Australian Human Rights Commission Act 1986 (Cth)• Age Discrimination Act 2004 (Cth)• Disability Discrimination Act 1992 (Cth)• Racial Discrimination Act 1975 (Cth)• Sex Discrimination Act 1984 (Cth)• Child Protection (Working with Children) Act 2012 (NSW)• Child Protection (Working with Children) Regulation 2013 (NSW)• Working with Vulnerable People (Background Checking) Act 2011 (ACT)• State Records Act 1998 (NSW)• Territory Records Act 2002 (ACT)• Modern Slavery Act 2018 (Cth)• Independent Contractors Act (2006)• University of New South Wales Act 1989 (NSW)

Supporting Documents	<ul style="list-style-type: none"> • University of New South Wales (Academic Staff) Enterprise Agreement 2018 • University of New South Wales (Professional Staff) Enterprise Agreement 2018 • Code of Conduct • Conflict of Interest Disclosure and Management Policy • Equity, Diversity and Inclusion Policy • Staff Complaint Procedure • Health and Safety Policy 			
Related Documents	<ul style="list-style-type: none"> • Recruitment & Selection Guidelines • Casual Employee Hiring Guidelines • Nomination and Direct Appointments Guidelines • Procedure to Engage a Temporary Agency Employee • Selection Committee Composition Requirements 			
Superseded Documents	Recruitment and Selection Policy June 2018 (<i>Guideline</i>)			
File Number	2022/035538			
Definitions and Acronyms				
Casual academic staff	A staff member who is employed under the <i>Academic Agreement</i> and is paid by the hour at the applicable hourly or duty-based salary rate. Payments made to casual academic staff include a loading in lieu of employee benefits such as some forms of paid leave and severance.			
Casual professional staff	A staff member who is employed under the <i>Professional Agreement</i> and is paid for by the hour at the applicable salary rate. Payments made to casual professional staff include a loading in lieu of employee benefits such as some forms of paid leave and severance.			
Continuing staff	A staff member who is employed under the Professional or Academic Agreement via a contract of employment on a continuing basis who contributes their labour in exchange for remuneration via salary or wages.			
Enterprise Agreement	This is the University of NSW (Academic Staff) Enterprise Agreement 2018 and the University of NSW (Professional Staff) Enterprise Agreement 2018 .			
Equal Employment Opportunity (EEO)	Equal Employment Opportunity is the principle that everyone should have equal access to employment opportunities based on merit. This access to equal employment should be without fear of discrimination or harassment.			
Fixed term staff	A staff member who is employed under the Professional or Academic Agreement via a contract of employment for a specific period of time who contributes their labour in exchange for remuneration via salary or wages.			
Hiring Manager	The manager within the Faculty or Division responsible for hiring the position. The Hiring Manager may also be the Selection Panel Chair.			
Independent contractors	Individuals operating their own business engaged to perform work or services at UNSW under the direction of UNSW staff via a contract for service entered into directly between the individual operating their own business and UNSW. Independent contractors' personnel are not employed by the University.			
Talent Acquisition	Specialised recruitment and selection team within Human Resources.			
Under-represented	This refers to a person or group of people who are insufficiently or inadequately represented relative to their numbers in the general population or community.			
UniHire	The online system by which UNSW manages recruitment, selection and appointment.			
Revision History				
Version	Approved by	Approval date	Effective date	Sections modified
1.0	Vice-Chancellor	23 June 2022	23 June 2022	New policy