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Recruitment and Appointment Procedure (MPF1159)

GOVERNING POLICY

This procedure is made under the Recruitment and Appointment Policy ([MPF1152](#)) ('the policy').

Defined terms used in this procedure are defined in section 7 of the policy.

SCOPE

The scope of this procedure is the same as that set out in section 2 of the policy.

PROCEDURE

Part 1 - Planning for recruitment and appointment

This Part lists the matters that a Hiring Manager needs to consider before proceeding to either create a new position or fill an existing position. Some of these steps are common to both (see section 1.1), but others are specific to the creation of a new position (see sections 1.2) or the filling of an existing position (see section 1.3).

1.1 General considerations

1.1.1. Where the Hiring Manager intends to create a new position or fill a vacant one, they should first consider:

- a) whether the role needs to be filled at all; and
- b) whether changes need to be made to the role's tasks, duties or reporting lines (and the Position Description), and (if so) whether such matters would affect classification of the role.

1.1.2. Hiring Managers should also begin the recruitment process consistent with the following principles:

- a) University employees should only be employed with the University under a single employment contract with a work commitment no greater than 1.0 FTE; and
- b) Former employees who have sought and been provided with a voluntary redundancy payment in the preceding 18 months are ineligible to apply for or be considered for a new or vacant position.

1.1.3. All personal and sensitive information collected or disclosed for any purposes outlined in this policy, including by external entities, and including all records generated from candidate identification, selection and assessment processes (including documents relating to recruitment campaigns, interview panels, interview questions, and unsuccessful applications) must be handled in accordance with the University's Privacy Policy ([MPF1104](#)), Records Management Policy ([MPF1106](#)) and securely retained and disposed of in accordance with the [University Records Retention and Disposal Authority](#) or as recommended by Information Governance Services. These requirements of confidentiality continue after the contract of employment has been signed by the preferred candidate.

1.2 Establishing a new position

1.2.1. To establish a new position, the Hiring Manager must :

- a) consider the following workforce planning considerations:
 - i. the requirements of the University of Melbourne Enterprise Agreement 2024 ('the *Enterprise Agreement* '), as set out in Part 5;
 - ii. the faculty or Chancellery portfolio's workforce plan;
 - iii. any relevant strategic plans, goals, frameworks and targets of the University, Faculty or Chancellery portfolio (see section 4.1(i) of the policy); and
 - iv. whether the role should be established as a Special Measure under section 1.2.4 below;then
- b) coordinate and finalise the following:
 - i. the nature of the position, including the employment category under clause 1.17 of the *Enterprise Agreement* ; and
 - ii. the position description (see section 1.2.2);
 - iii. approved budget, including sources of funding and, where relevant, details of any Relocation Assistance (see section 4.3); then
- c) obtain approval for establishing the position from the person with appropriate delegated authority under the [Vice-Chancellor's Instrument of Delegation](#) .

1.2.2. The Hiring Manager should ensure that position descriptions:

- a) are inclusive of all potential candidates, with inclusively worded selection criteria that do not unlawfully discriminate against any potential candidates, subject to any specific requirements where the role is a Special Measure under the *Equal Opportunity Act 2010* (Vic) (see section 1.2.4); and
- b) include the following matters, as applicable:
 - i. salary and other benefits, including superannuation;
 - ii. employment type;
 - iii. for fixed term or continuing roles:
 - whether the position is full time or part time and any opportunities for flexible working arrangements;
 - whether the role is a replacement employee role for another employee who is taking a period of unpaid parental leave under the *Fair Work Act 2009* (Cth). If this is a replacement role, then the University must advise the replacement employee that the work is temporary and the right the employee taking unpaid parental leave has to: (1) cancel the leave or end the leave early if the child is stillborn or dies within 24 months; and to a guaranteed return to work; (2) the right of the University to require the employee taking unpaid parental leave to return to work if the employee ceases to have responsibility for a child; and (3) opportunities for flexible working arrangements;
 - iv. classification of the position with reference to the *Enterprise Agreement* , where applicable;
 - v. key responsibilities, activities, capabilities and selection criteria, the last to be based only on job-related factors and ranked in order of importance;
 - vi. any restrictions on applicants as a result of Special Measures under section 1.2.4;
 - vii. expectations for alignment with the University's values and expectations of appropriate conduct, as set out in the Appropriate Workplace Behaviour Policy ([MPF1328](#));
 - viii. qualifications, licenses, permits or registrations required to perform the role, and those of relevance listed in section 1.2.3 below in relation to academic roles;
 - ix. while providing equal opportunity and complying with all anti-discrimination legislation and University policies, any other health-related inherent requirements of the role (including for

example, requirements strictly relating to the job design such as manual work including lifting, regular physically demanding work, regular driving, or working with materials, chemicals, animals, noise, micro-organisms, lasers or other equipment, substances or organisms that may pose health risks) or any requirement for medical or occupational health assessments;

- x. eligibility to legally work in Australia, including a valid visa where required;
- xi. reference to the University's commitment to child safety and awareness, the social and legal responsibilities of its employees towards child safety, the requirement to hold a valid Working with Children Check (WWCC) and any separate requirements under the Child Safety Policy ([MPF1337](#));
- xii. any requirement for a [National Criminal History Check](#) , where relevant to the inherent requirements of a position. These may include roles where there is a high risk of fraud, high occupational health and safety risks, funding requirements, cyber security risks or the role is responsible for decision-making on behalf of the University;
- xiii. whether the role requires an Australian Government security clearance and if so, that the applicant is eligible and suitable to hold one (under the Protective Security Policy Framework (PSPF) Policy 12: *Eligibility and Suitability of Personnel*);
- xiv. whether the role may require the preferred candidate to work with, handle or access Security Sensitive Biological Agents (SSBAs) or sensitive information relating to SSBAs or access a facility where SSBAs are handled (see the [Security Sensitive Biological Agent Standards](#) and the information in *Schedule A* of this policy);
- xv. The matters set out under section 1.2.3. below, in relation to applicable academic roles; and
- xvi. any other requirements of the role that may require specific information from the candidate or checking by the University prior to appointment of the person.

1.2.3. To enable the University's compliance with standard 3.2.3 of the *Higher Education Standards Framework (Threshold Standards) 2021* (HESF), for the recruitment and/or appointment of academic employees with responsibilities for academic oversight and those with education and supervisory roles in undergraduate and graduate coursework courses, programs or subjects, the Hiring Manager will ensure that position descriptions include the following requirements, as relevant to the position in question:

- a) except for roles requiring supervision of doctoral degrees, a qualification in a relevant discipline of at least one Australian Qualifications Framework (AQF) qualification level higher than the course of study being taught, or evidence of equivalent relevant academic, professional or practice-based experience and expertise (for assessment of such equivalence, see section 4.2(f));
- b) for roles supervising doctoral degrees, a doctoral degree or equivalent research experience;
- c) for teaching roles, skills in contemporary teaching, learning and assessment principles relevant to the discipline, their role, modes of delivery and the needs of particular student cohorts; and
- d) for all such roles, evidence of the applicant's knowledge of contemporary developments in the discipline or field, which is informed by continuing scholarship or research or advances in practice .

1.2.4. The University may identify or create a position as a Special Measure under section 12 of the *Equal Opportunity Act 2010* (Vic) to support the achievement of substantive equity. Where such a position is created, only candidates who identify as having that particular attribute are eligible to be considered for the position.

1.2.5. Subject to advice from the Office for Indigenous Employment and Development ('OIED'), where the University has identified a position as a Special Measure under section 1.2.4 as one for which only Indigenous Australians can apply, in order to be considered for the position, each candidate must establish that they:

- a) are an Aboriginal and/or Torres Strait Islander person by descent;
- b) identify as an Aboriginal and/or Torres Strait Islander person; and
- c) are accepted as such by the community in which they live or have lived.

1.3 Filling a vacant position

Before proceeding to fill a vacant position, the Hiring Manager should consider and finalise the following matters:

- a) whether the *Enterprise Agreement* requires conversion to or prior consideration of an existing employee (or student) to the position, under Part 5;
- b) within the context of the relevant workforce plan, budget and current workforce composition, whether any specific actions are required under any relevant strategic plans, goals, frameworks and targets of the University, Faculty or portfolio (see section 4.1(i) of the policy) or, where applicable, Special Measures under section 1.2.4 above, to support the achievement of substantive equity;
- c) whether an appointment is sought to be made after the standard recruitment process with advertising (under Part 2) or as a direct appointment (under Part 3) and whether appointment to the role will involve an internal transfer or joint appointment (also Part 3); and
- d) if the standard recruitment process is to be used, for fixed term and continuing roles and (if relevant) for casual roles:
 - i. an advertising strategy, deciding on the matters listed in section 2.2.1;
 - ii. a candidate assessment strategy, which may include any of the modes listed in section 2.4.2(e); and
 - iii. the process for candidate assessment, including the composition of an Assessment Panel (see section 2.4);
- e) where Indigenous Australians are intended to be recruited:
 - i. refer to the University's Indigenous Strategy and Indigenous Employment Framework;
 - ii. seek advice from the Office for Indigenous Employment and Development; and
 - iii. consider whether a position is to be subject to special measures under sections 1.2.4 and 1.2.5; and
- f) where current undergraduate or postgraduate coursework students or graduate researchers of the University are intended to be recruited as casual employees, including as student interns, contact Students@Work in the first instance.

Part 2 - Selecting a preferred candidate using the standard recruitment process

This Part sets out the standard recruitment process that normally precedes the appointment of a preferred candidate to fixed term and continuing roles.

However, some processes set out in this Part also apply, or may apply, to the appointment of casual positions, as follows:

Section	Topic	Application to casual appointments
2.1	Beginning the recruitment process	Yes (see section 2.1.2)
2.2	Advertising strategy	Not usually, but may apply
2.3	Reasonable adjustments	Yes, if applicable

2.4	Candidate assessment	Not usually, but may apply
2.5	Unsuccessful candidates	Not usually, but may apply

If unsure about the application of specific parts of Part 2 to your recruitment process, please ask your Talent Acquisition partner, HR Services, HR Business Partner or relevant recruitment contact for clarification.

Please see Part 3 if you are considering non-standard ways to select a preferred candidate for appointment, including Joint Appointments, Internal Transfers and Direct Appointments.

2.1 Beginning the recruitment process

2.1.1. Where the Hiring Manager intends to fill a vacant fixed term or continuing position using the standard recruitment process:

- a) for all roles except Executive Roles, the Hiring Manager will liaise with Talent Acquisition in relation to the remaining steps in this Part 2 ;
- b) for Executive Roles, the Hiring Manager will liaise with the designated Executive Recruitment team (within Talent Acquisition) in relation to the recruitment process, noting that:

- i. subject to advice from the Executive Recruitment team, certain processes set out in these Procedural Principles will either not apply or will need to be adapted on a case-by-case basis; and

- ii. the following principles apply to recruitment of Executive Roles:

- An executive search firm should only be used in exceptional circumstances or for critical roles, for example where internal talent mapping processes would not suffice as an effective search strategy;
- Where an executive search firm is to be used, the Hiring Manager should only engage search firms on the University's preferred provider panel and should comply with recommended amounts and other aspects of the services agreement as part of signing up to the [University's preferred supplier arrangement for Executive recruitment](#) .

2.1.2. Where the Hiring Manager intends to fill a casual position, they should liaise with the designated HR Services team in relation to the casual recruitment process.

2.2 Advertising strategy

2.2.1. In finalising the advertising strategy for a role, Hiring Managers will, in conjunction with Talent Acquisition, ensure that:

- a) all relevant details in the Position Description (as listed in section 1.2.2) are included;
- b) for all vacant continuing positions covered by the Enterprise Agreement, the role is internally advertised where required by section 5.3.2;
- c) the following matters are considered:
 - i. whether overseas-based candidates will be eligible to apply and if so, consider the requirements of Labour Market Testing for visa applications under section 2.2.2(b);
 - ii. for interstate or international applicants, consider whether any Relocation Assistance should be offered (see section 4.3);
 - iii. whether, for fixed term professional roles, only internal applicants will be initially invited to apply, before external applicants;

iv. whether a targeted recruitment campaign is required in order to encourage or meet diversity targets or Special Measures; and

v. for Executive Roles, whether internal talent mapping will be sufficient as an effective search strategy or whether an executive search firm is to be used;

- d) advertising copy promotes the University's commitments to diversity and inclusion and flexible work, is free from bias, uses gender-neutral and inclusive wording, applies the principles of equal opportunity and performance relative to opportunity, and does not unlawfully discriminate, subject to any specific requirements where the role is a Special Measure (see section 1.2.4);
- e) candidates from diverse backgrounds and with diverse abilities and identities are encouraged to apply;
- f) for Indigenous-identified positions, liaise with the Office for Indigenous Employment and Development;
- g) candidates are advised that they may apply for reasonable adjustments to the recruitment process to enable them to participate equitably (see section 2.3 below); and
- h) candidates are advised of any clearance or screening requirements, such as in the case of some Defence research-related roles, where an Australian Government security clearance or the ability to obtain a security clearance is required.

2.2.2. After the content is approved by the Hiring Manager, the advertising campaign should be undertaken by Talent Acquisition as follows:

- a) for both fixed term and continuing roles, be open for a minimum of seven days (or for Executive roles, a minimum of 2 weeks), noting that if the position is advertised internally first, this minimum period will separately apply to both the internal and (if still required) external advertising campaigns; and/or
- b) if international candidates are eligible for the role and the role is an employer sponsored role, be open for a minimum of 30 days (to meet the Australian Government's Labour Market Testing requirements: see [Labour market testing](#)).

2.3 Reasonable adjustments

At any point in the recruitment process, candidates may submit a request to Talent Acquisition for reasonable adjustments to the candidate assessment process in order to participate on an equitable basis, consistent with the University's commitment to inclusion, for example where the candidate has a disability or carer responsibilities. Where this occurs:

- a) such requests will be considered by the University consistent with the *Disability Discrimination Act 1992* (Cth) and *Equal Opportunity Act 2010* (Vic) and the candidate will be notified whether the request for adjustments can be supported, is declined or an alternative can be explored;
- b) in the event that Talent Acquisition or the Hiring Manager intends to decline or modify a request for reasonable adjustments, they must consult with Workplace Relations before providing a response to the candidate; and
- c) any personal or sensitive information provided for the purpose of requesting reasonable adjustments must be handled in accordance with the University's Privacy Policy ([MPF1104](#)) and other University policies listed in section 1.1.3.

2.4 Candidate assessment

2.4.1. This section 2.4 sets out the process for assessment of candidates and the selection of a preferred candidate, for all continuing and fixed term employment roles, including academic and professional appointments.

2.4.2. The following process will apply to candidate assessment, including the selection of a preferred candidate:

- a) For continuing positions covered by the Enterprise Agreement, the Hiring Manager must satisfy the obligations set out in section 5.3.2;

- b) An Assessment Panel will be convened to assist the Hiring Manager in assessing and selecting a preferred candidate;
- c) Candidates will be shortlisted before selection of a preferred candidate;
- d) Each candidate will be assessed by applying the key selection criteria for the position, including the pre-determined ranking of those criteria;
- e) Various methods may be used to assess candidates for positions, including but not limited to the candidate's written application, interviews, assessment centre, skills tests, presentations, psychometric testing, and for Executive Roles and any other senior roles where leadership capability is deemed a key selection criteria, Leadership Assessments and/or seeking and considering the views of those employees in the work area including (if not on the assessment panel) any staff who will work closely with the appointee;
- f) The same assessment methods that are selected from (e) will be used for each candidate unless a candidate requests an alternative mode (e.g. Zoom interview rather than in person) or a reasonable adjustment has been provided under section 2.3; and
- g) Approved reasonable adjustments to the assessment process will be implemented.

2.4.3. In assessing candidates and selecting a preferred candidate (including as part of an Assessment Panel) , each Candidate Assessor will:

- a) individually and objectively evaluate and rank all candidates against the key selection criteria and maintain records substantiating their assessments with reasons and/or evidence, prior to any group discussion regarding a candidate;
- b) make assessments based only on role-related factors, including competencies, key selection criteria and the candidate's demonstrated values and conduct in order to determine the likelihood of the candidate's future success in the position (including the potential to advance to more senior positions);
- c) avoid discrimination and take into account the principles of equal opportunity and performance relative to opportunity;
- d) where possible, personally identify, reflect on and challenge any biases, stereotypes and assumptions they may have about a candidate;
- e) maintain confidentiality and handle all information or records created during assessment in accordance with the Privacy Policy ([MPF1104](#)), and section 1.1.3.

2.4.4. In conducting interviews , including as part of an Assessment Panel, Candidate Assessors will:

- a) implement any approved reasonable adjustments to the interview arrangements;
- b) confirm the candidate's preferred name and pronouns at the commencement of the interview;
- c) wherever possible, pose to each candidate the same core set of questions (in order to provide a consistent basis for comparison) and assess a candidate's alignment with University values and expectations of conduct, as set out in the *Appropriate Workplace Behaviour Policy* ([MPF1328](#));
- d) avoid questions that may constitute unlawful discrimination;
- e) be sensitive and respectful to all candidates and have regard to principles of cultural safety including Indigenous cultural safety;
- f) avoid prejudgment in interacting with each candidate; and
- g) be curious to and consider the achievements of candidates relative to opportunity and diverse life experiences.

2.4.5. The following process applies to the convening of an Assessment Panel:

- a) The person responsible for appointing panel members should ensure that:
 - i. the Assessment Panel comprises a minimum of three people and no more than seven people (where the panel is for a Joint Appointment or involves an external entity these recommended numbers refer to University employees);
 - ii. the panel is diverse in composition, with respect to genders, cultural backgrounds, abilities, identifies and other personal attributes;
 - iii. where a role is specified for Indigenous-identifying candidates, an Indigenous member of staff (academic or professional, as appropriate) should be included on the panel where this is

feasible;

iv. each panel member should have undertaken training in diversity awareness and inclusive recruitment practices;

v. where a panel member is external to the University, they should be provided with a summary of the University's expectations on Assessment Panel members as set out in this policy; and

vi. each panel member is provided with all relevant material needed to undertake the assessment, including but not limited to: the position description and ranked key selection criteria (and how to weight them); the written applications and any written references; interview questions; supporting material such as matrix grids for evaluating candidates; and any other relevant material, for example any relevant diversity targets or goals of the University or the relevant faculty or Chancellery portfolio;

b) The Chair or Hiring Manager (as applicable) should lead the panel discussions, including by:

i. asking panel members to disclose any actual, potential or perceived conflicts of interests (under the Managing Conflicts of Interest Policy ([MPF1366](#))) at the start of discussions and before consideration of any candidate;

ii. supporting all panel members to participate equally and provide their assessment;

iii. ensuring that all panel members score and rank the candidates prior to any group discussion; and

iv. ensuring that all shortlisted candidates are discussed.

2.4.6. When creating a shortlist of candidates, candidate assessors:

a) should consider any relevant diversity and inclusion targets of the University and the relevant faculty or division (see section 4.1(i) of the policy); and

b) should aim to have a balanced representation of women and/or gender-diverse candidates and/or candidates from identified priority groups.

2.4.7. A final candidate shortlist will be made by the Hiring Manager or panel Chair (as applicable), taking into consideration the views of an Assessment Panel or other Candidate Assessors, noting that for academic positions approvals must be sought as follows:

a) At level E, the Provost approves the list, taking into consideration the recommendation of the University Appointments and Promotions Committee ('UAPC') and the Dean; or

b) For levels A-D, the Dean or nominated delegate approves the list, taking into consideration the recommendation of the relevant Faculty Appointments and Promotions Committee ('FAPC') or sub-committee.

2.4.8. After shortlisting candidates and at the conclusion of the process for assessing shortlisted candidates:

a) the Hiring Manager will select the preferred candidate, taking into consideration the recommendation of the Assessment Panel; or

b) if the assessment panel has not been able to select a preferred candidate, the Hiring Manager will liaise with Talent Acquisition as to next steps.

2.5 Unsuccessful candidates

Unsuccessful fixed term and continuing candidates will be notified of the outcome of their application, as follows:

a) Talent Acquisition (or an external recruitment firm, if applicable) will notify unsuccessful non-shortlisted candidates (excluding internal applicants) of the outcome of their application once the shortlist is finalised and approved; and

b) the Hiring Manager or delegate will advise all unsuccessful interviewed candidates, and any internal candidates (whether shortlisted or not), and provide them with general feedback; and

- c) for continuing roles covered by the *Enterprise Agreement*, the Hiring Manager will provide written advice to all unsuccessful Priority Applicants, as required by section 5.3.2, unless section 5.3.3 applies.

Part 3 - Selecting a preferred candidate using a non-standard process

This Part sets out the process that applies where an appointment is made in non-standard ways. Such appointment types may either replace, partially replace or follow the standard recruitment process (Part 2), as follows:

- a) A joint appointment may follow either the standard recruitment process or a direct appointment.
- b) A temporary or ongoing internal transfer may follow the standard recruitment process (or parts of it) or a direct appointment.
- c) A direct appointment is an alternative process that replaces the standard recruitment process.
- d) Redeployment arising from redundancy to a suitable alternative position may require direct appointment as set out separately in the *Enterprise Agreement*.

If unsure about the application of specific parts of Part 3 to your recruitment process, please ask your Talent Acquisition partner, HR Business Partner or relevant recruitment contact for clarification.

3.1 Joint appointments

Where a Joint Appointment is being considered, the Hiring Manager or person responsible for the appointment should first contact their local HR Business Partner to discuss.

3.2 Internal Transfers

- 3.2.1. An internal transfer may be appropriate where an existing University employee wishes to apply for, or has been identified as an appropriate candidate for, a new or vacant position in a different work area of the University, either on a temporary or permanent basis.
- 3.2.2. An internal transfer may be made after the standard recruitment process or as a direct appointment, without certain aspects of that process.
- 3.2.3. The following process applies to an internal transfer:
 - a) The employee's prospective direct manager in the receiving department should first discuss the matter with the employee's direct manager in the releasing department, as well as the applicable HR business partner in both departments;
 - b) The employee, the current direct manager (in the releasing department) and the employee's prospective direct manager (in the receiving department) should each agree to the transfer;
 - c) Approval must be given for the appointment of the employee to the new position by the person with appropriate delegated authority under the [Vice-Chancellor's Instrument of Delegation](#) (see section 4.4 - Offer of appointment), noting that as a general principle, approvals will normally be given where the transfer would result in the career progression of the employee and any inconvenience or detriment to the releasing department is reasonable and manageable.
- 3.2.4. Where an internal transfer is offered, an employee must receive and agree to mutual variation of their employment, noting that:
 - a) If the transfer is to a temporary assignment, the employee will return to their substantive position at cessation of the transfer (unless the employment is terminated earlier by either the University or employee); or
 - b) If the transfer is to a permanent role, that role becomes the employee's substantive position.
- 3.2.5. For a temporary transfer, the Dean or head of Chancellery portfolio of the releasing department may arrange to fill the temporarily vacant position with a fixed-term appointment for

the duration of the transfer, provided that at the end of the transfer period the position is made available to the employee for whom it is the substantive role.

- 3.2.6. Where the type of employment, classification or inherent requirements of the new position differ from the employee's substantive position, reference checks, pre-offer and post-offer checks or other steps may be required, in accordance with Part 4 of this procedure.

3.3 Direct appointments

- 3.3.1. As a public institution, selection through the standard recruitment process, which is competitive and meritorious, is preferred over appointments to a role without advertising (Direct Appointments). Consistent with this principle:

- a) the University may not make a Direct Appointment of a Dependent Partner of a preferred candidate/appointee, simply as a result of that status and in order to secure the appointment of that preferred candidate; and
- b) a Direct Appointment to a continuing role under the *Enterprise Agreement* must not be actioned contrary to the University's obligations under the *Enterprise Agreement*, including but not limited to clause 1.15.9 (and the process required by sections 5.3.2 of this procedure) and clause 2.14.3.

- 3.3.2. Subject to the requirements of section 3.3.1, a person may be appointed to a role as a Direct Appointment where:

- a) the Hiring Manager submits a written business case for the appointment to the person with delegated authority listed in paragraph (c) below, that demonstrates specific value to the University in one or more of the following areas:
 - i. there is evidence that advertising would not provide an advantage to the University (for example, the position is located in a regionally isolated campus or site, or it is highly unlikely that there is a pool of candidates);
 - ii. the position has a history of being difficult to fill;
 - iii. rapid action needs to be taken in order to attract an outstanding candidate, or to retain a valuable employee at the University, where there is evidence that they are at risk of leaving the University;
 - iv. the preferred candidate has been identified through active talent and succession planning as a candidate for a preferential career progression pathway;
 - v. the position requires unique or specialty skills or experience for which there are very few candidates, whether for professional or academic roles;
 - vi. for academic appointments, the candidate has been personally awarded a prestigious research grant, Centres grant or fellowship and no position currently exists for that candidate. Where this is the case, the grant or fellowship application and faculty letter of support would constitute the business case, and the duration of the appointment should at least match the duration of the grant or fellowship;
 - vii. the appointment would constitute a Special Measure (see section 1.2.4 above);
 - viii. the appointment of the candidate would support a workforce diversity strategy or target of the University or in the faculty or Chancellery portfolio in question;
 - ix. in combination with one or more factors listed in in this section, the position is for a fixed-term period of less than 12 months, and must be filled quickly in order to achieve the University's strategic objectives;and
- b) the business case includes evidence that the preferred candidate's performance over time meets objectives both in performance, appropriate behaviours and is consistent with the University's values, as set out in the *Appropriate Workplace Behaviour Policy* ([MPF1328](#)); and
- c) subject to the above requirements, the person with delegated authority to make the appointment under the *Vice-Chancellor's Instrument of Delegation* (or, if the Hiring Manager has the authority to make the appointment under the Delegation, the Hiring Manager's supervisor) approves the appointment.

3.3.3. A business case (as set out in section 3.3.2 above) is not required to be prepared in the following circumstances:

- a) The proposed candidate has already been through a fair recruitment process for a similar role within the previous 3 months; or
- b) The appointment is a redeployment of an employee where:
 - i. a continuing employee whose position has been made redundant is, subject to section 1.1.2, redeployed in accordance with the *Enterprise Agreement*; or
 - ii. a continuing (research contingent) employee whose position has ended is redeployed in accordance with the *Enterprise Agreement*; or
 - iii. an employee is unable to fulfill the inherent requirements of their position for medical reasons and is redeployed to an alternative position by agreement, with or without reduced hours, and/or to a lower classification of work and pay, in accordance with clause 1.34.3 of the *Enterprise Agreement*.

Part 4 - Preparing to make an offer to a preferred candidate

At this point in the process, the Hiring Manager will have either followed the standard recruitment process to identify a preferred candidate, or has a preferred candidate in mind to make a direct appointment.

Either of the above pathways may have also involved an internal transfer.

This Part sets out the matters that must be undertaken by a Hiring Manager before making an offer to the preferred candidate, how they should make an offer, and then other matters that must be completed after the offer is made.

While this Part applies in full to the recruitment of fixed term and continuing employees, certain parts of the process also apply to casual positions (noting that the process may need to be adapted as required) as follows:

Section	Topic	Application to casual appointments
4.1	Reference checks	Applies where the role has an anticipated duration of 3 months or more
4.2	Pre-offer checks	
4.3	Relocation assistance	Does not apply
4.4	Offer of employment	Applies
4.5	Post-offer checks	Applies where the role has an anticipated duration of 3 months or more
4.6	How pre-offer and post-offer checks are undertaken	

If you are unsure about the application of specific parts of Part 4 to your recruitment process, please ask your Talent Acquisition partner, HR Services, HR Business Partner or relevant recruitment contact for clarification.

4.1 References

- 4.1.1. Reference checks of the preferred candidate must be obtained for all fixed term and continuing positions (including Direct Appointments), and checked in accordance with sections 4.1.2-4.1.4 below, before a written offer is made to the candidate.
- 4.1.2. Candidates will be asked to nominate referees as follows:
- a) For all Level A-D academic positions, the Assessment Panel Chair or delegate will request a minimum of three written referee reports and may ask the candidate to nominate additional referees ;
 - b) For all Level E academic positions, the Assessment Panel Chair or nominated delegate will request a minimum of three written referee reports (at least two international);
 - c) For all professional positions, the Hiring Manager or delegate will request at least two referees from the preferred candidate, one of whom must have been the direct supervisor of the candidate in a previous role that is relevant to the position ; and
 - d) For either academic or professional positions, where there are two preferred candidates in contention for a role, references may be sought for both candidates prior to selection of the final preferred candidate.
- 4.1.3. Reference checks of the preferred candidate will be conducted as follows:
- a) For all academic appointments, each reference must be in writing and provided by the Assessment Panel Chair to and checked by the assessment panel, and any additional verbal reference provided by the referee must be recorded in writing by the Hiring Manager/Chair and shared with the assessment panel;
 - b) For professional positions:
 - i. checks will be undertaken by the Hiring Manager or delegate through direct contact with each referee;
 - ii. if the preferred candidate has been previously employed by the University in any position, the Hiring Manager or delegate should, after informing the candidate, contact the candidate's former manager or managers or relevant HR Business Partner (if they are still employed with the University) for a verbal reference;
 - c) For both academic and professional positions, the person undertaking the check under (a) or (b) :
 - i. should, in addition to testing the candidate's suitability for the role, test for a candidate's alignment to University values and conduct expectations, as set out in the Appropriate Workplace Behaviour Policy ([MPF1328](#)), including as evidenced by past conduct;
 - ii. must comply with the Privacy Policy ([MPF1104](#)), including by providing information about the potential use of any information provided, and seeking permissions; and
 - iii. should be flexible in securing reference checks for any candidates who advise that they have additional barriers to providing reference checks (e.g., people who have recently affirmed their gender). In such cases, the University can provide flexibility in the process without removing the essential requirement (e.g., the reference can acknowledge previous work that may have been completed under a different name);
- 4.1.4. In addition to checking the above references, the person responsible for checking references :
- a) may also request additional referees or consult with other persons outside the University who appear to have knowledge of the candidate, provided the candidate is informed in advance of the names of these persons and provides consent before the person is contacted;
 - b) may also consider information that is publicly available in reputable sources such as news, LinkedIn profiles, and other relevant and credible sources.

4.1.5. For casual employment (whether academic or professional) with an anticipated duration of 3 months or more, it is strongly recommended that the Hiring Manager, Assessment Panel Chair or delegate undertake the following steps before a written offer of employment is made:

- a) Request at least one reference from the preferred candidate who was the direct supervisor of the candidate in a previous role that is relevant to the position;
- b) Check the reference in accordance with the process set out in sections 4.1.3(b)-(c) above; and
- c) Where relevant, consider checking the additional sources listed in section 4.1.4.

4.2 Pre-Offer Checks

For all fixed term and continuing positions except casual positions with an anticipated duration of less than 3 months or in exceptional cases at the discretion of the person with delegated authority under the [Vice-Chancellor's Instrument of Delegation](#) to make the appointment, the following matters should be verified by the Hiring Manager, Talent Acquisition, the Faculty or Chancellery Division in question or an external provider (as applicable), before a written offer is made to the candidate:

- a) the preferred candidate will confirm in writing whether they have been found to have engaged in misconduct in their past employment or profession in the past 7 years, or had their employment with any previous employer terminated as a result of misconduct or serious misconduct, acknowledging that the University may check such a declaration with the preferred candidate's immediate supervisor or Head of HR, following their acceptance of the offer;
- b) qualifications (including academic or technical), licences (for example, for lift operation), certifications and/or any other inherent requirement of the position; and
- c) for academic positions, any other claims made by the candidate in the application, such as research publications and similar held by or published by the candidate;
- d) the preferred candidate is screened against the Consolidated List maintained by the Australian Government Department of Foreign Affairs & Trade (see Schedule B for further details); and
- e) if the preferred candidate is from a STEMM (Science, Technology, Engineering, Maths and Medicine) discipline who has an identified connection to a sanctioned country, they are appropriately screened and any necessary due diligence conducted to confirm there is no risk that the training, technology or research activity is capable of military application or will be used to support a weapons of mass destruction program or a designated individual or entity. This is in compliance with applicable sanctions obligations (see Schedule B for further details);
- f) All candidates who are listed on an agreement with Defence or with a Defence entity, or who will have access to Defence information or assets, or their activity will be regulated under the Defence Industry Security Program, must comply with AS:4811–2022 Workforce Screening and be suitable to obtain a security clearance (see Schedule C for further details);
- g) for academic employees with responsibilities for academic oversight and those with teaching and supervisory roles in undergraduate and graduate coursework courses, programs or subjects, or with responsibilities as a principal supervisor of a graduate research candidate:
 - i. the Dean or nominated delegate will ensure that the applicant provides adequate evidence of qualifications or equivalent experience under sections 1.2.3(a) or (b);
 - ii. if for the purposes of sections 1.2.3 (a) or (b) above, an academic employee does not possess formal qualifications that satisfy the required AQF Level, the Dean or nominated delegate must undertake and record an assessment of the employee's AQF+1 equivalency using the relevant Equivalence Assessment Criteria (EAC) that applies to the Faculty in question; and
 - iii. the AQF-level qualifications or equivalent professional experience of teaching staff must be recorded by the University; and

- h) Where the University has identified and created a position as a Special Measure under section 1.2.4, the Hiring Manager, Talent Acquisition, HR Assist (or delegate or an external provider) may require that the preferred candidate has provided proof of holding such an attribute prior to any written offer being made to the candidate, or before the shortlisting of candidates, as required.

4.3 Relocation Assistance

- 4.3.1. The University (including its faculties and Chancellery portfolios) is not obligated to provide any Relocation Assistance to any preferred candidate. Subject to the conditions set out below, any Relocation Assistance offered to a preferred candidate must be negotiated and finalised with the preferred candidate and included in the employment contract, prior to any offer of employment being made.
- 4.3.2. The Hiring Manager may, with approval of the Dean or the Head of Chancellery portfolio or their nominated delegates, consider offering Relocation Assistance to a preferred candidate and any Dependent Family Members moving from interstate or overseas, where the candidate:
- a) is offered a continuing or fixed term position with a duration of 2 years or more; and
 - b) has their primary place of residence in a different State or country, or more than 200km, from where they will be required to undertake the role offered.
- 4.3.3. Where the conditions listed in section 4.3.2 are satisfied and Relocation Assistance is offered, the relevant faculty or Chancellery portfolio may provide the following assistance to the preferred candidate and any Dependent Family Members, whether the role is an academic or professional appointment:
- a) The following costs to be paid directly by the faculty or Chancellery portfolio, on behalf of the candidate:
 - i. travel expenses to travel (one-way) from the preferred candidate's current location to the new location in either economy class airfare or, where flight is not possible, reasonable expenses to cover any other means of transport, including car hire, wherever possible via the most direct route; and
 - ii. where required for international relocation, the nomination fee and visa costs associated with relocating to Australia, via the University's Immigration services provider (to be completed prior to departure); and
 - b) Reimbursable relocation expenses (which include settlement orientation services) limited to expenses/services that do not incur Fringe Benefits Tax, as advised by Finance/CFO Group, and on presentation of receipts within 6 months of the candidate commencing employment in the role.
- 4.3.4. All amounts proposed to be offered should fall under the categories listed in section 4.3.3. If other types of expenses are proposed to be paid, the Hiring Manager should first seek taxation advice from the Finance/CFO group within the COO portfolio regarding the fringe benefits taxation implications for the University of such support, before offering them to the preferred candidate.
- 4.3.5. Relocation Assistance expenses may be considered by the Australian Tax Office as taxable income, therefore the University will keep receipts for reimbursed expenses and new employees must keep receipts for expenses not reimbursed, to be submitted to the Taxation Office if necessary. For clarity, the University does not provide financial/taxation advice nor fund financial/taxation advice for candidates/employees regarding their personal taxation arrangements.
- 4.3.6. Coordination of the delivery of Relocation Assistance (if offered) will typically be undertaken by Talent Acquisition, the Hiring Manager, the relevant Faculty or Chancellery Portfolio, other University employees or University teams, and/or external providers, as required. Coordination of the delivery of Relocation Assistance is not confined to this process, noting that such arrangements may be coordinated differently where required by the nature of the appointment.

4.3.7. The University will not offer Relocation Assistance to any individual where that person's partner is already in receipt of an offer of employment with the University that includes provisions for Relocation Assistance, unless the relevant Dean and/or Head of Chancellery Portfolio or their nominated delegates, agree to split the relocation costs between both employees.

4.3.8. Where an employee who has been provided Relocation Assistance by the University resigns or is dismissed within 2 years of being appointed to the University:

- a) the faculty or Chancellery portfolio will advise payroll services; and
- b) the employee may be required by the University to repay all or part of the Relocation Assistance provided by the University in accordance with the following formula: *Total value of the Relocation Assistance provided, multiplied by the number of uncompleted months in the required 24-month period, divided by 24.*

4.3.9. The University may at its discretion reimburse the cost of economy airfares or other reasonable travel expenses in order to return the employee and any Dependent Family Members to the original place of residence (or the next place of residence provided the cost does not exceed the current cost of the fare to the original place of residence) in the following circumstances:

- a) where the employee is appointed to a fixed-term contract and repatriation is expressly stated in the contract of employment; or
- b) where the employee's employment is terminated due to redundancy within 5 years of the commencement of the person's employment.

4.4 Offer of appointment

4.4.1. After all relevant matters in Parts 1 - 4 (to this point) have been conducted, and subject to the requirements of section 1.1.2, the Hiring Manager will then seek approval from the person with delegated authority under the [Vice-Chancellor's Instrument of Delegation](#) to fill the position by making an offer of employment to the preferred candidate.

4.4.2. If the appointment is approved the Hiring Manager will:

- a) notify Talent Acquisition of the preferred candidate (for fixed term and continuing roles) or HR Services (for casual roles); then
- b) prepare and finalise a formal offer of employment with HR Services, who will provide it to the preferred candidate or casual appointee.

4.4.3. A formal offer of employment consists of an appointment letter or, for those staff not covered by the *Enterprise Agreement*, a contract of employment, noting that:

- a) it should contain details of any offer of Relocation Assistance (see section 4.3) ;
- b) University employees should only be employed with the University under a single appointment letter or contract of employment with a work commitment no greater than 1.0 FTE; and
- c) A new appointment letter or contract of employment must be created where an existing employee transfers from another role at the University.

4.4.4. For professional roles, prior to a written offer being made, the Hiring Manager or delegate may make a verbal offer to the preferred candidate and secure a verbal acceptance.

4.4.5. Prior to the preferred candidate commencing employment, and as a condition of their employment:

- a) the terms and conditions of the employment contract must be formally agreed in writing between the candidate and the University; and
- b) all relevant post-offer probity checks should be undertaken to the satisfaction of the University (see below).

4.5 Post-offer checks

The University will require each preferred candidate to complete one or more of the following pre-employment probity checks (if not already completed before offer) as a condition of employment, to the satisfaction of the University:

- a) proof of eligibility to work in Australia, including a valid visa where required;
- b) a disclosure to assess the risk of foreign interference;
- c) any of the checks listed in sections 4.2, if they have not been completed before an offer is made;
- d) if the preferred candidate is intended to work, handle or access Security Sensitive Biological Agents (SSBAs) or sensitive information relating to SSBAs or access a facility where SSBAs are handled, in order to comply with the National Health Security Act 2007 and the Security Sensitive Biological Agent Standards, they must undergo an identity check, and may also need to undergo a National Health Security Check (see the National Health Security Standards - Schedule A for further details);
- e) if relevant to the inherent requirements of the position, a medical or occupational health assessment;
- f) a valid Working with Children Check (WWCC);
- g) where a position involves or is likely to involve child-related work on an Australian Aid project, ensure that the preferred candidate complies with the requirements of the Child Safety Policy ([MPF1337](#)); and
- h) where required for the inherent requirements of a position, a National Criminal History Check or equivalent police check.

4.6 Undertaking Pre-Offer and Post-Offer checks

- 4.6.1. The matters listed under sections 4.2 and 4.5 will be checked on behalf of the University by the Hiring Manager or delegate, Talent Acquisition, HR Services or an external provider, as applicable. Where a candidate or employee is not successful in undertaking any of the checks listed, does not return a clear check or refuses to submit to any check, such cases will be managed on an individual basis by Talent Acquisition, HR Business Partners and/or the Hiring Manager, who must seek advice from Workplace Relations.
- 4.6.2. In the case of a declaration made under any of the checks under sections 4.2 and 4.5, false, misleading or incomplete information may affect the applicant's application and/or employment with the University (i.e. the University may consider it grounds for termination of the employment contract).
- 4.6.3. Any process undertaken as a result of information provided or received as a result of the requirements of sections 4.2 and 4.5 (including personal or sensitive information) must comply with all relevant laws, including privacy, discrimination and adverse action laws and the University's policies.

Part 5 - Requirements for roles covered by the University of Melbourne Enterprise Agreement 2024

This Part clarifies the obligations of Hiring Personnel under the *Enterprise Agreement*, and section 4.2(c) of the policy, when establishing new positions (including selecting employment types) and recruiting to fill existing positions that are covered by the *Enterprise Agreement*.

Specific aspects of this Part are also referred to in Parts 1-4 of this procedure, as applicable.

5.1 Enhancing the Core Workforce

In order to meet their obligations under section 4.2(c) of the policy, Hiring Managers and Hiring Personnel must wherever practicable:

- a) use their best endeavors to recruit and appoint employees at a more secure rather than less secure employment type (see clauses 1.15.2, 1.15.5 & 1.15.6 of the *Enterprise Agreement*);

- b) offer continuing employment to existing employees who have been engaged on successive fixed-term contracts, in the circumstances outlined in clauses 2.6 & 3.10 of the *Enterprise Agreement* ;
- c) offer Research Contingent Employment (contingent funded) ('CRC') to casual or fixed term employees in accordance with clauses 2.5 (academic) and 3.9 (professional) of the *Enterprise Agreement* , or a continuing position;
- d) convert casual employees to continuing employment ('NES conversion'), in the circumstances outlined in clause 4.7.1 of the *Enterprise A greement* ;
- e) offer continuing or CRC employment to casual employees in the circumstances outlined in clause 4.7.2 of the *Enterprise Agreement* ('EA conversion');
- f) identify genuine opportunities to offer Melbourne Early Career Academic Fellowships ('MECAF') employment to employees engaged by the University on temporary employment, in accordance with clause 2.17.1 of the *Enterprise Agreement*.

The obligations above are illustrated in the following Table:

Obligation	Nature of job security increase		Relevant EA clauses
<p>The University will apply best endeavors to increasing the proportion of its employees on fixed term or continuing employment, and wherever possible continuing employment (in the direction of the arrows indicated to the right).</p> <p>NOTE: Specific obligations are listed below</p>	Core Workforce	Continuing ↑ Fixed term (>18 months)	1.15.2, 1.15.5, 1.15.6
	Flexible Workforce	Fixed term (<18 months) ↑ Graduate Researcher Associate Position ↑ Casual ↑ Student Casual	
Offer continuing employment to employees who have been engaged on successive fixed-term contracts in specific circumstances	Continuing ↑ Fixed term		2.6 & 3.10

Research continuing employment (contingent-funded)('CRC')	CRC position (ongoing) ↑ Casual/ fixed term academic employee	2.5
	CRC position (ongoing) ↑ Casual/fixed term professional employee assisting in research	3.9
Melbourne Early Career Academic Fellowships ('MECAF')	Fixed term employee (>12 months) or continuing ↑ Academic casual or fixed term (<12 months) employee* * Less than three years post PhD experience and has not previously held a Continuing academic position with a tertiary education institution.	2.17.1
Casual conversion (NES) under Division 4A of Part 2.2 of the Fair Work Act 2009 (Cth))	Continuing ↑ Casual	4.7.1
Additional casual conversion (in some circumstances)	Ongoing or CRC position ↑ Casual	4.7.2

5.2 Employment opportunities for existing students

In order to meet their obligations under section 4.2(c) of the policy, Hiring Managers and Hiring Personnel must also, wherever possible, extend employment opportunities to current undergraduate or postgraduate coursework students or graduate researchers of the University, as and when available through its Flexible Workforce , either as Graduate Researcher Associate Positions or Student Casual positions, as illustrated in the Table below:

Name of employment opportunity	Who is eligible for the position	Relevant EA clauses
Student Casual employment position	Current student	1.15.12
Graduate Researcher Associate position (Fixed Term)	Current Graduate Researcher	1.15.12 & 2.17.2

5.3 Prior opportunity for continuing roles covered by the Enterprise Agreement

5.3.1. In order to meet their obligations under section 4.2(c) of the policy, Hiring Managers and Hiring Personnel must, when filling an existing continuing position that is covered by the Enterprise Agreement, give prior opportunity to any current casual and fixed term employees who meet the eligibility requirements under clause 1.15.9 of the Enterprise Agreement to apply for and be considered for the position, before considering any other internal or external applicants.

The specific eligibility requirements of clause 1.15.9 are illustrated in the following Table:

Prior opportunity to eligible casual or fixed term employees to apply for and be considered for continuing roles	Continuing ↑ Casual or Fixed term* * Must have been employed by the University (1) over two or more semesters, (2) over two consecutive calendar years, (3) on a 0.5 FTE or more time fraction, and (4) have the skills, experience, qualification, and expertise required by the Selection Criteria.	1.15.9
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In addition to the requirements of the *Enterprise Agreement*, the University requires Hiring Managers and Hiring Personnel to extend the same prior opportunity to apply for and be considered for these roles to any applicants on redeployment due to redundancy (together, all such applicants are known as 'Priority Applicants').

5.3.2. Unless the exclusion under section 5.3.3 applies, to enable prior opportunity for Priority Applicants under section 5.3.1, the following applies:

- a) **Prior consideration:** Recognising the broad and varied cohorts subject to recruitment (i.e. academics, subject matter experts, professional, administrative and support occupations engaged on full-time or part-time, continuing or fixed term basis), the Hiring Manager will (with the assistance of their HR Business Partner and Talent Acquisition) determine a compliant and appropriate process and timeframe to allow suitably qualified Priority Applicants and other internal candidates to apply and for their application to be considered

for further assessment ahead of any external candidates. For clarity, while the usual and recommended practice for managing recruitment and selection established by Talent Acquisition is preferred, it does not in any way limit the Hiring Manager's discretion to set out an alternative compliant process where warranted.

- b) **Feedback to unsuccessful applicants:** After prior consideration and (where applicable) shortlisting and interviews, the Hiring Manager will provide written advice to all unsuccessful Priority Applicants, whether or not shortlisted for interview. This feedback is required even where feedback is also provided verbally, and will set out the basis for the decision, including reference to the selection criteria.
- c) **Documentation:** The Hiring Manager is responsible for ensuring that the process by which any Priority Applicants are considered for the role, and written feedback, is documented and stored for future reference, consistent with the University's privacy and data retention requirements (see section 1.1.3).

5.3.3. **Exclusion:** If the Hiring Manager (with assistance from Talent Acquisition and the HR Business Partner as required) elects to undertake a review of the University's employment records, and subsequently determines from the records that there are no existing University employees who would be eligible for consideration under clause 1.15.9 of the *Enterprise Agreement*, then:

- a) the process under section 5.3.2 above does not apply; and
- b) the Hiring Manager will record and maintain the evidence relied upon from the employment records.

SCHEDULES

[Schedule A - National Health Security Standards](#)

[Schedule B - Sanctions Compliance](#)

[Schedule C - Defence Security](#)

APPROVER

Deputy Vice Chancellor (People and Community)

STEWARD

Chief People Officer

REVIEW

This policy is due to be reviewed by 22 August 2027.

VERSION HISTORY

Version	Approved By	Approval Date	Effective Date	Sections Modified
1	Senior Vice-Principal	21 August 2012	21 August 2013	New version arising from the Policy Simplification Project. Loaded into MPL as Version 1.

2	Senior Vice-Principal	12 March 2013	12 March 2013	Addition of section 14.
3	Senior Vice-Principal	6 June 2013	6 June 2013	Addition of new section 6.3. and consequential renumbering within section 6.
4	Senior Vice-Principal	25 July 2013	25 July 2013	Addition of Note 1 to Table 4 in section 8.2.
5	Senior Vice-Principal	10 September 2013	10 September 2013	Removal of section 14 - Relocation/removal and establishment expenses. Relocation is now covered in the Relocation Policy and Relocation Procedure .
6	Vice-Principal Administration and Finance on behalf of Senior Vice-Principal	22 May 2014	22 May 2014	Links to 'Guidelines for Consideration of Performance Relative to Opportunity' updated.

7	Vice Principal Administration and Finance and CFO	19 January 2016	21 January 2016	Insert new section 6.8, definitions of child, children and child related work. Updated references to enterprise agreement and delegations manual, Responsible Officer and Implementation Officer title.
8	Vice Principal Administration and Finance and CFO	21 May 2015	16 June 2016	Fix broken links (broken link blanket approval provided 21 May 2015).
9	Policy Advisor	25 June 2019	26 June 2019	Dead links deleted from Related Documents.
10	Chief People Officer	27 August 2024	2 September 2024	Major review to align with the University of Melbourne Enterprise Agreement 2024, legislative requirements and University practice.

11	Chief People Officer	27 August 2024	2 September 2024	Major review to align with the University of Melbourne Enterprise Agreement 2024, legislative requirements and University practice.
12	Chief People Officer	25 September 2024	25 September 2024	4.3 Editorial amendment