

Talent Acquisition

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1.0 Purpose

The purpose of this document is to operationalise the principles contained in the Talent Acquisition Policy.

We focus on the sourcing and selection of staff who can contribute to the core mission of the University, seeking people who have:

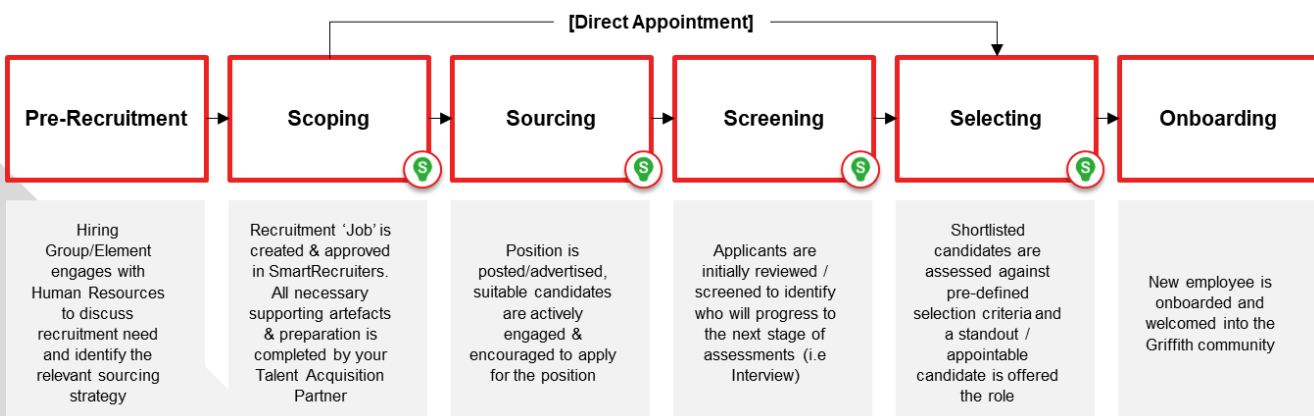
- strong capability to achieve strategic and organisational goals;
- characteristics that align with the values and behaviours of the University (as presented in our Code of Conduct); and
- the capacity to be safely (including cultural safety) entrusted with the duties of their position.

2.0 Scope

This Procedure applies to all appointments at the University. Further guidance for Hiring Managers is available in the Talent Acquisition Guidelines that align with this Procedure.

3.0 Procedure

This Procedure has been developed to align with the six steps of the Talent Acquisition process as outlined below.



There is some variability in the recruitment process required for different appointment types. In particular, this relates to whether or not a role is required to be advertised (internally and / or externally). Regardless of the selection techniques used to acquire talent, applicant confidentiality must be maintained and respected throughout the entire process.

3.1 Pre-Recruitment

3.1.1 Job Design

Prior to engaging in activities to fill a newly established or vacated position/s, the Hiring Manager should consider job design (or redesign) based on workforce planning needs with the support of their HR Business Partner.

All positions should be designed to attract and retain outstanding, diverse talent that is aligned to Griffith's needs and strategic priorities. Each position must create value, enable performance, and maximise the opportunity to have a positive impact on the University.

Following the job design discussion, the Hiring Manager, with support from their HR Business Partner will develop a finalised and classified position description. A position description will contain key responsibilities of the role as determined as part of the job design discussions.

The Hiring Manager should brief the Relevant Authorised Delegate on the job design and planned recruitment activity (in line with the Delegations Framework)

3.1.2 Employment Type

The employment type needs to be considered and determined in designing a job. Employment types include:

- Continuing appointments
- Fixed-term appointments
- Casual appointments: used for filling staff positions where the work is limited or unpredictable on an hourly engagement basis.
- Casual academic appointments: appointed to undertake a single or specific number of sessions related to demonstrating, tutoring, lecturing, marking, supervision or other required academic activity.
- Unpaid appointments.

3.2 Scoping

Prior to commencing with recruitment, a thorough scoping of the recruitment process for that particular role is required. The Talent Acquisition Partner will work with the Hiring Manager to confirm and document the key aspects of the recruitment exercise including sourcing strategy, advertising channels, screening tools and procedures, approximate timings for each step and confirmation of respective roles and responsibilities.

The scope and key activities completed for the remainder of the recruitment process will be determined by the outcomes from the scoping exercise.

Scoping also involves confirmation of the Selection Panel composition (Hiring Team); finalisation of the Job Advertisement and any supporting collateral (if required); confirmation of Selection Methodology including assessment tools to be applied; and engaging an external recruitment agency (in cases where this is required).

In line with the Delegations Framework, the Relevant Authorised Delegate appoints the Chair of the Selection Panel.

3.3 Sourcing

3.3.1 Sourcing Strategy

Talent may be sourced from a range of channels. Talent Acquisition Partners can support the Hiring Team to develop a sourcing strategy and may include one or more of the following:

- Direct appointment of a pre-qualified candidate
- Targeted internal recruitment (either internal to the University or within a specific or limited the work area)
- Merit Selection including:
 - Expression of interest process
 - University talent networks, including internal, external networks
 - Market mapping using LinkedIn, social media research and network referrals
 - Executive search or specialist recruitment agencies
 - Online advertising such as SEEK, Times Higher Education, UniJobs or other job boards that target market segments

Direct Appointment

The Hiring Manager has the discretion to directly appoint in accordance with Delegations Framework. Advertising may not be required in the following circumstances:

- casual positions, to facilitate timely appointments.
- internal mobility at the same level: a continuing appointment can be filled by a direct transfer of a current University staff member with a continuing position at the same classification level.
- pre-qualified candidates: candidates who have already been considered for the same or similar positions within the previous 12-month period.

If a direct appointment strategy is used, supporting evidence and rationale must be available to demonstrate that the appointed candidate meets the selection criteria to competently perform the position (and thus why a competitive process has not been undertaken).

Merit-based Recruitment

Where it is deemed that a suitable pool of eligible employees exists within the University, a position may be advertised internally in the first instance. This should occur either prior to, or in parallel to, any external advertising.

Positions aimed at attracting both local and international candidates, who may require the University to sponsor them to obtain a work visa, must be advertised for a minimum period in accordance with Department of Home Affairs guidelines.

Targeted Internal Recruitment process

Some positions may be filled by a Targeted Internal Recruitment (TIR) process. This process is normally used where a vacancy will be filled from an internal Talent Community.

3.3.2 Advertising

Online advertising is the University's preferred medium for advertising all positions. Advertising in print media will only be offered in exceptional circumstances and must be supported by a strong business case.

Advertisements should state any requirement for essential qualifications, or specific, pre-employment checks (e.g. Working with Children Check, Police Check or other essential licence/registration or background check).

Pre-employment checks should only be conducted where they are relevant to the inherent requirements of the role.

The University may supplement the applicant pool by inviting applications or referrals from employment agencies or other sources after consideration of cost.

3.4 Screening and Selection

The Chair of the Panel, acting as the representative for the Relevant Authorised Delegate (under the Delegations Framework) should ensure that:

- The composition of the selection panel pays due regard to gender and other diversities, an understanding of the key accountabilities and contribution of the role and relevant knowledge or expertise in the same or similar field.
- The membership of a Selection Panel should include a mix of individuals who, as a group, can demonstrate an understanding of the key accountabilities and contribution of the role and have the expertise or relevant knowledge in a similar field as the advertised position (e.g., where an academic appointment includes an allocation for research, the panel should reflect the capacity to assess research quality).
 - Selection is based on merit and considers achievement relative to opportunity, with active consideration of our strategic aims including Aboriginal and Torres Strait Islander employment and employment of women in senior roles and STEMM (Science Technology Engineering and Maths) and is aligned with Griffith's values around diversity and inclusion.
 - All roles with formal accountability for leadership, management or supervision must include and assess at least one capability outlined in the Griffith University Leadership Capability Framework specific to the leadership level of the role being recruited. Aligned with the Griffith Leadership Capability Framework, all candidates for leadership positions should be assessed on their capability to demonstrate Griffith's values of inclusive leadership.
 - Any conflicts of interest are declared in accordance with the Conflict of Interest Policy.
 - All deliberations and any documentation (e.g. resumes, interview notes, psychometric test results) are kept confidential (this also applies to support staff who may have access to such information in any assistance they provide to the hiring manager or panel). Notes should be professional and non-discriminatory.
 - Reference checking and any relevant pre-employment checks should be conducted for external candidates before providing a written offer of employment (see Employment Checks Procedure).

3.4.1 Selection Techniques

The Hiring Team may use a variety of techniques in selecting a candidate, including, but not limited to:

- Responses to technical, behavioural or qualifying questions at the screening stage prior to any interview
- Pre-screening interviews
- Structured Interview/panel
- Pre-screening of candidates
- Work samples
- Work activity/simulation
- Case studies / Presentations / Seminars
- Review of research and scholarship
- Review of student experience survey results
- Psychometric testing to assess aptitude and competency
- Reference checks

Consideration must be made to ensure the screening technique will:

- Instil confidence that the most suitable candidate has been selected for the position and that the decision will reflect positively on the University
- Identify potential high performance that is applicable to the position
- Is relevant to the position and will not unfairly disadvantage a group
- Provide the best value in assessing candidates, weighing benefits with cost and efficiency

In addition to providing an inclusive and accessible general environment, specific reasonable adjustments may be required as part of the screening process to support a candidate (for example, an Auslan interpreter, enabling the use of assistive technologies). The Hiring Manager, in consultation with the Talent Acquisition Partner, will ensure reasonable adjustments are provided where practicable.

3.4.2 Shortlisting

In line with the Talent Acquisition Policy, shortlisting practices at Griffith should reflect Griffith's commitment to diversity and inclusion generally as well as Griffith's commitment to First Peoples Employment.

Shortlisting must occur as soon as possible after the date on which applications close.

Candidate diversity should be a key priority when shortlisting.

As per the First Peoples Employment Action Plan, suitably qualified Aboriginal and Torres Strait Islander applicants will be moved directly through to shortlists.

If there is a Selection Panel, each member will conduct shortlisting individually in the first instance to reduce bias. All panel members are subsequently required to reach a consensus in relation to shortlisting.

To ensure consistency, the same selection process will be applied to all candidates in a particular recruitment process. Where the selection process arrives at a small number of closely matched candidates, additional screening / assessments may be required to distinguish between them.

The Chair may exercise discretion in accepting late applications by taking into consideration the circumstances and the impact on timeliness and fairness of the recruitment process.

Applicants not shortlisted will be notified as soon as possible, unless the selection panel requests otherwise.

3.4.3 Selection Decision

Following the completion of activities to determine the most suitable candidate for the position, and referee checking, the Hiring Team makes the decision, or submits a recommendation for approval to appoint, in accordance with the Delegations Framework.

The decision should be evidence based, consider all relevant information available, and be made in accordance with the principles set out in the Talent Acquisition Policy.

The Hiring Manager should advise the Talent Acquisition Partner of any candidates for consideration in a talent community. These would typically be appointable candidates who were not successful in the current recruitment process.

The Hiring Manager should inform all unsuccessful interviewed candidates of the outcome. The TA Partner may assist the Hiring Manager to ensure this is completed in a timely way. Should an unsuccessful candidate request feedback, honest, constructive, and non-discriminatory feedback is to be provided, in an appropriate manner and timeframe.

3.4.4 Making an Offer

Verbal Offer

The Hiring Manager may verbally advise favoured candidates that they are progressing to reference checks.

When the recommendation of appointment has been approved by the Delegate and relevant pre-appointment checks have been completed, the Hiring Manager may advise the successful candidate verbally regarding the offer of appointment and that a formal offer of employment will be issued.

Hiring Managers should be mindful that a verbal offer may constitute a legal arrangement and a reasonable expectation of employment with the University.

Formal Offer

The TA Partner will prepare and issue the letter of offer and employment contract, as approved by the delegate, and include any other relevant employment information, to the successful candidate.

The Hiring Manager is usually delegated by the Chair of the Panel to negotiate salary with the preferred candidate for roles within the appropriate classification (or in the case of senior roles – the employment band) and may seek advice and/or assistance from the Senior Remuneration and Reward Specialist. Hiring Managers are to be mindful of the principles of gender pay equity in negotiating salary and not introduce gender pay inequities for like-for-like positions.

Under no circumstances can a new staff member perform paid work in any capacity without a valid employment contract or an Independent Contractor Agreement, if applicable. If this occurs, there could be serious consequences for the University; and the staff member may not be paid (if the contract has not been received and processed by payroll).

When the contract of employment is provided to the new staff member, information must also be provided regarding:

- Reporting arrangements and first day instructions
- Hours and location of work
- Documents required to be provided (e.g. proof of citizenship or visa status, required licenses, registrations or checks, qualifications) and the date by which they must be provided

In a situation where the preferred candidate does not accept the University's offer of employment or resigns from the position within 6 months of the appointment, the Delegated Authority may exercise discretion in filling the vacancy. For academic appointments, the vacancy may be filled from the existing order of merit or by re-advertising the position.

For professional and support staff appointments, the vacancy may be filled from the existing order of merit for that or a closely related position, or by re-advertising the position.

3.5 Equity, Diversity and Inclusion

When preparing to recruit, or as part of broader workforce planning initiatives, Hiring Managers should follow inclusive recruitment practices and consider the University's aspirations to:

- Increase the number of women in senior positions (Academic D & E and senior professional staff) and in STEMM (Science, Technology Engineering, Maths and Medicine)
- Represent diverse genders, sexualities and bodies (LGBTIQ+ communities)
- Increase Aboriginal and Torres Strait Islander workforce representation
- Build and maintain a culturally diverse workforce representative of the community we serve
- Increase representation of people with a disability.

In providing an inclusive experience for trans and gender diverse candidates, care should be given to understand all candidates' names, prefixes, genders and pronouns. The Hiring Manager should recognise that names, prefixes and gender may be different when conducting relevant pre-employment checks. The Hiring Manager should ensure trans and gender diverse employees'

identities/information remain private and confidential unless explicit consent has been given for this to be shared with any intended parties.

Where applicable, a targeted search may be conducted to identify applicants in an under-represented group in the work area and who may be able to meet the selection criteria.

4.0 Definitions

Appointment - means the process by which a person is offered and accepts a position.

Assistive technologies – means equipment, technologies and devices that facilitate participation and inclusion for people with a disability. Examples, include but are not limited to screen readers and closed captioning.

Candidate - A person who has applied for a position.

Casual Employee - A person engaged on the basis that there is no firm advance commitment to continuing and indefinite work according to an agreed pattern of work.

Conflict of Interest - Occurs when a person in a recruitment and selection decision making role has an interest in the outcome (separate from their professional role), and which may appear to an independent observer to be sufficient to influence the objective exercise of his/her professional obligations or official duties.

Continuing Appointment – Refers to an appointment with no fixed end date.

Fixed-Term Employment - Employment with a specified start and end date. At the end of the fixed-term period, employment with the University ceases.

Hiring Manager - The Manager/ Supervisor leading the recruitment and selection process.

HR Business Partner – Key HR professional responsible for partnering with leaders, managers and staff across their allocated client portfolio ensuring timely access to high quality HR advice and services that supports their business needs.

Pre-qualified candidates – Candidates who have already been considered for the same or similar positions within the previous 12-month period.

Selection Panel - A panel established by the University for the purpose of assessing applicants' suitability for a vacant position.

Talent Acquisition Partner – Key point of contact for the Talent Acquisition function at Griffith. Primary role is to partner with Hiring Managers to deliver end-to-end recruitment services aligned with business needs.

Talent Community – a group of potential job candidates that have the potential to meet the University's immediate and long-term needs (this could be an INTERNAL Talent Community or EXTERNAL Talent Community)

For advice and support contact policy@griffith.edu.au for Governance and Operational policy documents.

5.0 Information

Title	Talent Acquisition Procedure
Document number	2022/0001255
Purpose	The purpose of this Procedure is to provide guidance on the processes surrounding the employment/acquisition of staff.
Audience	Staff
Category	Operational
Subcategory	Staff
UN Sustainable Development Goals (SDGs)	This document aligns with Sustainable Development Goal/s: 4: Quality Education
Approval date	23 November 2022
Effective date	23 November 2022
Review date	2025
Policy advisor	Head, Talent Acquisition
Approving authority	Director, Human Resources

6.0 Related Policy Documents and Supporting Documents

Legislation	Anti-Discrimination Act 1991 (Qld) Fair Work Act 2009 (Cth) Migration Act 1958 (Cth)
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[National Health Security Act 2007 \(Cth\)](#)

[Modern Slavery Act 2018 \(Cth\)](#)

Policy

Talent Acquisition Policy

Procedures

Pre-Employment Screening Procedure

Relocation Assistance Procedure

Internal Mobility Procedure

Local Protocol

N/A

Forms

N/A
