

Recruitment and Selection Procedure

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Purpose

The purpose of this Procedure is to outline Federation University's approach to recruitment, selection and appointment, ensuring alignment with relevant legislative requirements and Federation's Living Values.

Scope

This Procedure applies to the recruitment of all academic, general/professional and TAFE teaching staff employed by Federation.

Principles

Recruitment and selection is a merit-based process reflecting our Living Values and the following principles.

Recruitment and selection:

- is free from conflicts of interest
- is a confidential process
- is capability focused, and
- embeds the values of inclusion and equity, actively challenges bias and promotes diversity within the recruitment panel, and
- recognises and acknowledges the contribution, expertise and vital role Aboriginal and Torres Strait Islander peoples bring to the University.

The University reserves the right to:

- advertise vacancies and make no appointment
- appoint through a redeployment process
- appoint through secondment or temporary appointment processes
- appoint through direct appointment process
- appoint through a casual process
- appoint through fixed-term or continuing processes.

Before initiating a recruitment process consider whether or not recruitment is the most appropriate action; other considerations include reviewing workforce needs and succession planning. For further advice please contact People and Culture.

Legislative context

- Age Discrimination Act 2004 (Cth)
- [Child Wellbeing and Safety Act 2005 \(Vic\)](#)
- Disability Discrimination Act 1992 (Cth)
- [Equal Opportunity Act 2010 \(Vic\)](#)
- [Fair Work Act 2009 \(Cth\)](#)
- [Federation University Australia | TAFE Teaching Staff Agreement](#)
- [Federation University Australia Union Enterprise Agreement | Academic and General Staff Employees](#)
- Gender Equality Act 2020 (Vic)
- [Higher Education Standards Framework \(Threshold Standards\) 2021 \(Cth\)](#)
- [National Vocational Education and Training Regulator Act 2011 \(Cth\)](#)
- Privacy Act 1988 (Cth)

- Sex Discrimination Act 1984 (Cth)
- [Standards for Registered Training Organisations \(RTOs\) 2025 \(Cth\)](#)
- [The Tertiary Education Quality and Standards Agency Act 2011 \(TEQSA Act\) \(Cth\)](#)
- [Worker Screening Act 2020 \(Vic\)](#)
- [Worker Screening Regulations 2021 \(Vic\)](#), and
- all other Commonwealth and state legislative Acts applicable to the location of employment.

Definitions

Term	Definition
Aboriginal or Torres Strait Islander	A person of Aboriginal or Torres Strait Islander descent who identifies as an Aboriginal or Torres Strait Islander and is accepted as such by the community in which they live.
Academic and research leadership position	A senior academic role (academic Level D and above) with responsibility for leading teaching, research, and strategic initiatives. These positions typically include Executive Dean, Deputy Dean, Associate Dean, Research Advisor, and Head of Discipline.
Casual employee	An employee engaged without a guaranteed pattern of hours or ongoing employment. Engagement is understood to be temporary and dependent on operational requirements.
Conflict of interest	A conflict of interest arises when a person's personal interests could improperly influence or appear to influence their decisions in a work-related context. Conflicts may be: <ul style="list-style-type: none"> • Actual: A conflict that currently exists. • Potential: A conflict that could arise under certain circumstances. • Perceived: A reasonable person might believe a conflict exists or could arise.
Close associate	A close personal or business relationship that extends beyond typical professional boundaries, such as a best friend or a current or former colleague with whom the employee shares a strong personal connection.
Confirming Aboriginality	Ensuring that an applicant that has applied for an <i>identified</i> or <i>targeted</i> Aboriginal and/or Torres Strait Islander position is of Aboriginal and/or Torres Strait Islander descent, that they identify as an Aboriginal and/or Torres Strait Islander person and that they are accepted as such by the community in which they live or have lived.
Delegated officer	A position or role level that holds a delegated authority as per the University Delegations of Authority Guideline and in accordance with the Instrument and Register of Delegations .
Direct appointment	An appointment made without a formal recruitment process under special and exceptional circumstances.
Diverse selection panel	An interview panel made up of diverse members to ensure appropriate representation. This may include people of different genders, ages, departments, backgrounds, and levels of seniority.

Expression of interest (EOI)	A process enabling individuals to indicate interest in a role or opportunity. EOIs are used for internal roles targeted at a specific area or to support staff impacted by organisational change.
Identified position	An applicant must be an Aboriginal and/or Torres Strait Islander person to be eligible for applying or being the incumbent of the position.
Internal candidate	An existing University employee who applies for a position within the University.
Merit-based recruitment	A fair and transparent process where candidates are assessed based on their skills, experience, potential and alignment with the role supporting diversity, inclusion, and organisational values.
Minority Report	A report that any recruitment panel member can submit via a Workday help case choosing <i>Minority Report</i> as the designated case type for the delegated officer to review when considering the panel's recommendation to appoint.
Primary Recruiter	The people leader of the Supervisory Organisation associated with the vacant position. This people leader holds responsibility within Workday for overseeing and administering the overall recruitment process.
Chair of panel	The staff member responsible for leading the shortlisting and interview process, providing the recommendation to appoint and progressing candidates through Workday.
Relative to opportunity	Evaluating a candidate's qualifications, performance and potential by considering the context of their career, such as personal circumstances, systemic barriers or limited access to opportunities.
Secondment	A fixed-term appointment for internal applicants only who have a substantive position to return to at the end of the secondment period.
Special and exceptional circumstances	For the purposes of this Procedure, regarding a direct appointment, special and exceptional circumstances are: <ul style="list-style-type: none"> • where the candidate has a unique or specific skill set or standing strongly desired by the University • where the appointment is integral to maintain the stability of a research team • where the candidate has achieved a distinction of high order in their field • where it can be demonstrated that advertising would not provide an advantage to the University, or • where an expedited appointment is required to attract a candidate aligned to the University's strategic priorities or to retain a key staff member at the University.
Special measure(s)	Section 12 of the <i>Equal Opportunity Act 2010</i> , allows the University to impose reasonable restrictions on eligibility criteria on the basis that the measure is 'promoting or realising substantive equality for members of a group with a particular attribute'.
Targeted position	A role that is designed to actively encourage applications from a specific group(s).

Actions

Establishing and approving new or replacement positions

New or vacant roles must be approved in line with the organisation's [Instrument and Register of Delegations](#).

- The Primary Recruiter is responsible for creating roles, setting job parameters, and starting the recruitment process.
- A position description must be prepared or updated and/or classified (where appropriate) to reflect the role's duties and attached to the recruitment request.
- A job requisition must be submitted and approved through the appropriate channels in Workday before advertising the role.

For senior roles (academic, research or leadership at Level D and above), additional approval may be required from the Vice-Chancellor.

In accordance with the *Equal Opportunity Act 2010*, for positions identified as supporting Aboriginal and Torres Strait Islander communities, only Aboriginal and/or Torres Strait Islander applicants are eligible to apply. Prior to submitting a request for recruitment, consultation with People and Culture is required.

Advertising the position

Positions six months or longer, that do not meet the definition of special and exceptional circumstances, must be advertised to ensure merit-based recruitment through an open and competitive process.

Vacant positions will typically be advertised externally for a two-week period, and internally for one week. All job advertisements will include the statement: '*Aboriginal and Torres Strait Islander people are encouraged to apply*' to support inclusive and equitable recruitment practices.

Where it is believed the position may be difficult to fill within Australia and international sponsorship is a possibility, the position will be advertised in accordance with the requirements of the Department of Immigration and Home Affairs. For further advice please contact Employee Services prior to advertising.

Candidates may be contacted and interviewed throughout the advertising period. However, no position can be offered until the position has closed, and all candidates have been considered. The University reserves the right to invite applications and to make no appointment.

Expressions of interest (EOI)

An expression of interest (EOI) may be used to attract candidates in situations where a full recruitment process is not required, such as during organisational restructures or when inviting a specific group of staff to apply for a position. In these cases, the EOI will be distributed only to the targeted audience. The EOI process can be conducted via email or through Workday. Before the EOI is distributed, a position description (PD) must be provided and graded for a classification.

External agency usage

External recruitment agencies may be engaged when University sourcing strategies have been exhausted or when specialised expertise is required. All engagements with external agencies must be approved in advance by the Director, People and Culture and aligned with our preferred agencies. All agencies must adhere to the University's recruitment and procurement requirements.

Selection panel

Throughout all stages of the recruitment process, the selection panel is expected to:

- Apply the guiding principles outlined in this Procedure.
- Maintain consistency by using the same panel members throughout the process, ensuring the panel meets composition requirements and includes a **diverse selection panel**.
- Assess each candidate's achievements relative to opportunity, recognising individual circumstances that may have influenced career progression.
- Evaluate candidates in accordance with merit-based recruitment.
- Protect all personal information, using it solely for the purpose of assessing a candidate's suitability for the role (refer to the [Information Privacy Procedure](#)).
- Declare and document any actual, potential, or perceived conflicts of interest as soon as they become apparent.

Composition of selection panel

Selection panels must be established in accordance with the University's minimum requirements while ensuring appropriate diversity and representation. For further information, please refer to the [Composition of selection panel guide](#).

Where an applicant identifies as Aboriginal or Torres Strait Islander, the panel chair must engage with People and Culture to ensure culturally appropriate representation. This may involve the Indigenous Workforce Partner or a nominated Aboriginal or Torres Strait Islander person participating as a member of the selection panel.

Shortlisting

All internal members of the selection panel are required to participate in the shortlisting of applicants. At the discretion of the panel chair, external panel members may also be invited to contribute to the shortlisting process.

The selection panel will assess candidates against the requirements of the position description in order to shortlist for interviews. Panel members must take into consideration diversity, equity and inclusion principles throughout the recruitment process, ensuring a fair and unbiased evaluation of all candidates.

Interviews

Interviews are a requirement of the recruitment and selection process, except where:

- the position meets the requirements of a direct appointment, or
- following advertisement of a position, a person who has been acting in that position for a period of nine months or more is the only applicant. The selection process then involves consideration of the application and referee reports.

Interview process

- Candidates should be asked behavioural-based questions aligned with the key selection criteria and the University's Living Values.
- To ensure fairness and consistency, all candidates must be asked the same core questions during the first round of interviews.
- The selection panel may choose to conduct multiple rounds of interviews. At the discretion of the chair, additional panel members may be invited to provide input or participate in subsequent rounds.

- The nominated selection panel remains responsible for making the final appointment recommendation.
- In some circumstances, in consultation with Employee Services, it may be appropriate to request candidates complete supplementary selection assessments to support the decision-making process.

Aboriginal or Torres Strait Islander candidates must be provided with interview questions at least 24 hours in advance.

Reference checks

Before making a recommendation for appointment, a minimum of two reference checks must be completed for external applicants. These checks may be conducted automatically via Workday or manually by the panel chair, using referees provided by the applicant.

For internal applicants, reference checks are at the discretion of the panel chair and must be conducted using referees nominated by the candidate. These checks should be completed verbally and documented using the reference check template available in Workday. Please note that reference checks may still be required for internal candidates who have only worked in a limited or casual capacity.

Referees must be able to provide feedback from a professional perspective, and ideally from a managerial viewpoint where relevant.

For identified positions, at least one reference must be obtained from an Aboriginal and/or Torres Strait Islander person, specifically addressing the candidate's ability to demonstrate Aboriginal and/or Torres Strait Islander cultural knowledge.

All reference checks must be recorded and securely stored within Workday.

Recommendation and approval of appointment

At the conclusion of the interview process, panel feedback and the overall assessment of each applicant must be recorded in Workday. This includes referee feedback, supplementary selection assessments and any relevant checks, where applicable.

The appointment decision is subject to approval by the delegated officer in accordance with the [Instrument and Register of Delegations](#) and the provisions outlined in the Job Requisition.

While consensus among panel members is preferred, any member of the selection panel may submit a Minority Report if they dissent from the recommendation. This report must outline the reasons for dissent and be submitted alongside the panel's recommendation. The delegated officer will review both the recommendation and any Minority Report via a Workday help case.

Decisions made by the delegated officer are final. If the delegated officer determines that no appointment will be made, the panel chair must consult with People and Culture to explore alternative recruitment options.

Offer to successful appointee

Following the submission of all panel feedback, the chair of the selection panel (or their nominee) may make a verbal offer of employment to the preferred candidate. The candidate must be advised that the offer is subject to pre-employment requirements and the finalisation of a formal employment contract. The chair may also negotiate key terms such as salary and commencement date during this stage.

Once the candidate verbally accepts the offer, the chair must progress the applicant in Workday to initiate the preparation of the employment contract.

If the successful candidate is a current University employee and the position is fixed-term, they may request to be appointed on a secondment basis, in accordance with the relevant workplace agreement.

If the preferred candidate declines the offer, the chair may extend a verbal offer to the next appointable candidate without requiring further delegated approval.

Advising unsuccessful applicants

All interviewed candidates must be verbally notified by the chair of the selection panel that they were unsuccessful. Applicants who were not interviewed will receive an automated notification via Workday as part of the standard recruitment process.

Pre-employment checks

Pre-employment checks are a critical component of the recruitment process, designed to verify the suitability and integrity of prospective employees. Depending on the nature of the role, employment may be conditional upon the successful completion of relevant checks and/or provision of evidence of certification(s). These may include, but are not limited to:

- Working with Children Check (WWCC)
- Right to work in Australia
- National Police Check
- Disallowed Persons Check
- Corrections Victoria Security Check
- Verification of qualifications or certifications
- Fit and Proper Person Declaration
- Other role-specific screening requirements

Obtaining the required check is at the expense of the applicant.

The University reserves the right to withdraw an offer of employment based on the outcome of any pre-employment check. Any decision to withdraw an offer must be discussed with Employee Services prior to finalisation.

Employer sponsorship

Employer sponsorship may be considered for specialised or hard-to-fill roles, typically at HEW Level 8 and above, or for academic positions that meet the eligibility criteria set by the Department of Home Affairs. For further information or guidance on employer sponsorship, please contact Employee Services.

Casual recruitment

Casual employment can be offered directly by the people leader to meet short-term operational needs of the University. People leader are responsible for ensuring suitability of the candidate and that all relevant pre-employment checks are completed before the hire is initiated. All HEW positions require a duty statement aligned to the HEW classification to be attached to the task and provided to the casual employee.

Temporary appointment process (TAP)

Temporary appointments (TAPs) are short-term appointments of up to **six months** and do not require advertising but must meet the fixed-term reasons stipulated in the relevant agreement. A pool of suitably qualified candidates should be considered for each TAP to ensure fairness and transparency.

To initiate a TAP in Workday:

- For **internal appointments**, use the Internal **Applicant Appointment Request (without advertising)**.
- For **external appointments**, initiate the **Hire** process.

The following documentation must be attached to the relevant business process in Workday:

- candidate's resume
- reference checks
- position description.

Secondment

Fixed-term positions may be filled via secondment, subject to mutual agreement between the recruiting manager and the employee's substantive people leader. Secondments must align with the allowable reasons for fixed-term appointments as outlined in the relevant agreements.

Internal vacancies of less than 12 months may be filled by a current employee without a competitive recruitment process. In exceptional circumstances, the Director, People and Culture (or their nominee) may approve an extension beyond the initial 12-month period without requiring a competitive recruitment process. If a position is to be filled internally without advertising a request must be submitted in Workday using the **Internal Applicant Appointment Request (without advertising)** for formal approval prior to the secondment commencing. In accordance with the relevant enterprise agreement, requests for secondments will not be unreasonably refused.

If the vacancy exceeds 12-months the standard recruitment and selection process must be followed. In this instance, the substantive people leader and substantive delegated officer will be consulted prior to a contract being issued.

Where a secondment is approved a continuing employee retains their ongoing employment status and has the right to return to their substantive position or an equivalent role at the same classification level upon the conclusion of the secondment.

Re-employment of previous staff members

The re-employment of previous staff, following resignation or redundancy, is subject to the merit-based selection process outlined in this Procedure. Re-employment must also comply with relevant legislation, including provisions related to taxation and superannuation.

Staff whose employment with Federation University Australia ended due to redundancy whether voluntary or otherwise are not eligible for re-employment during the specified exclusion period.

Primary Recruiters should check with People and Culture prior to making any offers to a former staff member.

Direct appointment

A direct appointment refers to the placement of a candidate into a position without undergoing a formal recruitment process. This approach is permitted only under special and exceptional circumstances.

Direct appointments are only permitted for the following roles:

- academic Level D and Level E
- HEW Level 10
- staff engaged under a senior staff performance-based contract (PBC).

Direct appointment requests must be approved by the Director, People and Culture and the relevant VCST member with an accompanying statement including:

- the justification for the appointment
- evidence of qualifications, experience, and work rights
- any actual, potential, or perceived conflicts of interest.

Following approval, the Workday process must be initiated through the completion of the **Hire Employee** task with all supporting documentation attached.

Conflict of interest within a recruitment process

A [conflict of interest](#) arises when an individual's personal interests (whether actual, potential or perceived) could improperly influence or appear to influence their ability to make fair and objective decisions in a work-related context.

To maintain fairness, transparency and integrity throughout the recruitment process all individuals involved must assess and declare any actual, perceived, or potential conflicts of interest prior to and during the process.

Successful applicants should not be appointed to a position where a relative or close associate may directly or indirectly influence their role. Any potential conflict must be reported immediately to the relevant people leader and People and Culture for review.

Activity	Responsibility	Steps
Identified potential conflict of interest	<ul style="list-style-type: none"> • chair of panel • primary recruiter • reporting people leader • delegated officer 	<ol style="list-style-type: none"> 1. Declare the conflict of interest in writing to the Director, People and Culture. 2. Await determination on the appropriate course of action. 3. All declarations must be recorded with People and Culture.
	<ul style="list-style-type: none"> • panel members 	<ol style="list-style-type: none"> 1. Declare the conflict of interest in writing to the chair of panel. 2. Chair determines appropriate action in consultation with People and Culture if needed. 3. All declarations must be recorded with People and Culture.

Supporting documents

- [Instrument and Register of Delegations](#)
- [Delegations of Authority Guideline](#)

Forms

For all relevant documents please visit [People and Culture Forms and templates](#).

Forms.

- [Composition of selection panels](#) (PDF 159.8kb)

Responsibility

The Director, People and Culture is responsible for the implementation of the Procedure.

The chair of the selection panel is responsible for ensuring adherence to the Procedure and recommending appointments based on an applicant's merit, free from bias and unlawful discrimination.

The Director, People and Culture is responsible for:

- maintaining the content of this Procedure as delegated by the Approval Authority, and
- monitoring recruitment and appointment activities and addressing inconsistencies in the implementation of the Procedure.

Promulgation

The [Recruitment and Selection Procedure](#) will be communicated throughout the University via:

1. A FedNews and Fed Engage announcement and on the 'Recently Approved Documents' page on the University's Policy Central website.

Implementation

The [Recruitment and Selection Procedure](#) will be implemented throughout the University via:

1. A FedNews and Fed Engage announcement and on the 'Recently Approved Documents' page on the University's Policy Central website.
2. Inclusion on the University's online Policy Library.

Records management

Document title	Location	Responsible officer	Minimum retention period
Workday	People and Culture	Director, People and Culture	All recruitment data and documents will be stored within our online Workday system.