Interview and Selection Process

The interview and selection process occurs after the period of advertising has concluded. If, after initial review of applicants or after interview, it is deemed that there are no appointable candidates, it may be necessary to re-advertise the job. If this is the case, refer to Advertising Rules Restrictions and Exemptions for guidance or the Recruitment Advertising team to determine the best way to progress.

It is the responsibility of the HR Business Partner to manage applications, interview schedules and provide guidance and assistance to the Selection Committee.

What is responsibility of selection committee?

The chair is required to:

- be trained in staff selection or equivalent (list of trained selectors, staff selection training);
- ensure that the selection process is conducted in accordance with the requirements of this procedure; and
- ensure that all materials and records regarding the selection process are kept confidential and returned to the HR Business Partner at the end of the selection process.

Selection Committees must:

- include at least three people (where there are five or more on a Selection Committee, at least two must be trained in staff selection or equivalent, including the chair);
- have as close to equal representation of both sexes as practicable with a minimum of one-third each;
- have sufficient knowledge, experience and understanding of the vacant position and the skills required to perform the role;
- include the supervisor of the position where possible; and
- bring objectivity to the decision making process.

Specific requirements for an Academic position selection committee.

As a selection committee member, you will have been advised by your HR Business Partner of your selection committee membership prior to the job being approved.
Guidelines for the Selection Committee

The Selection Committee may wish to review the information via Rex. The information available by viewing this way is the same as that received in the bulk compiled pdf.

At all stages of the selection process, the Selection Committee is expected to ensure that:

- the selection process is given a high priority in order to effect a timely resolution;
- the selection process is based on merit and consistent with the University’s equal opportunity and ethics principles;
- the achievements of all candidates are assessed relative to opportunity (for further information on “achievement relative to opportunity” see the Guidelines for Decision Makers on Assessing Achievement Relative to Opportunity);
- all personal information is protected and only used for the primary purpose of assessing the suitability of the candidate for the position (for more information on privacy see the Conduct and Compliance Procedure – Privacy);
- all selection materials are returned to the chair of the Selection Committee at the end of the selection process; and
- any potential conflict of interest is declared (for example, if any of the applicants is a relative or close friend – see the Conduct and Compliance Procedure – Conflict of Interest).

Late Applications:

Once the advertising dates have passed, applications can no longer be received via Rex. If a candidate submits a late application via another method, it will be at the discretion of the Selection Committee to decide if they will consider the application. This decision will be communicated to the potential candidate by the Business Partner.

If a late application is to be considered, the Business Partner will have to search for the candidate in Rex and create a candidate profile if required. They will have to apply the candidate to the job in Rex, which will allow the application to progress in the same manner as any others received.

Shortlisting:

After reviewing all of the applications received, the selection committee are able to score applicants in Rex against the key selection criteria and indicate those people they wish to interview. They are also able to make comments against each applicant for review by the Committee Chair only. The Chair may also print this summary from Rex for review.

Once the committee has reviewed the list of applicants and indicated who is to be interviewed, they provide this information to the Business Partner via an email from the Selection Committee chair. The email must specify the names of candidates the committee wishes to interview and those not suitable for interview. They must also list who may be interviewed in a subsequent round of interviews if those interviewed in a first round are not appointable.
Interview:

The Selection Committee members must advise the HR Business Partner of their availability for interviews so a schedule can be created in Rex. The HR Business Partner will provide the schedule to the committee on request.

The Selection Committee, with assistance from the Business Partner will develop a set of interview questions. The questions are to be finalised by the Committee and must be asked of each candidate at interview. The Business Partner will also provide assistance to the Committee on interview best practice and behavioural interview techniques.

In conducting the interview, the selection committee must:

- ask each candidate the same core set of questions to provide a consistent basis for comparison;
- assess the achievements of the candidates relative to opportunity (for further information on “achievement relative to opportunity” see the Guidelines for Decision Makers on Assessing Achievement Relative to Opportunity);
- verify the authenticity of any required qualifications and/or work rights;
- for academic candidates, assess the candidate’s qualifications or experience to determine whether the candidate may be eligible for exemption from completing the GCHE as a condition of probation;
- treat candidates in an equal and uniform manner consistent with equal opportunity principles;
- discuss the benefits of working for the University;
- discuss the remuneration package, including the base salary being offered; and
- at the end of the interview process, evaluate the candidates and rank them applying consistent criteria.

The decision of the Selection Committee should ideally be unanimous. Where there is disagreement, the decision will be made by majority vote. However, the ultimate decision will rest with the chair as the person with the delegated authority to select the successful candidate.

Reference Checking:

Once the desired candidate is identified, the selection committee, in particular the chair, must complete a verification and reference checking process to ensure the candidate may be appointed.

Reference checks can be conducted at any time in the selection process, however it is most commonly done after determining which candidate is to be appointed. A member of the selection committee, preferably the chair, should conduct the reference checks. Again in conjunction with the HR Business Partner, they can compile a core set of questions to ask each referee and must use the same questions for each referee to provide a consistent basis for comparison. Questions must be aligned to Key Selection Criteria for the job and are inline with equal opportunity principles.

Reference checks may be verbal or written.

The selection committee member may only contact those referees nominated by the candidate. If others are to be contacted, the candidate must be informed who they are and provide consent before contact is made.

Results of the reference checks are to be communicated to other committee members and all documentation relating to interviews and ref checks for all candidates is provided to BP at the end of process.
**Inform Preferred Candidate:**

The preferred candidate is contacted by the Selection Committee Chair to advise of their preferred status. The chair then discusses a number of areas relating to the offer such as remuneration package, probation, start date and possibly relocation and removal costs. This information is to be included in the Interview Report document.

| Remuneration | Candidates are normally offered the base salary at the lowest step of their classification. If the candidate wishes to negotiate, the following must be considered:  
- The salary offered must fall within the range for the classification level  
- Availability of budget (approval from financial delegate may be required)  
- The current salary of the candidate (evidence may be required)  
- Whether the candidate meets or exceeds the selection criteria  
- Relativity in the context of other staff  
- Broader benefits, ie. Flexibility in working arrangements, career development opportunities |
| Authority to work / Visas | The preferred candidate must have the appropriate work permit or visa before they can be employed by Monash University. If they do not have this at the point of a verbal offer, the selection committee chair must contact their HR Business Partner for advice on how to proceed. The candidate may be eligible for assistance using a Monash endorsed migration agent. |
| Relocation Support | If the preferred candidate is located interstate or overseas, it may be possible for the Faculty/Division to provide relocation support. If this is a consideration, the selection committee chair must contact their HR Business Partner for advice on how to proceed. Please refer to Travel and Removal costs procedures. |
| Flexible Working arrangements | Flexible working arrangements for candidates may be considered prior to an offer being made. Key considerations in this include:  
- Meeting the business needs of the work and  
- the potential impacts on other staff members.  
Flexibility may be offered in a number of ways:  
- Part time work  
- Additional leave  
- Varying hours  
- Flexible start and finish times  
- Working from home arrangements  
Some of these arrangements may impact the remuneration package. |
| Pre-Employment checks | When offering a position, the candidate must be reminded to complete any pre-employment checks required, such as a Police Records check, working with children check. These will have been stated in the job advertisement. |
| Probation | Probation requirements for the position are determined by the Employment category and the duration of the appointment.  
- [Academic staff probation](#)  
- [Professional staff probation](#)  
- [Trades & services staff probation](#)  
The chair should discuss  
- The length of the probation period  
- The skills, knowledge, attributes and behaviours that must be displayed (consistent with the PD)  
- Key achievements necessary  
- Key priorities for the position (short and long term) and  
Support and training the candidate will receive to enable them to learn and perform in the role. |
Graduate Certificate in Higher Education (GCHE)

All continuing academic staff are required to gain formal qualifications in university teaching in the form of a Graduate Certificate in Higher Education (GCHE) during their probationary period. The selection committee may also decide that a fixed term academic staff member is required to complete the GCHE, depending on the length of their contract. This expectation is included in the letter of offer, however in the case of staff undertaking a doctorate, it is suspended until completion of the doctorate.

In some cases, a candidate may be eligible for GCHE equivalence, where they can have a qualification or significant experience, which the selection committee consider to be equivalent. In these cases, candidates may be exempt from this probationary requirement.

In the case where the selection committee is unsure if a candidate is eligible for equivalence, they may contact their HR business partner or the Office of the Pro Vice-Chancellor (Learning and Teaching) for advice.

The selection committee’s decision is recorded in the Notification of GCHE requirement form and signed by the Chair. It is then forwarded on to the Dean for endorsement. Once endorsed, it is then sent to the HR Business Partner, who will upload the signed form to Rex.

If the preferred candidate is required to complete the GCHE, the relevant special condition will be included in their letter of offer.

Time limits for appointment

The candidate should be appointed within a six month period following the initial advertisement. It is generally considered that if six months has elapsed, the candidate market will have change significantly and it is considered fair to advertise again. Within a six month period, other candidates assessed as suitable may be offered the role without the need to re-advertise.

Additional appointments / concurrently working in two positions

The candidate may wish to concurrently work in another position at the University. If so, any additional appointment must be approved by the candidate’s current supervisor and sessional appointments over 4 hours and all non-sessional appointments must be endorsed by the Deputy Divisional Director Monash HR. Please refer to Additional Appointments/duties policy.

Employment for partners

Some candidates may raise the issue of providing a position for their partner at the university. The university may assist partners, if possible, however will not undertake to find a position which has not been the subject of a competitive recruitment process and merit based selection.

Verbal acceptance

Once the candidate has verbally accepted the offer, the Selection committee chair provides the candidate information to the HR Business Partner via an email. The email must contain the name of the candidate, their starting salary, probation requirements, start date, duration (for fixed term contracts), work rights, relocation and immigration provision if required. The Interview Report template may be used if necessary. This information enables the Business Partner to create the appointment details in Rex and make the offer to the candidate.
Candidates who are unsuccessful after interview will be advised of the outcome by phone call from the Selection committee chair. The chair may provide feedback to the candidate and may seek advice from the HR Business Partner on how to provide feedback.
Recruitment Definitions

Achievement relative to opportunity: is an evaluative framework in which the overall quality and impact of achievements is given more weight than the quantity, rate or breadth of particular achievements. Assessing achievements relative to opportunity involves giving consideration to circumstances, arrangements, career histories and overall time available to the staff member. This in turn allows appropriate evaluation of achievements in relation to:

- the quantum or rate of productivity,
- the opportunity to participate in certain types of activities, and
- the consistency of activities or output over the period of consideration.

Achievement relative to opportunity is a positive acknowledgement of what a person can and has achieved given the opportunities available and is not about providing “special consideration” or expecting lesser standards of performance.

CAPA: means Committee for Academic Promotions and Appointments Levels B-D. CAPA is chaired by the Deputy Vice-Chancellor (Education).

Casual staff: are non-academic or professional staff who are engaged by and paid by the hour where the nature of the work is ad hoc or short term in nature and where flexibility to vary hours or modify employment is required (eg to cover leave absences or provide assistance for additional, seasonal or special project type work).

Chair: is the chair of the selection committee and is the person with the delegated authority to select the successful candidate (or a nominee of the person with the delegated authority).

Dean or Divisional Director: means the dean of the faculty or director of the division (or equivalent) or his or her nominee in any case where the dean or director has formally nominated a person to act as his or her nominee for the purpose.

Direct appointment: occurs where there are special and exceptional circumstances to appoint a person directly into a position without following the Recruitment, Selection and Appointment Procedure – Recruitment of fixed-term and continuing staff.

Estimated Activity Profile (EAP): is a document provided to sessional staff at the time of appointment that summarises the estimated duties required for the engagement, the estimated number of hours required and the rate of pay for each class of duty.

Faculty or Divisional Cluster: refers to a cluster of Faculties and/or administrative Divisions that is serviced by a particular HR Service Hub. The Faculty or Divisional Clusters at the University are (1) Central Portfolios & PVC Gippsland, (2) Research & Information Services, (3) Social Sciences & Creative Arts, (4) Engineering & Sciences, (5) Arts, Education & Law and (6) Biomedical Sciences.

Functional Head: is usually the Divisional Director of a particular administrative function who has the responsibility for approving professional staff positions where the primary professional function of the role falls within their administrative portfolio (eg. the Executive Director, Monash HR is the Functional Head for all HR activities at the University and approves all professional staff roles that primarily perform an HR-related role).

GCHE: means the Graduate Certificate of Higher Education.
**Head of unit**: is a head of an academic or organisational work unit, for example Head of School, Head of Department or where applicable, a person acting as his or her nominee.

**Hiring manager**: is the manager responsible for filling the vacancy, usually the supervisor of the position.

**HR Business Partner**: is a member of the Monash HR community who operates as a strategic partner responsible for providing a range of human resources services for an assigned Faculty or administrative Division. HR Business Partners are located within a HR Service Hub.

**HR Service Hub**: is the centre for human resources services and activities within a Faculty or Divisional Cluster.

**Job Request**: is the screen in Rex where all necessary information relating to a particular position is recorded.

**Lead HR Business Partner**: is a member of the Monash HR management team who operates as a senior HR Business Partner responsible for the strategic and operational management of the human resources services and activities in a HR Services Hub.

**Position description**: document that describes the organisational location, primary objectives, key responsibilities and results areas and the key selection criteria for a position.

**President-led campus**: refers to the University's campuses which have local governance and independent budgetary control, including the Gippsland campus, Monash South Africa and the Malaysian Sunway campus.

**Relevant Enterprise Agreement**: means the Enterprise Agreement that applies to a particular staff member. The Monash University Enterprise Agreement (Academic and Professional Staff) 2009 will apply to academic and professional staff at the University and, depending on the services provided by a trades and services staff member, the Monash University Enterprise Agreement (Trades and Services staff - Building and Metal Trades Staff staff) 2009 or the Monash University Enterprise Agreement (Trades and Services Staff - Catering and Retail, Cleaning and Caretaking, and Miscellaneous services staff) 2005 will apply.

**Rex**: is the University's online recruitment system, which administers job requests, selections, appointments and generates employment contracts.

**Selection criteria**: specify qualifications, knowledge, experience and demonstrated abilities required to perform the duties and responsibilities of the position.

**SPAC**: means the Special Professorial Appointments Committee. SPAC is a committee operating under University Council delegation to the Vice-Chancellor and is responsible for approving all special professorial appointments. SPAC is chaired by the Vice-Chancellor.

**Special and exceptional circumstances**: for the purposes of this procedure, include:

- where the nominee has a unique or specific skill set which is strongly desired by the University;
- where the appointment is integral to maintain the stability of a research team;
- where the nominee has achieved a distinction of high order in his or her field of research;
- where it can be demonstrated that advertising would not provide an advantage to the University; and
- where rapid action needs to be taken in order to attract an outstanding candidate, or to keep a key staff member at the University.

**Sessional staff**: are academic Teaching Associates who are appointed to undertake a single or specific number of sessions related to demonstrating, tutoring, lecturing, marking, supervision, academic research assistance, music accompanying with special educational service, undergraduate clinical nurse education or other required academic activity.