

Recruitment and Selection Guide for Selection Committee Members

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Introduction

The appointment of Fixed-term and Continuing staff at Charles Darwin University is conducted via a merit based selection process. This process is often supported based on the recommendations of a Selection Committee. Committee members are responsible for assessing the merit of each applicant and making their recommendation of the most suitable applicant to the Chair.

The purpose of the Selection Committee Guide is to provide committee members with relevant information about those aspects of the selection process they are primarily involved in, such as shortlisting, interview, reference checking and decision making.

Merit Principle

The merit principle used throughout the selection process is required to demonstrate the following:

Transparency:	The process used for assessment must be clear and transparent.
Impartiality:	The Selection Committee must be impartial, free of any conflict of interest, and base their recommendations on demonstrated evidence of the applicants' competency against the selection criteria.
Fairness:	The assessment process is reasonable, applied fairly and consistently to all candidates.
Natural Justice:	Where adverse information on an applicant is received, the applicant should be afforded natural justice to respond before a final decision is made.

Selection Committee

The Selection Committee is included in conducting an assessment process which ensures the applicants' suitability, considering knowledge, skills, qualifications and experience, and potential for future development is considered against the specific requirements of the position as outlined in the selection criteria. The Selection Committee should have the appropriate level and range of expertise to assess the skills and attributes required of the position.

Composition

Chair: The Hiring Manager or nominee takes on the responsibility of the Chair of the Selection Committee. They are the primary contact for candidates and actioning tasks in Talent Acquisition. It is preferable that the Chairperson has undertaken merit based recruitment and selection training. For details on training contact the Organisational Capability Unit in OPC.

Membership: The Selection Committee is chosen to suit the circumstance of the vacancy and the business environment in which it operates. It is preferable for the Committee to consist of between two to five members with the necessary expertise and knowledge to make a competent assessment of the applicants. Members should understand the principles of Merit based selection, Equal Employment Opportunity, Unconscious Bias and Natural Justice.

It is recommended the committee composition includes:

- Members of senior or equal classification to the position being interviewed;
- Gender representation;
- Representation external to the area; and
- ***Indigenous representative is mandatory if an identified Indigenous applicant is being interviewed.***

Responsibilities of the Selection Committee

The role of the Chair

The Chair of the Selection Committee has a lead role in the selection process and determines the size and composition of the Selection Committee based on the nature of the appointment and the expertise needed to make a sound selection recommendation.

The Chair facilitates the recruitment process ensuring committee members understand their obligations, are aware of the need to avoid conflict of interest and have access to the candidate's applications. The Chair will draft relevant interview questions for the selection committee to review and ensure the selection process complies with legislative requirements. Upon completion, the Chair will ensure all documentation is uploaded into Talent Acquisition. They will also be responsible for update candidate selection and listing according to suitability.

The role of the Selection Committee

Under the direction of the Chair, the Selection Committee undertakes a number of roles throughout the selection process. They can assist with determining the selection methodology, developing interview questions, shortlisting preferred candidates, however predominantly partake in interviewing and conducting referee checks.

Committee members ensure the Merit Principle is applied throughout the process; applicants are assessed fairly and equitably, and determine the most suitable applicant is recommended for appointment.

Committee members must notify the Chair of any potential conflict of interest between themselves and an applicant. The Chair shall determine whether a conflict of interest exists and, if so, allow the person to withdraw from the Selection Committee.

Where a committee member is away ill or needs to withdraw from the committee, the Chair will decide if a replacement is required or not.

The role of the HR Client Services Team

The HR Client Services Team are available throughout the process in a support capacity. They provide recruitment advice and Talent Acquisition support for all vacancies, whether internal or external.

The HR Client Services Team will also, assist with troubleshooting for Talent Acquisition problems and provide general recruitment and employment advice.

It's important to note that the HR Client Services Team are available in a support capacity, however will not complete the recruitment process for the Hiring Manager.

Shortlisting

Shortlisting of applications is the initial stage of the assessment process. Where there has been over 20 applications for a particular role the Chair should review and make a first shortlist draft. Where possible the Chair should avoid giving the Selection Committee a list greater than 20. Applicants should have the right to work in Australia as determined by the Department of Immigration and Citizenship however, CDU does offer sponsorship for select applicants. You should speak with your Client Services Team if you are considering applicants who do not currently hold working rights.

The shortlisting process identifies those applicants who provided demonstrated evidence that bests meet the requirements of the role. This can be in the form of; a detailed cover letter, resume, qualifications, relevant experience, statement of claim, and work or skill testimonials.

Addressing the selection criteria is no longer an essential requirement for responding to University vacancies. The process is considered tedious and may deter some highly skilled but time poor applicants from applying. Committee members are advised to review the career history of the applicants to ascertain if they have the relevant skills; experience, knowledge and qualifications to be successful in the role.

Where a statement of claims against the selection criteria is required the Chair will request for it be included in the advertising text.

Late applications may be accepted at the discretion of the Chair, prior to the commencement of the interview process.

Note: It is not necessary for the Selection Committee to shortlist every applicant that meets the criteria of the role. It is considered best practice that no more than 5 applicants be shortlisted for interview.

Shortlisting meeting

Where there is 3 or more Committee members it is recommended the Chair holds a meeting between the members. In preparation, the Chair ensures the members have the necessary information to make an informed decision including a copy of the Position Profile and advertising text.

This meeting should determine:

- Candidates to progress for interview. Candidates should be rated as either Competitive or Non-Competitive;
- Review the interview questions selected by the Chair;
- Allocate dates and location for interviews;
- Establish if phone or video conference interviews are required for candidates unable to attend an initial interview on Campus;
- Identify work tasks or presentations that will form part of the interview process.

Selection Techniques

Selection techniques are designed to provide applicants with the best opportunity to demonstrate their skills or provide evidence supporting their ability to meet the selection criteria. As a minimum, it is recommended that the following selection techniques are included in the selection process.

Interviews

A structured interview is the most commonly used selection technique to identify a recommended candidate as it allows the selection committee to assess the applicants' competencies against the selection criteria. Interviews are best held in person, however, due to the geographical location of the applicant the initial interview may be conducted by phone or teleconference.

Interviews should include behavioural style questions relevant to the selection criteria and supported by probing questions to uncover the applicants past performance or response to a situation.

Work Samples / Skill Test

Applicants may be requested to provide samples of their own work, such as an article or case study demonstrating their creative writing ability or in the case of an academic delivering a lecture or demonstration their ability to apply for grants.

Presentations

A presentation on a predetermined topic at the time of interview can produce an insight into the applicant's ability to communicate professionally.

Psychometric Testing

This is recommended for use on senior vacancies or specialised positions only. The 4 types of test typically used in the selection process are; personality, cognitive ability, work styles and motivation. Due to the complexity and specialisation involved in conducting and analysing psychometric tests, it is recommended this is outsourced to an approved supplier. Details on recommended providers can be provided by HR Client Services.

Reference Checks

A well conducted verbal reference with the candidate's most recent supervisors or line manager will provide confirmation of their previous employment and level of experience, as well as helping the Selection Committee assess the candidate's ability to perform in the new role. Referees may be contacted more than once in relation to an applicant's claims if the Committee deems it appropriate.

Interview Preparation

Planning

It is important for the Selection Committee to formulate an effective interview plan. Interviews should be scheduled to allow sufficient time between interviews to ensure applicants do not meet each other in the cross over and appropriate time for the Selection Committee to discuss their findings and select a recommended candidate. It is also important for members to give consideration to cultural sensitivities and any special needs identified by the applicant being interviewed.

The Committee should meet at least 15 minutes prior to the interview to ensure they are clear on the information required and the lines of questioning to get the required outcomes.

Selecting Interview Questions

The Chair and the Selection Committee should agree on a set of questions that test the candidate's skills, knowledge, competencies, previous experience, and understanding of the requirements of the position.

In preparing questions, the Committee should focus on selecting behaviourally-oriented question that will demonstrate through past behaviour the applicants' ability to meet the selection criteria. One technique for creating behavioural interview questions is the STAR approach.

STAR

Situation or Task questions

Action questions

Result questions

Examples

- Tell us about a time when
- Describe a situation when
- What were the circumstances surrounding
- Exactly what did you do?
- Describe specifically how you did that.
- Walk us through the steps you took
- What was the result?
- How did that work out?
- What feedback did you receive?

If the interview process involves candidates making a presentation or preparing a response to a question in advance, ample notice should be given to each candidate prior to the interview (at least 48 hours' notice).

A source of Interview Questions is available in the Interview Question examples.

If the Selection Committee elects to provide the interview questions to applicants it is recommended they are provided at the same time to each candidate. Ideally, no more than 15 minutes before the interview.

Contacting applicants

The Chair of the Selection Committee is responsible for contacting shortlisted candidates to schedule interviews. This is an opportunity for the Chair to speak with candidates to establish rapport and confirm if they have any specific requirements for the interview, i.e. disability access or visual or hearing assistance, video conferencing technology (Skype or WebEx). The chair should then send a confirmation of the scheduled interview time to the Candidate via Talent Acquisition.

It is recommended applicants are given at least 48 hours' notice of the interview and provided clear directions as to where and when the interview will take place. For applications being interviewed via teleconferencing, it is recommended the technology link is confirmed prior to interview.

Preparing the Venue

- Choose a comfortable and private room with adequate lighting.
- Remove any visible or audible distractions.
- Ensure good seating arrangements.
- Consider the location of seating for candidates with a known hearing, sight or a physical disability.
- Test video conferencing technology

- Provide clean glasses and fresh water.
- Ensure that the candidates will not encounter other candidates on arrival or exit.

Conducting the Interview

Successful interviews allow information flow between the candidate and Selection Committee members. It is important to establish an open and friendly rapport with the candidate as soon as possible to assist them to overcome any anxiety or nervousness they may be experiencing.

The Chair should:

- Greet the candidate on arrival.
- Introduce the Selection Committee.
- Advise the candidate of the structure of the interview and its expected duration.
- Provide a very brief overview of the University, the position and the work area.
- Ask the candidate if they are ready to proceed.

To ensure consistency and fairness, committee members should share the task of asking the agreed questions to all candidates. Follow up or probing questions are acceptable if further information is required. The Committee should also invite questions from the candidate

The Chair should confirm referee contact details, thank the candidate for his/her interest in applying for employment at the University and advise them when they should expect to hear back from the Committee. Committee members may use the Interview Assessment Form to record candidate responses during each interview. This worksheet can then be referred to during group discussion.

Cancellation of Interview

Where possible the Selection Committee will facilitate re-scheduling the interview if an applicant is unable to attend. Where an applicant continues to cancel or request a reschedule, the Selection Committee may elect to remove the applicant from the selection process. In such case the Chair of the Selection Committee will formally advise the applicant in writing.

Conducting Referee Checks

References are a critical component of the selection process. A well conducted verbal reference with the candidate's most recent supervisors or Manager will provide confirmation of their previous employment and level of experience, as well as helping the Selection Committee assess the candidate's ability to perform in the new role.

The Committee should discuss and agree on who will complete referee checks. In most, if not all cases, this will be the Chair or Line Manager.

Referees should be formally advised that the information provided will be documented and the applicant may request to view the report. Should a referee decline to provide a reference, then the Chair can elect to request an alternative referee.

It is recommended that two verbal references be obtained and should include the candidate's most recent Supervisor. If the candidate does not want their current Supervisor to be contacted, try and attain a secondary choice in lieu. In the event of an adverse reference, the candidate should be offered a right of reply to ensure natural justice.

The Verbal Reference Guide can be used to assist the Chair and Selection Committee in obtaining relevant responses from referees in support of an applicant's claims.

A written record detailing the nature of verbal referee checks must be completed on the Verbal Reference Check form and uploaded into Talent Acquisition.

Reaching Agreement

The Summation and Recommendation for Appointment form is the official record of the selection process used by the panel to reach its recommendation. This is uploaded and attached to Talent Acquisition. This document can later be used for auditing recruitment processes conducted, as evidence if necessary to show fair appointment decisions and confirms the Selection Committee followed due diligence in the selection process.

In making its decision the Selection Committee should evaluate all relevant information (application, interview, exercise/task/presentation and referee checks) in order to recommend the most suitable candidate.

Candidates who have undergone the interview process should be identified as either appointable or non-appointable to the position. To highlight this in Talent Acquisition the chair should update the candidate and use the ranking of 1>5, with 1 indicating preferred candidate. This may assist with later appointments of a similar level within the University.

Differences of opinion within the Committee should be seen as both natural and helpful rather than a hindrance in decision making. Generally, differences in opinion will result in more thorough consideration of all information.

Committee members should not feel compelled to change their minds simply to avoid conflict or reach agreement. If agreement cannot be reached on the most suitable candidate, there are a number of alternative courses of action such as follow up interviews, additional referee information and submission of a minority report as part of the Chair's recommendation for appointment. Contact the HR Client Services team for assistance with this process.

The Chair of the Selection Committee is responsible for completing the Summation and Recommendation for Appointment form for management approval.

Offer

Discussing the offer

The Chair of the Selection committee may advise the top candidate they are the preferred candidate and discuss salary expectations and availability; however, it must be clear an offer of employment is issued by the Office of People and Capability (OPC).

Offer of Employment

The official offer of employment comes in the form of a Contract of Employment provided by People and Capability. If negotiations are made outside the advertised position, the Chair must seek guidance from the relevant HR Client Services team member and may be required to reconfirm their recruitment and budget approvals. This should be done before moving the candidate to offer with OPC.

Offer of Employment declined

Where an applicant declines the offer of employment the Chair with the support of the Committee may engage with the second placed appointable candidate. Should there not be any other applicant appointable then the Chair may elect to return to market or postpone the process to a more appropriate time.

Notifying unsuccessful candidates

Upon acceptance of offer by the recommended candidate the Chair can contact the unsuccessful candidates. This is done by updating them in Talent Acquisition whereby an auto response will be sent to the applicants.

It is encouraged that the chair provides feedback to the unsuccessful candidates should they ask. The feedback should be constructive, factual and fair, and if appropriate, encourage them to apply again in the event of other opportunities. This can be a difficult conversation to approach. It is recommended the Chair thanks the candidate for their interest and time, stresses the positive attributes of the application and interview, and provides advice on how the candidate could have performed better or how they related to the successful candidate.

Appeals and grievances

Recruitment and Selection outcomes are not subject to an appeal process.

An internal employee who is unsuccessful in their application for appointment to a position of more than 12 months duration may lodge an appeal if they believe there was a breach in the recruitment and selection process or a conflict of interest was not declared.

Appeals must be lodged with the Director, People and Capability within 3 working days of being notified.

The Director, People and Capability will ensure the claim is investigated and a written decision is provided within 10 working days of lodgement of the appeal.

Appendix

Selection Committee Checklist

Chair	Committee	Task
Competitive based interview		
<input type="checkbox"/>		Convene a Selection Committee appropriate in size to the position.
<input type="checkbox"/>		Draft behavioural oriented questions for the Selection Committee to review.
<input type="checkbox"/>		Provide the Selection Committee with a copy of the Position Profile and Advertisement.
<input type="checkbox"/>		Check for any perceived conflict of interest.
Short-listing Process		
<input type="checkbox"/>		Ensures the Selection Committee members understand their roles and responsibilities in the short-listing and interview process.
<input type="checkbox"/>	<input type="checkbox"/>	Chair and Committee members have hard copies of the applications or access to them online.
<input type="checkbox"/>	<input type="checkbox"/>	Chair and Committee meet to compare each preliminary short-list and reach a consensus on: <ul style="list-style-type: none"> • Candidates to be interviewed. • Questions that may be asked at the interview. • Suitability of phone or teleconferencing interviews for interstate or international candidates. • Any tasks or presentations that will form part of the interview process. • Date, time and location of interviews.
<input type="checkbox"/>		Organises venue and any other requirements for interviews.
<input type="checkbox"/>		Contacts candidates to arrange interview. (give at least 48 hours notice).
<input type="checkbox"/>		Send confirmation of interview time via Talent Acquisition. Advise candidate if presentation / assessment will be required at interview.
<input type="checkbox"/>		The Chair is responsible for updating those unsuccessful candidates (not chosen for interview). Talent Acquisition will assist generating a pre-set email to advise them.
Interviewing		
<input type="checkbox"/>	<input type="checkbox"/>	Conducts interviews using the Interview Assessment form. This can be access in Talent Acquisition.
Post-Interview		
<input type="checkbox"/>		The Chair arranges for referee checks to be completed using the Verbal Reference Guide and Verbal Reference Check form. (if deemed necessary)
<input type="checkbox"/>	<input type="checkbox"/>	Committee's Summation and Recommendation for Appointment report to be submitted directly into Talent Acquisition.
<input type="checkbox"/>		If Applicable – discuss with HR Client Services Team what is required if preferred candidate requires arrangements with relocation or Visa support.
<input type="checkbox"/>		If Applicable – discuss the preferred candidate with Senior Executive or HoS. Discuss salary expectations and possible start date with the recommended candidate.
<input type="checkbox"/>		Update preferred candidate in Talent Acquisition. This will send a notification to HR Client Services who will complete the offer and contract.
<input type="checkbox"/>		Chair is responsible for updating those unsuccessful candidates (chosen for interview). Talent Acquisition will assist generating a pre-set email to advise them.
On Boarding		
<input type="checkbox"/>		Ensures that workstation / office are ready for the successful candidates start date.
<input type="checkbox"/>		Contacts the successful candidate prior to their start date to ensure they know where to go when they arrive on their first day and who to ask for if appropriate.
<input type="checkbox"/>		Ensures a date has been scheduled for New Starters Compulsory Orientation / Induction.

Selection Panel Delegation

This details the recommended position that should be used / considered when putting a selection committee together.

Classification	Chair	Membership
Executive Management	Vice Chancellor or Nominee	Members of the CDU Executive team. Representative external to the University. Director OPC or nominee
Senior Staff	Deputy Vice-Chancellor, Vice President or nominees	Members of the CDU Executive or Senior Management team. Representative external to the Business Unit Area.
Academic A - B	Head of School or nominee	Level C or above staff members with area expertise. Representative external to the area with relevant industry experience. Research Active positions require representation from the Office of Research and Innovation.
Academic C - D	Deputy Pro Vice-Chancellor or nominee	PVC, Head of School or nominees. Level D or above staff members with area expertise. Representative external to the area with relevant industry experience. Research Active positions require representation from the Office of Research and Innovation.
Academic E	Provost or nominee	DVC, PVC, Head of School or nominees. Representative external to the area with relevant industry experience. Research Active positions require representation from the Office of Research and Innovation.
Professional Staff level 4 - 6	Manager / Supervisor	Representation from the area of equal or senior ranking to the position.
Professional Staff level 7 and above	Director or nominee	Representation from the area of equal or senior ranking to the position. Representative external to the area with relevant industry experience.
Associate		
Professional Staff Level 1-3		

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