Recruitment and Selection Policy

Section 1 - Purpose

(1) This Policy sets out the requirements for the recruitment and selection of all positions, comprising academic, teachers, professional, senior management, Executive and Senior Executive staff at Australian Catholic University.

(2) The university is committed to ensuring our approach to recruitment and selection is professional, fair, ethical and transparent and aligns with the values and ethos of our Catholic identity and mission and strategic priorities. We strive toward creating and delivering a positive experience for all candidates throughout all stages of the process.

(3) Recruitment and selection activities are designed to support ACU to acquire the skills, knowledge, experience and attributes that will contribute to its future success.

(4) Success is measured by the achievement of a diverse and inclusive workforce profile, that is representative of the community we serve and when we attract talented, skilled and high performing employees who contribute to the university's mission and strategic objectives.

Section 2 - Scope

(5) This Policy applies to the recruitment, selection and appointment of continuing, fixed-term, fractional and casual staff.

(6) It covers recruitment and selection processes for:

a. competitive recruitment - this can be through internal sourcing only or the internal and external sourcing of candidates;
b. expressions of interest - which are internal only and may be limited to a cohort of staff;
c. executive search used for senior roles (normally positions not covered by the ACU Staff Enterprise Agreement 2026-2029);
d. appointment of strategically aligned professorial or industry equivalent roles;
e. appointment by invitation or direct appointment;
f. sessional appointment; and
g. casual appointment.

(7) The university will recruit, select and appoint staff based on merit and the terms consistent with the Constitution and Statutes, regulations and any other legal requirements. The terms and conditions of appointment will be approved by the relevant delegate in line with the Delegations of Authority Policy and Register and in accordance with the provisions of:

a. the ACU Staff Enterprise Agreement;
b. a Modern Award, where relevant; or
c. relevant legislation or other legal requirements.

Section 3 - Policy Principles

(8) The recruitment and selection process is informed by the following:

a. Mission and values of ACU:
    i. Practices are informed by the ACU Mission, Identity and Values. The mission and values are embedded in the process to support the achievement of the pursuit of knowledge, dignity of the person and the common good; and
    ii. Seeks to deliver a positive candidate experience that's consistent with our mission and values.

b. Creating a positive candidate experience:
    i. The unique and varied backgrounds, skills and experience presented by candidates are respected and all efforts to minimise unconscious bias are made;
    ii. Candidates are communicated with at all stages of the process in a timely, polite, clear and transparent manner; and
    iii. Candidates are made to feel that they've been heard, valued, supported and informed of the job opportunity for which they've applied.

c. Indigenous Employment, Diversity and Inclusion:
    i. Ensures the process is inclusive, focusing on attracting high performing staff from a diverse range of backgrounds and lived experiences, as consistent with the university's Gender Equality, Diversity and Inclusion Framework and the Aboriginal and Torres Strait Islander Employment Plan;
    ii. Committed to increasing and maintaining the number of Aboriginal and Torres Strait Islander staff, ACU will, where appropriate, use special measures including 'Identified' or 'Targeted' positions, to increase the participation of Aboriginal and Torres Strait Islander staff in the workforce;
    iii. Committed to providing an accessible, inclusive work environment to enable people with a disability to participate fully in all aspects of employment. This commitment is consistent with the Disability Discrimination Act 1992 (Cth), which seeks to eliminate discrimination and remove barriers for people with disability; and
    iv. Recognises the professional skills and experience of veterans and the value that veterans bring to the university. ACU makes a commitment to provide career opportunities and actively seek to understand how veterans' skills and experience translate to academic or professional staff positions.

d. Merit Based and Competitive Assessment:
    i. Process is fair, equitable and non-discriminatory;
    ii. Process is transparent, capable of withstanding scrutiny, evidence-based and free from bias or conflicts of interest (refer to the Code of Conduct for Staff, Declaration of Interest Policy - Staff and Affiliates and the Employment of Close Relatives at ACU Guidelines);
    iii. The University will arrange and conduct all necessary pre-employment checks, including but not limited to background verification, employment history, and reference checks.
    iv. Recruitment methods utilized are appropriate to the position type and needs of the university, and take into account future impacts on staff (e.g. direct appointment may impact on eligibility for fixed term conversion);
    v. Acknowledges that retention and redeployment form part of all recruitment considerations. Makes all reasonable efforts to redeploy staff members affected by organisational change to a suitable vacancy;
    vi. Acknowledges the benefits of external recruitment and testing the recruitment market for diverse skills and experience; and
    vii. Promotes career opportunities, recognises committed staff with the required skills and organisational knowledge and promotes continuous professional development.

e. Privacy, Confidentiality and Conflict of Interest:
    i. Conflict of interest by any panel member is identified, discussed with the Chair of the selection panel and managed in accordance with the Declaration of Interest Policy - Staff and Affiliates;
    ii. Panel members with a close personal relationship with an applicant, or who has had any other non-work-related interest or connection to the applicant shall not take part in any aspect of the selection process, which is managed in accordance with the Employment of Close Relatives at ACU Guidelines;
    iii. Prior to the University making any offer of employment, preferred candidates will be required to make full and ongoing declarations regarding any actual, potential, or perceived conflicts of interest in accordance with the Declaration of Interest Policy - Staff and Affiliates;
    iv. The Chair and selection panel (refer to composition requirements in Schedule 1) ensure the protection of the privacy of all personal information collected about candidates throughout the recruitment process and manage its appropriate usage and destruction, so that the university conforms with the Privacy Amendment (Private Sector) Act 2000 (Cth) and the National Privacy Principles of the Act;
    v. The Chair ensures the confidential record keeping of all recruitment documentation and may be called upon to produce it should the university receive a freedom of information request or a complaint/grievance from a candidate or staff member; and
    vi. People and Capability retain a record of the recruitment process, applications, the assessment outcome and final recommendation for appointment, including reasons for the decision in accordance with the provisions contained in the Records Retention and Disposal Schedule.

f. Prevention and response to gender-based violence:
    i. Prior to the University making any offer of employment, preferred candidates will be required to disclose any matters relevant to the University's commitment to the prevention of gender-based violence, in accordance with the Declaration of Interest Policy - Staff and Affiliates.

(9) The application of these Policy principles is outlined in Schedule 2 through the recruitment and selection process.

Section 4 - Revisions made to this Policy

Date	Major, Minor or Editorial	Description
31 October 2016	Minor	Updated to broaden reference to competencies in line with Capability Development Framework.
11 September 2019	Major	Updated to include Academic Level A to E and Professional Staff HEW Levels 1 - 10 as per the ACU Staff Enterprise Agreement 2017-2021.
3 October 2023	Major	Reviewed to simplify and incorporate the Recruitment and Selection Procedures. Updated in accordance with the ACU Staff Enterprise Agreement 2022-2025.

(10) The university may make changes to this Policy from time to time to improve the effectiveness of its operation. In this regard, any staff member who wishes to make any comments about this Policy may forward their suggestions to the Chief People Officer.

Section 5 - Further Assistance

(11) Any staff member who requires assistance in understanding this Policy should first consult their nominated supervisor who is responsible for the implementation and operation of these arrangements in their work area. Should further information or advice be required staff should visit Service Central.

Section 6 - Associated Information

(12) For related legislation, policies, procedures and guidelines and any supporting resources please refer to the Associated Information tab.

Schedule 1 - Selection Committee Composition

Academic Level A-C:
Hiring Manager (if not a named panel member); National Head of School/Research Institute Director (if not a named panel member); staff member from the Organisational Unit who understands the requirements of the position; academic staff member of a cognate discipline (internal or external to ACU); elected academic staff member from (Faculty/School/Institute) at same or higher level than the position advertised.
Academic Level D-E:
Hiring Manager (if not a named panel member); Deputy Vice-Chancellor (Research and Enterprise) or nominee, member of Executive or nominee; academic staff member of a cognate discipline (internal or external to ACU); academic staff member from another Faculty at same or higher level than the position advertised; elected academic staff member from (Faculty/School/Institute) at same or higher level than the position advertised.
Dean/Associate Dean/National Head of School:
Hiring Manager (if not a named panel member); Provost (optional); internal member nominated by the member of Senior Executive; staff member from the Organisational Unit who understands the requirements of the position; academic staff member from another Faculty at same or higher level than the position advertised.
Enterprise/Industry Professor:
Provost and Deputy Vice-Chancellor (Academic); Deputy Vice-Chancellor (Research and Enterprise) or nominee; external member nominated by the member of Senior Executive; internal member nominated by Senior Executive.
Professional Staff HEW 1-9:
Hiring manager (if not a named panel member); staff member from the Organisational Unit who understands the requirements of the position; staff member from another Organisational Unit at the same or a higher level than the position advertised.
Professional Staff HEW 10/Senior Management:
Hiring manager (if not a named panel member); external nominated by the member of the Senior Executive (optional); member of the Executive or nominee; staff member from another Organisational Unit at the same or a higher level than the position advertised; staff member from another Organisational Unit at the same or higher level than the position advertised.
Member of Executive:
Hiring manager (if not a named panel member); Vice-Chancellor and President (optional); member of Senior Executive; Provost (optional); Deputy Vice-Chancellor (Catholic Mission) or nominee; Chief People Officer (optional); external member nominated by the member of Senior Executive; staff member from another Organisational Unit at the same or higher level than the position advertised; People and Capability (support).
Member of Senior Executive:
Vice-Chancellor and President; Deputy Vice-Chancellor (Catholic Mission) or nominee; Chief People Officer; internal staff member nominated by the Vice-Chancellor and President; external staff member nominated by the Vice-Chancellor and President; member of Senate nominated by the Vice-Chancellor and President; People and Capability (support).
Identified and Targeted positions:
For an Identified or Targeted position, the selection panel must include a minimum of one relevant Aboriginal and Torres Strait Islander member. In circumstances where an Aboriginal and Torres Strait Islander member is not available, a nominee of the Director, First Peoples will be appointed as panel member.
Veteran applicants: Where a Veteran candidate has applied for a position at ACU, the selection panel should include a Veteran Member.

Schedule 2 - Application of Policy

(13) There are four components of the recruitment and selection process:

a. Preparing to recruit - what to plan and consider when recruiting;
b. Sourcing and advertising - identifying and attracting candidates;
c. Assessment and selection - reviewing, assessing and selecting candidates; and
d. Appointment process - seeking approval to make an offer and closing the recruitment and selection activity.

Preparing to Recruit

(14) Internally advertised vacancies provide career development and progression opportunities for staff. To move directly to external advertisement, the hiring manager should consider whether the skills and experience to meet the selection criteria for the position are available internally to allow for a competitive/merit-based recruitment process. Where no current staff member has the skills and experience, the position will be advertised internally and externally.

(15) The hiring manager reviews and finalizes the position description (refer to the Position Classification for Professional Staff Policy), determines the appropriate composition of the selection panel (refer to guidance in Schedule 1) and submits a request to fill form for approval by the appropriate delegates to begin the recruitment process.

Sourcing and Advertising

(16) All positions are to be advertised either internally (minimum of 5 working days/7 days), externally or to a select internal cohort, except fixed-term positions of up to two (2) years in duration. A merit-based process is required to ensure that a candidates' skills and experience are assessed against the requirements/ selection criteria of the position.

(17) The following circumstances could warrant a request for approval by the relevant delegate to exempt the advertising of a continuing and/or fixed-term position of greater than two (2) years duration. In all cases, an assessment is required to ensure that the candidates' skills and experience are assessed against the requirements/selection criteria of the position:

a. Conversion from fixed-term to continuing employment consistent with the ACU Staff Enterprise Agreement 2026-2029.
b. Conversion from sessional to non-sessional academic employment in a teaching focused position consistent with the ACU Staff Enterprise Agreement 2026-2029.
c. Conversion from casual to continuing consistent with the ACU Staff Enterprise Agreement 2026-2029 and Fair Work Act 2009 (Cth).
d. In instances where specialist skills, knowledge or expertise are limited or in short supply for areas of strategic or reputational importance (meaning a recruitment process is unlikely to yield suitable applicants and/or an appointment to the position is time critical to the delivery of critical organisational outcomes).
e. To minimise the impact of change management effects on staff and enable redeployment of impacted staff.
f. Where a competitive recruitment process has taken place within the last six (6) months for a comparable role at the same classification level and additional applicant(s) have been identified as being appointable.
g. Expressions of Interest (EOI's) as an outcome of a change process may be offered to a select internal cohort in accordance with the placement principles as set out in the final change plan.
h. Expression of Interest (EOI's) processes may also occur where the university is seeking interest for academic and professional casual or sessional appointments, or to develop a suitable candidate pool for consideration for future available opportunities.

(18) Use of External Recruitment Agencies: In some circumstances, due to the specialised nature and skills of a

position, the use of an external recruitment agency may be required. ACU has a panel of preferred recruitment agencies who should be utilised in this instance. Following consultation with the Talent Acquisition team regarding the most effective sourcing strategy, approval to engage an external recruitment agency may be sought. The relevant approval is outlined in the Delegations of Authority Policy and Register. Costs associated with engaging a recruitment agency are to be borne by the organisational area utilising the service. Hiring managers are not authorised to accept commercial terms with agencies not part of ACU's preferred supplier panel.

Assessment and Selection

(19) Selection panels will vary in size and composition depending on the position and level being recruited and must reflect appropriate gender and cultural diversity. Selection panels assessing candidates for Aboriginal, and Torres Strait Islander 'Identified' or 'Targeted' positions must include at least one Aboriginal and Torres Strait Islander panel member.

(20) Where a selection panel is convened, all candidate applications are assessed against the key selection criteria stated in the position description. The selection panel is required to accurately document the assessment of all candidates at the shortlisting and interview stages, to demonstrate that a transparent and merit-based process has occurred for the appointment of all staff. If the selection panel is unable to reach a consensus at any stage of the assessment process, the Chair is responsible for resolving the impasse and ultimate decision making.

(21) All staff undertaking the role of Chair of a selection panel, must complete the Role of Chair training prior to commencing the recruitment process. To enroll, follow this link: Course: Role of Chair - Online (acu.edu.au).

Appointment

(22) Prior to making a recommendation of a preferred candidate, the Chair or hiring manager should undertake at least two referee checks to support the recommendation. In the case of internal applicants, consideration of the candidates' ability to demonstrate prior competency and performance may constitute the waiving of reference checking.

(23) There are no circumstances that support a candidate (staff member) commencing work at the university without a formal accepted contract of employment and submitted evidence of and background and employment history screening checks as related to:

a. Qualifications (Qualifications Verifications Policy);
b. Identification and working rights documentation (Recruitment of Overseas Staff Procedure);
c. Working with Children Check clearance where required by law;
d. Declaration relating to conflict of interest, foreign interference risks and matters relevant to the University's commitment to the prevention of gender-based violence;
e. professional membership and/or registration (as applicable); and
f. confirmation of Aboriginality or Confirmation of Torres Strait Islander Cultural Heritage Form for Identified and Targeted positions.

(24) The University may, at any time, terminate a contract of employment to an applicant who has provided false or deliberately misleading information during the recruitment and selection process, or, whose misconduct pre-commencement has not been disclosed and is determined to have breached the behavioural expectations or requirements of the Code of Conduct for Staff.

Status and Details

Status	Current
Effective Date	17th December 2025
Review Date	17th December 2028
Approval Authority	Vice-Chancellor and President
Approval Date	16th December 2025
Expiry Date	Not Applicable
Responsible Executive	Angelle Laurence Chief People Officer
Responsible Manager	Angelle Laurence Chief People Officer
Enquiries Contact	Bernardine Lynch ER and Safety Committees and Policy Officer People and Capability