

22 March 2017

# Human Resources

## Supplementary Service Description

### RECRUITMENT AND ON-BOARDING



*This supplementary document is to be read in conjunction with the*  
**Human Resources  
Service Descriptions &  
Client Commitment**

# Supplementary Service Description

## Recruitment and On-Boarding

### Contents

- Senior Leaders: Academic Level E and Hew 10.....3
- Academic staff, Levels A-D.....4
- Professional Staff HEW Levels 1-9 .....5
- Casual Appointments (except Casual Tutors) .....6
- Casual Tutors .....7
- Visiting Academics, Academic Title Holders, Occupational Trainees....8
- On-boarding & Induction.....9
- Service Issue Resolution.....10

# UQ Human Resources Services Description

## EMPLOYEE LIFECYCLE | Attract

Core services	HR Professional Services Team	HR Central Services	Client
<b>Recruitment &amp; Selection</b> <hr/> <b>Senior Leaders: Academic Level E and Hew 10</b>	<ul style="list-style-type: none"> <li>• In partnership with clients, identify recruitment needs</li> <li>• Scope new or revised positions in terms of accountabilities, capabilities, skills and knowledge. The HR PST will seek support from HR Central Services as required</li> <li>• Support clients in identifying suitable sourcing strategies</li> <li>• Liaise with external search agencies, external organisations (e.g. health services on conjoint appointments), other UQ organisational units throughout recruitment</li> <li>• Provide feedback to HR Central Services on the performance of recruitment agencies and job boards</li> <li>• Review job advertisement and position description (client may draft- including creating senior recruitment booklet and having it finalised by OMC)</li> <li>• Create the Job Card</li> <li>• Place advertisements onto job boards</li> <li>• Establish and join the selection panel</li> <li>• Assist with crafting criteria for client shortlisting (the position description and job advertisement should be reflective of the criteria)</li> <li>• Treatment of candidates in UQ Jobs that did not address the selection criteria</li> <li>• Provide advice to clients on work rights and sanctions</li> <li>• Advise on the principles of equity, diversity and inclusion</li> <li>• Arrange interviews and interview packs unless client advises otherwise</li> <li>• Provide advice to clients regarding their capability assessment and selection decisions</li> <li>• Complete the selection report if requested by client</li> <li>• Conduct referee checks, if requested by the client</li> <li>• Arrange diagnostic and psychometric testing, as needed</li> <li>• Process and issue the offer of appointment via Job Card</li> <li>• Update status of unsuccessful candidates in UQ Jobs</li> <li>• Provide support as needed, for the relocation and orientation of new hires. Relocation consultants may be appropriate for appointments at this level (Seek advice from HR Central Services)</li> <li>• Write to unsuccessful applicants</li> <li>• Candidate care through to commencement, as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Set UQ Recruitment policy and supporting policies (and ensure alignment with other policies - e.g. equity, diversity and inclusion considerations)</li> <li>• Interpret the UQ Recruitment policy and advise the client and HR PST</li> <li>• Ensure that recruitment processes reflect best-practice in terms of equity, diversity and inclusion</li> <li>• Maintain a panel of external recruitment and search agencies</li> <li>• Engage external recruitment and search agencies as required. HR Central Services will maintain a panel of preferred suppliers</li> <li>• Provide high level end-to-end support for appointment to positions within the University's Senior Management Group, including those services listed at left, in the HR PST column. This may be undertaken with the support of the Central HR PST.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify recruitment needs and forward plan</li> <li>• Work with HR PST on sourcing strategy</li> <li>• Draft position description, if needed (HR PST to review)</li> <li>• Request HR assistance with classification for Hew 10, as needed</li> <li>• Draft job advertisement (HR PST to review)</li> <li>• Conduct short-list of candidates (seek HR guidance, as required)</li> <li>• Advise HR to update status of unsuccessful candidates</li> <li>• Take advice from HR PST on remuneration (HR Central Services are available to support the HR PST)</li> <li>• Take advice from OH&amp;S on immunisation or vaccination requirements attached to the role</li> <li>• Recruitment is not required for nominated appointments to Honorary/Adjunct appointments and Emeritus Professors. Policy and procedure sets out the approval and appointment process.</li> </ul>

# UQ Human Resources Services Description

## EMPLOYEE LIFECYCLE | Attract

Core Services	• HR Professional Services Team	HR Central Services	Client
<p><b>Recruitment &amp; Selection –</b></p> <p><b>Academic staff, Levels A-D</b></p>	<ul style="list-style-type: none"> <li>• In partnership with clients, identify recruitment needs</li> <li>• Scope new or revised positions in terms of accountabilities, capabilities, skills and knowledge (may require support from HR Central Services)</li> <li>• Support clients in identifying suitable sourcing strategies</li> <li>• Liaise with external search agencies (seldom used for such roles), other UQ organisational units throughout recruitment</li> <li>• Provide feedback to HR Central Services on the performance of recruitment agencies and job boards</li> <li>• Review job advertisement and position description (client may draft- including creating senior recruitment booklet and having it finalised by OMC)</li> <li>• Create the Job Card</li> <li>• Place advertisements onto job boards</li> <li>• Treatment of candidates in UQ Jobs that did not address the selection criteria</li> <li>• Establish and join the selection panel, as requested</li> <li>• Provide advice to clients on work rights and sanctions</li> <li>• Advise on the principles of equity, diversity and inclusion</li> <li>• Assist client with arranging interviews, as requested (initial meeting with client to determine clear allocation of activities)</li> <li>• Provide advice to clients regarding selection decisions</li> <li>• Review the selection report (or write the report if a full selection panel member)</li> <li>• Arrange diagnostic and psychometric testing, as needed</li> <li>• Process and issue the offer of appointment via Job Card</li> <li>• Provide support as needed, for the relocation and orientation of new hires. Relocation consultants may be engaged for senior new hires (seek advice from HR Central Services)</li> <li>• Update status of unsuccessful candidates in UQ Jobs</li> <li>• Write to unsuccessful applicants</li> <li>• Candidate care through to commencement, as needed</li> </ul>	<ul style="list-style-type: none"> <li>• Set UQ Recruitment policy and supporting policies (and ensure alignment with other policies - e.g. equity, diversity and inclusion considerations)</li> <li>• Interpret the UQ Recruitment policy and advise the client and HR PST</li> <li>• Ensure that recruitment processes reflect best-practice in terms of equity, diversity and inclusion</li> <li>• Maintain a panel of external recruitment and search agencies</li> <li>• Engage external recruitment and search agencies as required</li> <li>• Maintain and provide to HR PSTs, templates for position description and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>• Identify recruitment needs and forward plan</li> <li>• Work with HR PST on sourcing strategy</li> <li>• Draft position description, if needed (HR PST to review)</li> <li>• Draft job advertisement (HR PST to review)</li> <li>• Conduct short-list of candidates (seek HR guidance, as required)</li> <li>• Arranging and conduct interviews</li> <li>• Write the selection report if HR is not a full selection panel member</li> <li>• Conduct reference checks (HR PST may assist, if requested by the client)</li> <li>• Notify unsuccessful interviewees of outcome</li> <li>• Take advice from OH&amp;S on immunisation or vaccination requirements attached to the role</li> <li>• Advise HR to update status of unsuccessful candidates</li> <li>• Work with HR on remuneration</li> </ul>

# UQ Human Resources Services Description

## EMPLOYEE LIFECYCLE | Attract

Core Services	HR Professional Services Team	HR Central Services	Client
<p><b>Recruitment &amp; Selection –</b></p> <p><b>Professional Staff HEW Levels 1-9</b></p>	<ul style="list-style-type: none"> <li>• Scope new or revised positions in terms of accountabilities, capabilities, skills and knowledge, indicative HEW level</li> <li>• Create the Job Card</li> <li>• Support clients in identifying suitable sourcing strategies</li> <li>• Liaise with external search agencies (seldom used), external organisations other UQ organisational units throughout recruitment</li> <li>• Provide feedback to HR Central Services on the performance of recruitment agencies and job boards</li> <li>• Review job advertisement and position description</li> <li>• Place advertisements onto job boards</li> <li>• Treatment of candidates in UQ Jobs that did not address the selection criteria</li> <li>• Advise on the principles of equity, diversity and inclusion</li> <li>• Provide advice to clients on work rights and sanctions</li> <li>• Join the selection panel to support less experienced hiring managers</li> <li>• Provide advice to clients regarding their selection decisions</li> <li>• Arrange diagnostic and psychometric testing, as needed</li> <li>• Update status of unsuccessful candidates in UQ Jobs</li> <li>• Draft the offer letter</li> <li>• Process and issue the offer vis the Job Card</li> </ul>	<ul style="list-style-type: none"> <li>• Set UQ Recruitment policy and supporting policies (and ensure alignment with other policies - e.g. equity, diversity and inclusion considerations)</li> <li>• Interpret the UQ Recruitment policy and advise the client and HR PST</li> <li>• Ensure that recruitment processes reflect best-practice in terms of equity, diversity and inclusion</li> <li>• Engage external recruitment and search agencies as required</li> <li>• Maintain and provide to HR PSTs, templates for position description and advertisements</li> </ul>	<ul style="list-style-type: none"> <li>• Identify recruitment needs</li> <li>• Draft position description, if needed (HR PST to review)</li> <li>• Request HR assistance with classification, as needed</li> <li>• Draft job card (ask PST to support as needed)</li> <li>• Draft job advertisement (HR PST to review)</li> <li>• Conduct short-list of candidates</li> <li>• Advise HR to update status of unsuccessful candidates</li> <li>• Establish selection panel</li> <li>• Develop interview guide (HR PST to support, as required)</li> <li>• Undertake recruitment and complete selection report (seek guidance from HR, as required)</li> <li>• Conduct referee checks</li> <li>• Notify unsuccessful interviewees of outcome</li> <li>• Submit selection report to HR for update on system</li> <li>• Take advice from OH&amp;S on immunisation or vaccination requirements attached to the role</li> <li>• Work with HR on letter of offer and remuneration</li> </ul>

# UQ Human Resources Services Description

## EMPLOYEE LIFECYCLE | Attract

Core Services	HR Professional Services Team	HR Central Services	Client
<p><b>Recruitment &amp; Selection – Casual Appointments (except Casual Tutors)</b></p>	<ul style="list-style-type: none"> <li>Recruitment and Selection policy does not require an open merit-based process for casual appointments</li> <li>For academic casual appointments, the applicants are often known to the hiring manager (client). For example, post-graduate students</li> <li>For professional casual appointments, HR Central Services maintains recruitment site and database. HR Central Services will receive a request from the client (case to hire) and look to match with a casual applicant</li> <li>Advise on the principles of equity, diversity and inclusion</li> <li>Support the client in arranging interviews, if needed (see above)</li> <li>Join the selection panel to support less experienced hiring managers, if needed (see above)</li> <li>Support the client in telephoning and/or writing to unsuccessful applicants, if needed (see above)</li> <li>Enter the casuals into Aurion</li> <li>Draft and issue the Offer of Appointment letter (auto-generate by Aurion)</li> <li>Provide guidance and support on performance management of casuals</li> </ul>	<ul style="list-style-type: none"> <li>Maintain for professional casual appointments, a recruitment site and database</li> <li>Set UQ Recruitment policy and supporting policies (and ensure alignment with other policies - e.g. equity, diversity and inclusion considerations)</li> <li>Interpret the UQ Recruitment policy and advise the client and HR PST</li> <li>Ensure that recruitment processes reflect best-practice in terms of equity, diversity and inclusion</li> <li>Provide guidance on superannuation (only qualified UniSuper consultants to provide advice)</li> <li>Central Payroll circulates a report showing unapproved timesheets</li> </ul>	<ul style="list-style-type: none"> <li>Identify recruitment needs and forward plan</li> <li>Draft position description as required (HR PST to review)</li> <li>Request HR assistance with classification, if needed</li> <li>Draft job advertisement (HR PST to review), as required</li> <li>Assess short-list candidates (seek HR PST guidance, as required)</li> <li>Advise HR to update status of unsuccessful candidates</li> <li>Conduct referee checks, as required</li> <li>Allocate casuals to role</li> <li>Tracking and management of budget for casual appointments (Note: payment of casual timesheets and invoices will be managed by the Finance function)</li> <li>Follow-up on unapproved timesheets</li> <li>Take advice from OH&amp;S on immunisation or vaccination requirements attached to the role</li> <li>Local on-boarding of casual staff</li> </ul>

# UQ Human Resources Services Description

## EMPLOYEE LIFECYCLE | Attract

Core Services	HR Professional Services Team	HR Central Services	Client
<p><b>Recruitment, Selection, Pay and Deployment</b></p> <p>-</p> <p><b>Casual Tutors</b></p>	<ul style="list-style-type: none"> <li>For academic casual appointments, a full recruitment service is not required as the applicants are often known to the hiring manager (client). For example, casual tutor applicants are often current or former students. The Faculty (client) will maintain a database (or equivalent) of casual tutors, and will periodically add suitable applicants to this database.</li> <li>Review job advertisement and position description, if required</li> <li>Advise on the principles of equity, diversity and inclusion</li> <li>Support the client in arranging interviews, if needed (see above)</li> <li>Support the client in telephoning and/or writing to unsuccessful applicants, if needed (see above)</li> <li>Enter casuals into Aurion</li> <li>Draft and issue the Offer of Appointment letter (auto-generate by Aurion)</li> <li>Provide guidance and support on performance management of casuals</li> </ul>	<ul style="list-style-type: none"> <li>Set UQ Recruitment policy and supporting policies (and ensure alignment with other policies - e.g. equity, diversity and inclusion considerations)</li> <li>Interpret the UQ Recruitment policy and advise the client and HR PST</li> <li>Ensure that recruitment processes reflect best-practice in terms of equity, diversity and inclusion</li> <li>Provide advice on superannuation</li> </ul>	<ul style="list-style-type: none"> <li>For academic casual appointments, the applicants are often known to the hiring manager (client). For example, current or former students. The Faculty to maintain a database or former and current casual tutors, and will add suitable applicants to this database.</li> <li>The client will 'match' tutor positions with applicants – class, hours, days, school, and so on</li> <li>Review new applicants</li> <li>Tracking and management of budget for casual tutors</li> <li>Follow-up on unapproved timesheets, as required</li> <li>Advise HR to update status of unsuccessful candidates</li> <li>Conduct referee checks, as required (often recurring engagement of former tutor)</li> </ul>



# UQ Human Resources Services Description

## EMPLOYEE LIFECYCLE | Attract

Core Services	HR Professional Services Team	HR Central Services	Client
<b>Selection, Pay and Deployment - Visiting Academics</b>	<ul style="list-style-type: none"> <li>For visiting academics a recruitment service is not required as it is by invitation</li> <li>HR to provide candidate care as required (meet with client to determine allocation of activity)</li> <li>Enter the details for the visiting academic into Aurion</li> <li>Arrange visa nomination, as required</li> <li>Issue the invitation letter</li> <li>Set up pay arrangements, where relevant (the visiting academic may be paid by home rather than host university)</li> <li>Assist with the local orientation of the visiting academic</li> <li>Relocation consultants may be engaged for senior visiting academics (seek advice from HR Central Services).</li> </ul>	<ul style="list-style-type: none"> <li>Set UQ policy and supporting procedures for title holders</li> <li>Interpret the UQ policy and advise the client and HR PST.</li> </ul>	<ul style="list-style-type: none"> <li>Visiting academic appointments are by invitation, often initiated by the visitor and then approved by the client</li> <li>Arrange workspace, facilities, administrative support, as appropriate</li> <li>Advise HR of details relating to the appointment</li> <li>Take advice from OH&amp;S on immunisation or vaccination requirements attached to the role.</li> </ul>
<b>Selection and Deployment - Academic Title Holders</b>	<ul style="list-style-type: none"> <li>Academic title holders (ATH) are conferred a title (typically for three years) and enjoy the standing of full university members. HR PST Enter the details related to the conferral of academic titles into Aurion</li> <li>HR to provide the ATH with advice on policy and practice matters, as needed</li> <li>HR to provide advice to client on ATH policy</li> <li>HR to manage the on-line application system</li> <li>Issue the ATH conferral letter and associate UQ information materials</li> <li>Assist with the local orientation of the ATH</li> <li>Where available, provide the ATH with an induction booklet</li> </ul>	<ul style="list-style-type: none"> <li>Set UQ policy and supporting procedures for title holders</li> <li>Interpret the UQ policy and advise the client and HR PST.</li> </ul>	<ul style="list-style-type: none"> <li>Asses the level of academic achievement against selection criteria and related policy</li> <li>Appoint to role e.g.. RHD supervisor</li> <li>Facilitate access to R&amp;T support, as appropriate</li> <li>Arrange workspace, facilities, and administrative support, as appropriate</li> <li>With support from P&amp;F, arrange access to buildings as required</li> <li>Monitor the ATH's publications and affiliations</li> <li>Advise HR of appointment details (role, level, duration)</li> <li>Advise HR of withdrawal of title</li> </ul>
<b>Selection and Deployment - Occupational Trainees</b>	<ul style="list-style-type: none"> <li>Occupational Trainees are invited by the client to join their team from within country or from overseas. Occupational Trainees are not employees.</li> <li>Arrange visa nomination, if required</li> <li>Enter visiting academic into Aurion</li> <li>Draft and issue the invitation letter.</li> </ul>	<ul style="list-style-type: none"> <li>Set UQ policy and supporting procedures for title holders</li> <li>Interpret the UQ policy and advise the client and HR PST.</li> </ul>	<ul style="list-style-type: none"> <li>Occupational Trainees appointment are often initiated by the visitor, from within country or from overseas</li> <li>The OT appointment is by invitation from the client to join their team. Occupational Trainees are not employees, typically the client will manage contact with the Trainee ahead of, and throughout the placement with local administrative support.</li> </ul>



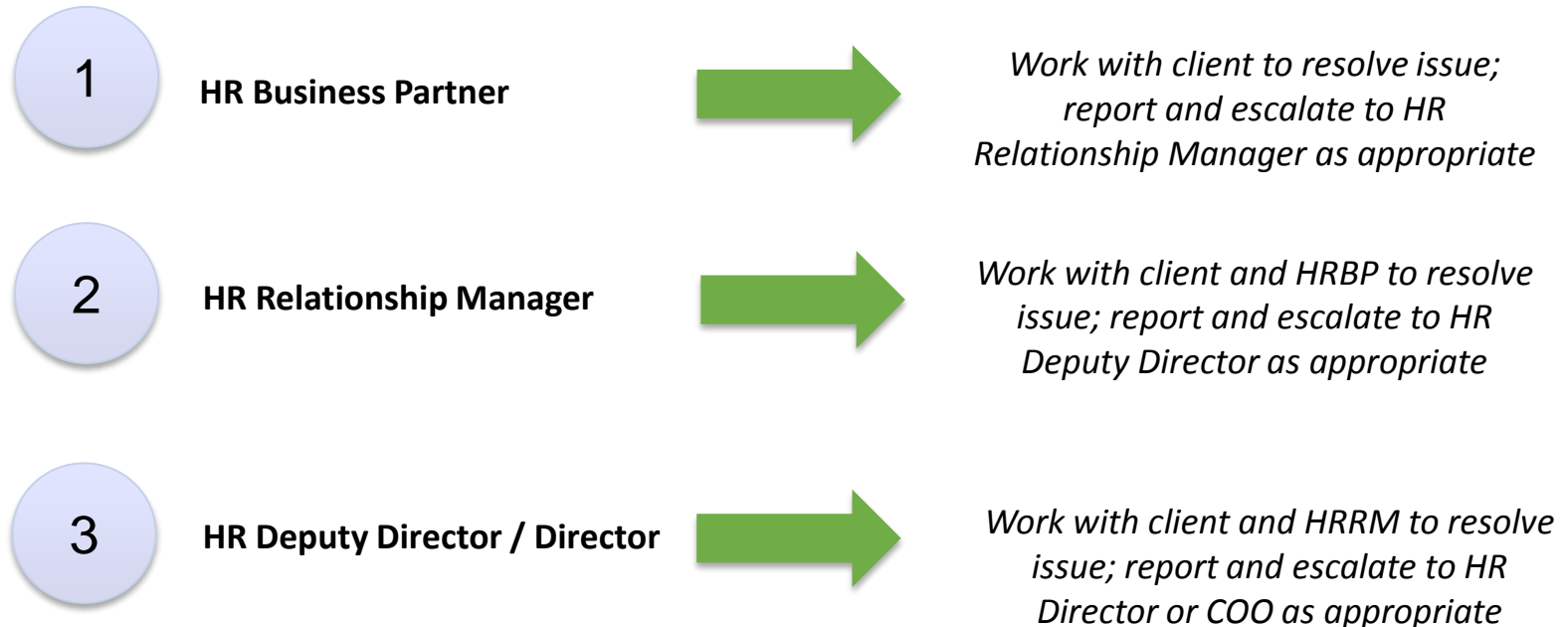
# UQ Human Resources Services Description

## EMPLOYEE LIFECYCLE | Attract

Core Services	HR Professional Services Team	HR Central Services	Client
<b>On-boarding &amp; Induction</b>	<ul style="list-style-type: none"> <li>• Determine, in consultation with the client and other functional representatives from the PST, the allocation of on-boarding and induction activities</li> <li>• Provide advice to the new hire on matters such as pay arrangements, superannuation, salary sacrifice</li> <li>• Support the new hire in getting their pay account, tax file, and deductions set up</li> <li>• Provide advice to the new hire on key employment policy and practices</li> <li>• Provide guidance to new hires on training support for enterprise systems</li> <li>• Support the new hire in connecting with the appropriate person for parking arrangements, building access</li> <li>• Support the new hire in accessing relocation support, where applicable</li> <li>• Alert client on key probation dates and activities</li> <li>• Ensure that equity and diversity considerations are factored into probation reviews</li> <li>• Work to drive a consistent standard and content for induction programs</li> <li>• Generate reports for clients on mandatory training outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Set induction guidelines and associated policies and processes</li> <li>• Ensure that induction and on-boarding processes reflect the principles of equity, diversity and inclusion</li> <li>• Review, in conjunction with HR PSTs, the quality of induction programs and associated collateral</li> <li>• Review, in conjunction with HR PSTs, the requirement for orientation of promoted staff, particularly those moving for the first time into a line management role</li> <li>• Set probation period process and activities and provide advice</li> <li>• Develop and implement engagement strategies for new recruits (e.g. pulse survey new starters during the probation period)</li> <li>• A new on-line induction program is to be designed and implemented in late 2017 – this will be coordinated from HR Division and will be an adjunct to local induction processes</li> <li>• Invite the new hire to the first available New Staff Expo.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate to new hire on start time and location</li> <li>• Prepare the work location</li> <li>• Announce the appointment</li> <li>• Provide local orientation to workplace and colleagues</li> <li>• Provide appropriate behavioural and cultural guidance</li> <li>• Monitor staff performance during probation and seek HR advice, as required</li> <li>• Discuss mandatory training non-compliance with employee</li> <li>• The local OH&amp;S representatives will manage local safety within facility induction (hazardous materials, evacuation plans)</li> <li>• Sign-off on recruitment check list.</li> </ul>

# UQ Human Resources Services Issue Resolution

## Issue resolution and escalation



**Feedback** on the HR Service Description may be directed to:  
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The HR Service Description will be periodically updated and feedback gathered between drafts will be carefully considered for future editions.

Ends – 22 March 2017