

Recruitment Policy

Purpose

This policy details how the Centre interacts with university recruitment policies. If there is any doubt or conflict, policies and procedures should defer to the relevant university policy.

The purpose of this policy is to ensure that we hire the best people for a vibrant Centre, filled with innovative team members; with everyone aligned to achieve the Centre vision.

We value a safe and inclusive environment where team members can thrive as we embark on our ambitious mission, and this begins with selecting the right people to be part of our team.

The recruitment policy and related procedure includes touch points with the Centre Directorate and the IDEA Committee for discussion, supportive resources, and endorsement. These touch points are intended to ensure that we operate as a Centre, consider multiple perspectives, share and build experience, and meet our Centre Objectives and KPIs, which includes 40% women postdoctoral researchers by 2026.

We aim to support the careers and success of our team through equitable and inclusive recruitment practices.

Scope

The Recruitment Policy applies to all positions of employment funded by the Centre, including professionals, academics, and students.

This policy details how the Centre interacts with university recruitment policies. Where there is any doubt, the process defers to the relevant University's recruitment policy.

Recruitment Methods

Capability-based Selection

The Centre is committed to **capability-based** selection. This is where candidates are evaluated on their professional potential directly relative to opportunity, with the goal to support hiring managers to select the right people for the Centre team.

We positively consider:

- Personal circumstances, career histories, and working arrangements.
- Time working in industry or the professions;
- Carer responsibilities;

- Impairment, psychological or medical conditions, whether temporary, episodic or permanent;
- Workplace health and safety (WHS) considerations that limited access for people conceiving or pregnant, or limited access due to impairment or injury;
- Part-time or flexible working arrangements; and/or
- Career interruptions of any description;
- Opportunities for success.

Personal circumstances and working arrangements may affect career performance and progression because they affect the overall time available for employment-related activities and the capacity to undertake certain types of activity. These, in turn, may affect productivity over time.

All of these factors contribute to our perceived accumulation of merit. Merit cannot be measured objectively as we have unconscious cognitive biases that affect how we view merit and what it means to us individually.

Therefore, Selection Committee members should evaluate and consider a holistic perspective when assessing a candidate's suitability for a role.

The impact of candidate's personal circumstances is part of a holistic assessment of the recruitment case.

This includes consideration of the following:

- Quality and impact of achievements, rather than just the quantity, rate or breadth;
- Commitment, purpose, and drive to be engaged in the advertised role;
- Stage of the applicant's career and their career trajectory;
- Impact of personal circumstances over the period of assessment; and
- Ongoing effects on productivity and achievement beyond the period directly impacted by the staff member's personal circumstances.

The Centre will consider diversity issues and may implement special recruitment measures when advertising and recruiting positions. Special measures include recruitment that is open only to certain groups inclusive of women, gender-diverse or Indigenous people.

Centre positions will be advertised with an explicit reference to equity policy and workplace flexibility, consistent with the advertising policy of the university associated with the specific position.

The Centre will implement *fit-for-purpose* induction, equipping new starters to succeed in their role and the organisation, including career planning.

The following principles apply to advertisement and recruitment for positions:

- Targeted and/or gender-neutral recruitment advertising to attract women and those from other under-represented groups will occur;
- All positions should be available at a part-time, job sharing or other flexible appointment basis, with due consideration WHS and project requirements;
- The Centre is committed to creating a family-friendly and inclusive environment designed to support all members to achieve a work-life balance;
- Recruitment statistics concerning gender equity and diversity (number of applications, interviews and offers) at each Node are to be reported to the IDEA (Inclusion Diversity Equity and Access) Committee following the completion of a recruitment cycle;
- The Centre is committed to building a pipeline of professional and research talent.

General and Identified Recruitment

The CEC (Management) on 13 June 2023 announced that all recruitment of postdoctoral fellows will be advertised as identified positions (women-only) in the first instance.

“All externally advertised TMOS postdoctoral positions are to be women-only advertisements in the first instance, and then general thereafter.”

The identified positions may be made inclusive of all women and other gender minorities.

The University of Western Australia must use the language ‘prioritised’, in alignment with Western Australian law and university policy.

The TMOS Business Team (team@tmos.org.au) should be contacted two weeks in advance about advertising on social media and/or paid advertisements beyond the scope of the university node.

If the initial advertisement is unsuccessful then the position may be re-advertised generally.

1. Recruitment costs such as relocation and visa/immigration are to be borne by the node. ARC funds cannot be used towards these items according to the Grant Guidelines.
2. All positions should be available at a part-time (with acceptable FTE range stated in the ad), job sharing or other flexible appointment basis (e.g., compressed work week, varied hours around care duties, working from home day(s) etc.), with due consideration for WHS and project requirements. If a role cannot be offered flexibility and/or part-time it cannot be advertised as such.
3. Applicants are not to be asked about their requirements for flexible work arrangements (or FTE if a range is described in the ad) until an offer of employment is made, at which time their job offer will be adjusted if required, noting any visa requirements that may have to be met. If in doubt about such a request, the hiring manager is to consult with the IDEA Committee and their university HR team.
4. The Selection Committee must demonstrate an appropriate gender balance. Gender balance can be reached by requesting non-Centre members to participate on the Selection Committee.

5. The Selection Committee must include at least one external member from one of the nodes outside the employing university for all research appointments and for senior professional appointments HEW8 and above.
6. The Selection Committee should aim at an appropriate gender ratio when short-listing applicants. If no gender balance is achieved in the shortlist (excluding special measures) a brief report (as per your university HR requirement) will need to be provided to the IDEA Committee.
7. The Selection Committee should identify the qualities that would make for a suitable employee at the outset of shortlisting, prior to the commencement of interviews
8. The Centre is to focus on recruiting for excellence and to mitigate against the influence of both conscious and unconscious bias.
9. To retain women and those from other under-represented groups, the Centre will fund and provide a wide range of professional development and leadership opportunities as well as inclusion and diversity training.
10. To support Early Career Researcher (ECR) employment stability, postdoctoral researchers will be hired for a minimum of three years or two years extendable by one year (full time equivalent). The extension is granted following a satisfactory probation period of not more than 12 months.

Identified Positions (Special Measures)

Targeted and gender-neutral recruitment advertising to attract women and those from will be undertaken for all postdoctoral positions in the first instance of advertising the role per the CEC Management Decision made on 13 June 2023. Other under-represented groups, such as Indigenous Australians and gender minorities, may be included such advertisement.

The Centre is committed to improving inclusion, diversity, equity and access and the promotion and retention of women and other under-represented groups.

Short-term appointments

Short-term appointments (12 months or less) may be made to bridge high performing personnel that we wish to retain or recruit into the Centre. Short-term or casual appointments are also appropriate for hiring undergraduate students as interns in Centre-related activities. Short term or casual appointments might be unavoidable at times to meet the needs of projects in a complex world.

However, all cases for a short-term appointment (excluding undergraduate students), including the renewal of short term/casual contracts, must be discussed with the Centre Directorate for the Centre perspective and endorsement.

Nodes are responsible for their budgets, including the payment of costs incurred in hiring a staff member, such as increases in salary due to increments or promotion. Nodes are also responsible for severance pay as per their university procedures. It is the responsibility of the hiring manager to

identify if the hire will incur severance at the end of their contract, and budget for this accordingly. ARC funds do not cover severance and each university has its own procedures for severance.

Internal Transfer

The Centre is based on a collaboration of several universities and partners. Each participating organisation will need to recruit specialised personnel to perform the tasks associated with the research and strategic plans. Occasionally, staff or students may seek transfer between nodes for various reasons.

The Centre Directorate need to ensure that such situations are handled fairly and transparently, in collaboration with the relevant CI(s), staff or student, and their university administration.

Affected personnel are to contact tmos@anu.edu.au in the first instance.

Direct Appointments

This pertains to long term (12 month or longer contracts) direct appointments, otherwise see the section on short term appointments.

Prior to initiating the university process for direct appointments, the hiring manager must present the Centre Directorate with the candidate's CV and a brief message explaining the requirement for a direct appointment, including consideration of the IDEA Framework.

After discussion and endorsement by the Directorate, the hiring manager can follow their university-based process for the appointment. If an interview is required for the direct appointment there should be a Chief Investigator from a node external to hiring institution on the interview panel.

Student Recruitment

Research students are an integral part of the Centre's success. Each node will recruit candidates to undertake PhD degrees through the life of the Centre, some of whom will be awarded stipends from the Centre.

Like other recruitment, these will be capability-based appointments, particularly where Centre funded-stipends are concerned.

Diversity must also be firmly in mind as HDR students create the pipeline for future research, industry, and other professional workforces.

Recruitment Costs

Nodes are responsible for their budgets, including the payment of costs incurred in hiring a staff member, such as increases in salary due to increments or promotion. Nodes are also responsible for severance pay as per their university procedures. It is the responsibility of the hiring manager to identify if the hire will incur severance at the end of their contract, and budget for this accordingly. ARC funds do not cover severance and each university has its own procedures for severance.

Glossary

Bias: Favourable or unfavourable attitudes, or beliefs about a group that informs how we perceive, interact, behave toward the group that are automatically activated.

Conscious bias: or Cognitive bias is a type of bias that we are aware of and can be assessed.

Flexible work arrangements: Alternate arrangements or schedules from the traditional working day and week. An example is starting work at 10AM and finishing at 6PM

Gender diverse: An inclusive umbrella term that describe people whose gender is different to what was presumed for them at birth.

Gender neutral: Something is not associated with either women or men.

Gender equity: Provision of fairness and justice in the distribution of benefits and responsibilities between all genders.

IDEA committee: A subcommittee in TMOS that reports to the CEC with recommendations on how to make the centre more Inclusive, Diverse, Equitable, and Accessible.

Postdoctoral researchers: Someone conducting research after the completion of their doctoral studies.

Recruitment cycle: A full cycle recruitment process involves six main stages: preparing, sourcing, screening, selecting, hiring, and onboarding.

Selection committee: A group of people who will be on the interview panel assessing the candidate.

Unconscious bias: or Unconscious cognitive bias operate outside your awareness and control. They can be difficult to assess and be aware of.

Visa requirements: every visa in Australia comes with it, conditions that have to be adhered to, these can include how long they can work for a company, how many hours they can work or how long they can be in the country for.

Document Versions

Status	Approved
Date of Last Revision	29 May 2024
Date of Approval	4/06/2024
Policy Approver	Centre Executive Committee (Management)
Policy Owner	Chief Operating Officer; IDEA Director
Document location	IDEA Governance
Next review date	4/06/2026

Date	Status	Author(s)
29 May 2024	Minor Revisions	Eleanor Luond
4 July 2023	Revisions per CEC (Management)	Mary Gray
7 June 2021	Minor Revisions	Mary Gray
4 June 2021	Minor Revisions	Mary Gray, Hoe Tan, Madhu Bhaskaran
2 June 2021	Minor Revisions	Mary Gray
27 May 2021	Revisions	Mary Gray
May 26 2021	Revisions	Peter Nowotnik
May 24 2021	Revisions	Mary Gray
May 20 2021	Draft for consideration	Peter Nowotnik
Dec 9 2020	Minor edits	Mary Gray
Sep 15 2020	Revisions	Mary Gray, Cls
Aug 8 2020	Revisions	Mary Gray
Aug 1 2020	Revisions	Madhu Bhaskaran
July 29 2020	Revisions	Mary Gray
July 12 2020	Revisions	Madhu Bhaskaran
July XX 2020	Revisions	IDEA@RMIT Helen Boyd
May XX 2020	Draft for consideration	Derived from CAASTRO by Mary Gray, Melissa Drum