

There are seven stages of attraction and retention at CSU. Recruitment covers three of these stages and this toolkit looks at the Attract/Search stage:



This toolkit has been designed to assist the Delegated Representatives of the Recruitment Action (Delegated Representatives) to determine the most appropriate recruitment strategy in consultation with the Division of Human Resources.

- It specifies a range of methods of recruitment
- It outlines when each method is applicable and this is related to:
- the type of appointment and
- the nature of the appointment [ie: either fixed term, continuing or casual]

It is to be used in conjunction with:

- Staff Recruitment and Selection Policy
- Staff Recruitment and Selection Procedure

For assistance with recruitment, contact your [HR Liaison Team](#).

In this resource:

Quick Reference Guide

Select options by:
Type of Position
Nature of Position

Method1A: External Advertising

Method1B: External Advertising for Trades Catering/Other positions

Method 2: External Search Agency

Method 3: Internal Advertising

Method 4: Appointment by Secondment

Rationale
Applicable to which type of position
Considerations for Delegated Representative
Support from HR
Timeframe
Resource Investment Required
Benefits
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Method 5: Direct Appointment

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Method 7: Appointment via Eligibility List

Method 8: Application by Expression of Interest

QUICK REFERENCE GUIDE

Type of position →	Senior or Executive	Academic Institutional Leaders	Specialised Professional Services	General		Academic		Casual	Differentiation
	(fixed term)	(fixed term)	(continuing or fixed term)	(continuing)	(fixed term)	(continuing)	(fixed term)		
Methods of Recruitment ↓									
External Advertising	X	X	X	X	X	X	X	X	Advertise externally & internally using online & print media
External Search Agency	X	X	X	X	X	X	X	-	External agency to assist with strategic or 'difficult to fill' vacancies
Internal Advertising	X	X	X	X	X	X	X	X	Internal only to narrow search & aid in career progression
Appointment by Secondment (up to a 2 year period)	-	-	-	X	X	X	X	-	Internal candidates able to apply to a position of 3-24 mths duration for purposes of career development, at completion revert to substantive
Direct Appointment	-	X	Fixed term only	-	X	-	X	X	A suitable candidate (external or internal) is identified & employed to fill a specific fixed term role
Application by Invitation (Headhunting)	X	X	X	X	X	X	X	-	Candidates (internal & external) are invited to apply to fixed term or continuing roles
Appointment from Eligibility List	X	X	X	X	X	X	X	-	Previous candidates interviewed and deemed appropriate for similar positions are contacted
Application by Expression of Interest (no current vacancy)	X	X	X	X	X	X	X	-	Build a quality database of potential candidates in anticipation of a vacancy

METHOD 1a: APPOINTMENT BY EXTERNAL ADVERTISING [ONLINE, PRINT]

Rationale	To attract a quality pool of applicants who are actively seeking employment at CSU
Applicable to which type of position	All positions, either fixed term, continuing or casual
Considerations for Delegated Representative	Is it preferable that this position is selected from an external pool to seek a renewal of the current workforce? Do you anticipate that there will be a strong talent pool through external advertisement? Do you anticipate that the potential internal applicants would not produce a strong talent pool?
Support from HR	Work with Delegated Representative to facilitate advertising, shortlisting, interview and selection processes Provide advice, guidance, training and assistance to those persons involved in staff recruitment and selection
Timeframe	From 4 to 16 weeks to advertise, short-list, interview, select and appoint applicants (<i>Time frames are variable depending on nature/complexity of recruitment action</i>)
Resource Investment Required	Cost of advertising online and standard print per position as per advertising strategy Capacity of Delegated Representative to work with HR Liaison team to: Complete job analysis to specify job requirements and skillsets and draft appropriate documentation Agree on strategy and process applicable to the role including shortlisting, interview, selection and reference checking options Ensure candidate care Ensure documentation of recruitment process Facilitate feedback to applicants
Benefits	Access to wide audience of job seekers through various media One standard fee Flexibility to utilise other advertising resources (at cost)
Notes	*Casual positions are managed by own areas and not through Division of Human Resources

METHOD 2: APPOINTMENT BY EXTERNAL SEARCH AGENCY

Rationale	To utilise an external search agency to seek a quality applicant pool for positions of critical strategic importance to CSU that require a specialised skills set which are in high demand. This has the ability to access candidates who may not actively be seeking employment at CSU
Applicable to which type of position	Executive and Senior positions (fixed term) Specific Academic Institutional Leaders - Heads of School, Research Centre Directors(fixed term) Specialised Professional Services positions (fixed term or continuing) Strategic or critical senior academic positions (fixed term or continuing)
Considerations for Delegated Representative	Is it preferable that this position is selected from an external pool to seek a renewal of the current workforce to drive strategic change? Do you anticipate that the potential internal applicants would not produce a strong talent pool? Has the market been tested through external advertisement with limited success in attracting a strong talent pool? OR would you anticipate that an external advertisement would not attract a strong talent pool? Is this a new area for the University where an agency may assist in the search to fill multiple positions? Is the market likely to be international?
Support from HR	Maintain a database of preferred suppliers Liaise with agents for their availability Act as CSU contact point with agent Work with Delegated Representative to manage agent relationship Work with Delegated Representative to facilitate selection and appointment processes
Timeframe	Approx 2-3 months to develop a suitable talent pool ready for interview – includes research, profiling, screening, shortlisting, referee checks – timeframes impacted by availability of potential candidates
Resources Required	Cost of the external agent to be covered by Delegated Representative [may either be a set fee or a % of negotiated salary package] Capacity of Delegated Representative to work with agent to: Agree on strategy and process applicable to the role including screening, shortlisting and reference checking options Specify job requirements and skillsets and draft appropriate documentation Work with agent to review potential applicants Provide access to internal staff to assist agent develop knowledge of position and environment to build an attractive recruitment proposition to use to target potential applicants Ensure documentation of recruitment process
Benefits	Access to candidates through specialist resources Agent to advertise and conduct searches, and undertake referee checks Assistance in reviewing suitable candidates Ability to target candidates who may not be actively seeking employment at CSU Can provide a personalised approach, ie may only be involved in research or shortlisting

METHOD 3: APPOINTMENT BY INTERNAL ONLY ADVERTISING	
Rationale	To provide career progression opportunities for the internal workforce.
Applicable to which type of position	All positions, either continuing or fixed term appointments
Considerations for Delegated Representative	Do you anticipate that the potential internal applicants will produce a strong talent pool? In what way would the use of external advertising result in a stronger applicant field? Is it preferable that this position is selected from an internal pool rather than an external pool to assist in continuity of business, career progression and succession planning?
Support from HR	Work with Delegated Representative to facilitate internal advertising, shortlisting, interview and selection processes Provide advice, guidance, training and assistance to those persons involved in staff recruitment and selection
Timeframe	Between 2 - 6 weeks to advertise, short-list, interview, select and appoint applicants
Resource Investment Required	Capacity of Delegated Representative to work with HR Liaison team to: Complete job analysis to specify job requirements and skillsets and draft appropriate documentation Agree on strategy and process applicable to the role including shortlisting, interview, selection and reference checking options Ensure candidate care Coordinate feedback to applicants Ensure documentation of recruitment process
Benefits	Ability to provide opportunity for career progression Internally promotes CSU as a career choice when 'internal only' means non-competition with external candidates Smaller field of candidates to review and shortlist therefore reducing timeframes to appoint Candidates will already be "CSU savvy" No advertising costs If the position is not filled internally and another strategy is implemented such as external advertisement, the community is no longer competing with internal candidates which may enhance reputation (advertise as only persons external to CSU may apply)
Notes <i>Candidate Eligibility</i>	Internal advertising is a competitive process All continuing and fixed term employees of Level 5 and below who have completed 12 months continuous service are eligible to apply (may be considered up to Level 8) Casual employees of Level 5 and below who have completed 12 months continuous service at full time or equivalent are eligible to apply (may be considered up to Level 8) Successful candidates to Academic Institutional Leadership positions will hold concurrent appointments with their substantive appointment Successful candidates to all other positions will relinquish their previous substantive appointment

METHOD 4: APPOINTMENT BY SECONDMENT (Up to a 2 year period)	
Rationale	To either enhance career development/progression, or to fill a position where the incumbent is on extended leave, or to fill a new (fixed term) position by temporarily appointing an internal staff member to a similar position for 3 to 24 months
Applicable to which type of position	General and academic continuing and fixed term positions
Considerations for Delegated Representative	How would the process of external advertising unduly impact on business continuity? What is likely to happen at the end of the appointment?
Support from HR	Work with Delegated Representative to facilitate internal advertising, shortlisting, interview and selection processes Provide advice, guidance, training and assistance to those persons involved in staff recruitment and selection
Timeframe	Between 2 - 4 weeks to identify, short-list, interview, select and appoint applicants
Resource Investment Required	Capacity of Delegated Representative to work with HR Liaison team to: Complete job analysis to specify job requirements and skillsets and draft appropriate documentation Agree on strategy and process applicable to the role including shortlisting, interview, selection and reference checking options Ensure candidate care Coordinate feedback to applicants Ensure documentation of recruitment process
Benefits	Ability to provide opportunity for career progression Internally promotes CSU as a career choice when 'internal only' means non-competition with external candidates Provide exchange of information and ideas and enhancement of organisational relationships Smaller field of candidates to review and shortlist therefore reducing timeframes to appoint Secondees are already CSU savvy No advertising costs
Notes <i>Candidate Eligibility</i>	Secondment is a competitive process Continuing general employees who have successfully completed probation and have completed 12 months continuous service are eligible to apply Academic employees who have been confirmed in their appointment and participated in the Performance Management Scheme Whilst the position to which the candidate is appointed may either be continuing in nature, the secondment period is for a fixed term only Successful candidates do not relinquish their substantive appointment Secondees need to receive approval from current supervisor/manager prior to applying for a secondment, refer to Secondment policy

METHOD 5: DIRECT APPOINTMENT		
Rationale	To appoint to a fixed term position where suitable qualified candidates have been identified. With the exception of the completion of a traineeship or apprenticeship where a direct appointment may be made to a fixed term or continuing position.	
Applicable to which type of position	General and academic positions, for a fixed term appointment only Where a position is less than three months duration, casual appointments are required	
Considerations for Delegated Representative	How would the process of external advertising unduly impact on business continuity eg considering the length of appointment and availability of required skill set? Have you considered internal staff? How will you manage internal staff expectations? Are there any? How was the direct appointment sourced? Is there any personal relationship to the nominating person? Has the eligibility list been considered?	
Support from HR	Work with Delegated Representative to facilitate internal advertising, shortlisting, interview and selection processes Provide advice, guidance, training and assistance to those persons involved in staff recruitment and selection	
Timeframe	Between 2 - 4 weeks to identify, interview, select and appoint applicants	
Resource Investment Required	Capacity of Delegated Representative to work with HR Liaison team to: Complete job analysis to specify job requirements and skillsets and draft appropriate documentation Agree on strategy and process applicable to the role including selection and reference checking options. It is good practice to include an interview process Ensure candidate care Coordinate feedback to applicants Ensure documentation of recruitment process	
Benefits	Prior professional knowledge of the appointee (in most cases) Utilisation of professional networks No advertising costs	
Notes	Casual employees may be eligible for conversion, refer to the EBA regarding conversion	
<i>A direct appointment can be considered:</i>	For a position where there is a requirement for specialised skills/ knowledge, and it is known there would be a limited field	Up to 2 years
	For an academic position (research only) where an individual has been specified within the research grant or contract	Duration of the grant or contract
	Where a current higher degree student is to be employed in relation to their area of study	Up to their graduation
	To replace another staff member while they are absent: leave, secondment, temporary transfer, higher duties, restricted duties, or have elected to work part-time	Up to 2 years
	Where a position is required to be filled on a fixed term basis	Up to 12 months
	To fill a vacant position pending recruitment action where the position has been advertised or approved for advertisement	Up to 6 months (capacity to extend for up to 6 months)
	To fill a vacant position (fixed term or continuing) following the completion of a traineeship/apprenticeship provided that the trainee/apprentice meets the requirements of the position	A fixed term or continuing position

METHOD 6: APPLICATION BY INVITATION (Headhunting)	
Rationale	To invite suitably qualified candidates who have been identified internally or externally through professional relationships/networks, or via internal database of applications, to apply for a position at CSU
Applicable to which type of position	All positions, either continuing or fixed term
Considerations for Delegated Representative	<p>How would the process of external advertising unduly impact on business continuity?</p> <p>How would the applicant pool be broadened by using this method?</p> <p>Are you satisfied that a single only applicant pool would provide a quality candidate?</p> <p>Have you considered internal staff?</p> <p>How will you manage internal staff expectations? Are there any?</p> <p>Is there any personal relationship to the nominating person?</p> <p>Has the eligibility list been considered?</p>
Support from HR	<p>Work with Delegated Representative to facilitate internal advertising, shortlisting, interview and selection processes</p> <p>Provide advice, guidance, training and assistance to those persons involved in staff recruitment and selection</p>
Timeframe	From 4 to 8 weeks to advertise, short-list, interview, select and appoint applicants (may be shorter for single only applicant pools)
Resource Investment Required	<p>Capacity of Delegated Representative to work with HR Liaison team to:</p> <p>Complete job analysis to specify job requirements and skillsets and draft appropriate documentation</p> <p>Agree on strategy and process applicable to the role including shortlisting, interview, selection and reference checking options</p> <p>Ensure candidate care</p> <p>Coordinate feedback to applicants</p> <p>Ensure documentation of recruitment process</p>
Benefits	<p>Direct approaches to people who may or may not be seeking employment at CSU</p> <p>Capacity to highlight opportunity for career progression for current staff</p> <p>Utilisation of professional networks</p> <p>May reduce advertising costs</p>
Notes	<p>Invitation to Apply is a competitive process ie identified persons would be included in a pool for normal recruitment processing</p> <p>However, in some instances it is understood that specialised positions may only attract one person interested in applying due to restricted talent pools</p>

METHOD 7: APPOINTMENT FROM ELIGIBILITY LIST

Rationale	To utilise candidates who have already been deemed appointable by competitive process at a similar position and level in the previous 12 months
Applicable to which type of position	All positions, either continuing or fixed term
Considerations for Delegated Representative	How would the process of external advertising unduly impact on business continuity? Have you considered internal staff? How will you manage internal staff expectations? Are there any?
Support from HR	Provide the Delegated Representative with contacts of candidates who are on the eligibility list Provide advice, guidance, training and assistance to those persons involved in staff recruitment and selection
Timeframe	Between 2 - 4 weeks to identify, select and appoint applicants providing applicants are still available for appointment
Resource Investment Required	Capacity of Delegated Representative to work with HR Liaison team to: Complete job analysis to specify job requirements and skillsets and draft appropriate documentation Agree on strategy and process applicable to the role including second interview, (if required), selection and reference checking (if not already completed) Ensure candidate care Ensure documentation of recruitment process
Benefits	Interviews have already been conducted Reference checks may have already been conducted No advertising costs

METHOD 8: APPLICATION BY EXPRESSION OF INTEREST (No current vacancy)	
Rationale	To encourage potential candidates to notify CSU of their interest in working at the University and build a database of potential candidates to fill anticipated positions
Applicable to which type of position	All positions, either continuing or fixed term (or anticipated)
Considerations for Delegated Representative	Are you seeking a renewal of the current workforce? Have you developed a strategy to respond to potential applicants? Have you considered internal staff? Has the eligibility list been considered? Why is this approach preferable to waiting for vacancy to arise?
Support from HR	Work with Delegated Representative to facilitate advertising as necessary and manage the Expressions of Interest applicant database. Work with Delegated Representative at the time a position becomes vacant to contact candidates to ensure availability/interest and request formal application. Provide advice, guidance, training and assistance to those persons involved in staff recruitment and selection
Timeframe	Up to 12 months (in advance of the vacancy) to advertise and build a database of potential candidates When recruitment action commences between 2-8 weeks to contact, shortlist, and interview, select and appoint applicants
Resource Investment Required	Cost of advertising as per advertising strategy Capacity of Delegated Representative to work with HR Liaison team to: Complete job analysis to specify job requirements and skillsets and draft appropriate documentation Advise on appropriate response to all applicants ie enter into the database, make personal contact etc Ensure candidates are still available/interested and ask they formally submit application Select an appropriate recruitment method at the time a formal recruitment occurs
Benefits	Proactive search which may unearth potential opportunities for future recruitment to unanticipated roles
Notes	At the time the vacancy occurs, if the applicant pool is deemed low, then other recruitment methods should be considered The casual register currently used is separate from this method