

Recruitment and Selection Procedures

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Description	These procedures support the principles established and provide a flexible framework for attracting, recruiting, selecting and retaining quality staff at the University. These procedures should be read in conjunction with the Recruitment and Selection Policy .

Related documents

[Adjunct, Honorary & Visiting Appointments Policy & Procedure](#)

[Appointment of Academic Managers](#)

[Code of Conduct](#)

eRecruit – Online Recruitment System (Staff Portal>My Staff Page>Home>Recruitment Menu>Recruitment Home)

[Group / Division Strategic Plans](#)

[Personal Relationships in the Workplace](#)

[Position Description Template](#)

[Recruitment and Selection Policy](#)

[Recruitment and Selection Website](#)

[Senior Staff Position Statements](#)

[Staffing Delegations: Academic Groups](#)

[Staffing Delegations: Administrative Divisions](#)

[University Strategic Plan](#)

[\[Introduction\]](#) [\[Overview\]](#) [\[Pre-recruitment\]](#) [\[Recruitment Strategies\]](#) [\[Selection Strategies\]](#) [\[Post-selection Roles and Responsibilities\]](#)

1. Introduction

These procedures apply to the recruitment and selection of all staff, with the exception of casual staff** and appointments made by invitation (the latter at the discretion of the Vice Chancellor), and are designed to provide a clear and simple framework for effective recruitment with maximum flexibility to meet the needs of the University.

In addition to setting out the procedures to be followed in recruitment and selection, this document sets out the role and responsibilities of various officers, element staff and Human Resources (see section 7.0).

Professional human resource advice and support is available at all stages of the process with links to useful information on sound recruitment practices available via the [Recruitment and Selection Website](#).

** the principles outlined in the [Recruitment and Selection Policy](#) apply to the selection of casual staff; separate guidelines outlining procedures for casual staff selection are available.

2. Overview

2.1 There are four key phases to the recruitment and selection process:

- Pre-recruitment
- Recruitment
- Selection
- Post-selection

These procedures have been developed around these phases to assist the reliability and effectiveness of the recruitment process.

2.2 Timelines

The following timescale is included as a guide for each stage of the recruitment process:

Activity	Timescale
Pre-recruitment stage	1 – 2 weeks
From submission of Request to Advertise via Portal eRecruit system to advertising	1 – 2 weeks (depending on which media are selected and copy dates).
Advertising period	1 – 6 weeks.
Acknowledgement of applications	Within 24 hours
Short Listing (online)	1 – 2 weeks
From short listing to interview date	1 – 2 weeks
Inviting shortlisted candidates to interview	Minimum 72 hours notice of interview
Advice to non-short listed candidates	Within 1 week of short listing
Selection Process	1 – 2 weeks
Referee checks	Up to 10 (working days) days
Recommendation to Appoint form sign off	2 – 5 days
Receipt of Recommendation to Appoint form to issuing letter of offer	3 days
Letter to unsuccessful interviewed candidates	1 week after interview
Candidate acceptance of offer	Up to 2 weeks
Total (from start to acceptance)	Minimum 6 – 8 weeks Maximum 12 – 20 weeks

3. Pre-recruitment

3.1 Review of Needs

Prior to commencing the recruitment process, the relevant Manager conducts a review of the current position that takes into consideration the business needs and budget implications of the area, including (for academic areas) analysis of student load data and trends.

In reviewing these needs, Managers will refer to the relevant Group / Division Strategic Plan.

More information is available in the [Recruitment and Selection website](#).

3.2 Prepare Position and Supporting Information

The Manager, in collaboration with the HR Adviser Business Partners will prepare position and supporting information including the draft advertisement (see section 4.1), taking into account the classification standards outlined in the relevant position statements or [workplace agreements](#).

In the case of academic staff, the documentation should be clear about the required or preferred areas of research focus as well as the teaching responsibilities of the position.

For both academic and general staff positions, the skills, knowledge, experience and behaviours required to perform the duties, and the relevant classification standards, descriptors or position statements form the basis of the selection criteria. Developing good selection criteria is essential as these provide the standards against which the Selection Panel assesses the merit of candidates and determines selection.

More information is available on the [Recruitment and Selection website](#) and the [Position Descriptions website](#).

3.3 Determine Recruitment Strategy

The Manager, in collaboration with the Recruitment Services staff will determine the best strategy for filling the position and obtaining candidates.

Depending upon the length and nature of the position, a number of options exist:

i) *Redeployment*

The HR Appointment Services Team will refer to the University Redeployment list in the first instance and advise the Manager if there are suitable candidates. Suitably qualified staff are to be considered for the position prior to advertising, in accordance with the relevant redeployment clause specified in the University's Enterprise Agreements.

(Note: this will normally be applicable only to general staff appointments).

ii) *Transfer at level*

The relevant senior officer may approve a continuing appointment be filled by the transfer of a current University staff member with a continuing position at the same classification level, provided that the relevant senior officer is satisfied that the candidate is suitable for the position.

(Note: this will normally be applicable only to general staff appointments).

iii) *Non-Advertised Recruitment*

In some circumstances a business need may exist to make a short-term appointment.

The relevant senior officer has discretion to make an appointment of up to 6 months without advertisement or selection. In exceptional circumstances, the relevant senior officer may approve an appointment beyond 6 months and up to twelve months duration. Recruitment Services staff should be consulted prior to proceeding with a short-term appointment.

Such appointments are actioned and managed via the non-advertised appointments option within eRecruit.

iv) *Advertised Recruitment*

All vacancies of 6 months duration or more are advertised via the University's [employment web site](#). Vacancies in excess of twelve months duration are advertised both internally and externally.

The closing date for applications is usually 2 weeks after the last date of notification / advertisement. The relevant senior officer may vary this depending upon the nature of the position

The extent and nature of the recruitment activity is determined by the business / organisation needs, position's needs, the best mechanisms for attracting a qualified pool of candidates, and cost-effectiveness.

Advertised recruitment is actioned and managed via eRecruit.

More information is available in the [Recruitment and Selection website](#).

v) *Academic Staff Level B+*

Academic vacancies at level B and above should also be advertised internationally.

Research Staff

Staff named in external research grants (eg. ARC and NHMRC grants) may be directly appointed for the term of the grant, on the assumption that their merit has been determined through the grant application process. In cases of renewed funding, existing staff may be re-appointed, provided that their merit has already been demonstrated.

vi) *Search Consultants*

The [relevant senior officer](#) may approve the engagement of search consultants to assist in recruitment. Where search consultants are used, they are to be advised of the provisions of the [Recruitment and Selection Policy](#).

vii) *Contingency Plan*

The Manager should have a contingency plan to manage operational activity in the event that a suitable candidate is not available. The plan should be developed prior to the recruitment activity. The Recruitment Services Staff is available to discuss options.

3.4 Equity, Diversity and Inclusion

One of the principles of the [Recruitment and Selection Policy](#) is that recruitment and selection will promote equity and diversity. The overall strategic equity goal of the University is to develop a staff profile that reflects the diversity of its communities. In particular, the University's equity plan targets the recruitment of women in senior positions and Indigenous Australians. In meeting that commitment several specific strategies are highlighted:

i) *Special Measures*

Where the [relevant senior officer](#) is concerned that special efforts will need to be put in place to attract applications from equity target groups, the Recruitment Services Staff should be consulted to develop appropriate strategies. Strategies to recruit Indigenous Australian academic and general staff should be discussed with the Indigenous Employment/Principal Adviser, Equity & Diversity.

ii) *Recruitment of Women*

To increase the representation of and to encourage applications from women for senior appointments, short lists for positions of Senior Lecturer, Associate Professor and Professor and for administrative Deputy Directors and Directors are to include at least one female candidate.

Where an extensive search process has been unsuccessful in achieving this, the relevant senior officer in consultation with the Academic Deputy Vice Chancellor with responsibility for the Equity portfolio and the Director, Human Resources may waive this requirement.

iii) *Reaching Equity Groups*

Consideration is to be given to positive measures to attract a diverse pool of candidates (eg. advertising positions through community based media and using relevant networks) to ensure equity target group members are aware of vacancies.

More information is available on the [Equity, Diversity and Inclusion](#) website.

3.5 Establish Selection Panel

The Manager raises an advertising request via the Portal eRecruit system and recommends to the relevant senior officer a Selection Panel and a selection timeframe (dates for short listing, interview).

The relevant senior officer, on the basis of the Manager's recommendation, is ultimately responsible for determining the Chair, size, and composition of the Panel based on the nature of the appointment. In determining membership, a Selection Panel should be composed of a mix of people so that as a whole it has:

- an understanding of how the role contributes to the effectiveness of the area (normally the direct supervisor);
- a member with the expertise or relevant knowledge in the same, or similar field, as the advertised position;
- at least two-thirds of its membership above the level of the position being filled;
- at least one person, preferably the Chair, who has participated in formal training in recruitment and the principles of equity;
- gender representation ; and
- a person from a particular culture or group for positions that require knowledge and/or membership of that particular culture or target group.

A member of the Selection Panel may contribute to more than one of the above attributes, provided that composition is in keeping with the University's [Code of Conduct](#) and [Personal Relationships in the Workplace](#) policy, and that any potential conflicts of interest are raised with the Chair as they become apparent.

The following sets out the composition of Selection Panels:

Vacancy	Panel Membership and Size	External Panel Member Required
Academic Staff Level E	Vice Chancellor or Academic Deputy Vice Chancellor nominee (Chair*) Group Pro Vice Chancellor Dean (Academic) or other portfolio Dean Head of School/Element Level E (external**) or industry equivalent with relevant expertise* Research Centre Director/Institute Director or nominee	Yes
Academic Staff Levels C, D	Group Pro Vice Chancellor (Chair*) Dean (Academic) or other portfolio Dean Head of School / Element Research Centre Director/Institute Director or nominee Level D or above (external**) or industry equivalent with relevant expertise Other academic staff level D/E if required	Yes
Academic Staff Level A, B	Dean (Academic) (Chair*) Head of School / Element Research Centre Director/Institute Director or nominee (this provision does not apply in the case of teaching intensive or teaching focused positions) Level C or above staff member with area expertise External academic staff level C or above Other academic staff level C or above if required	Yes

Other Senior Staff (eg. Director / Associate Director)	Relevant Deputy or Pro Vice Chancellor or nominee (Chair*) 3-4 members	Yes**
General Staff HEW Levels 7 – 10	3 - 4	Yes
General Staff HEW Levels 1 – 6	2 - 3	No

* Chairs of panels have responsibility for ensuring that equity issues are appropriately considered in the membership of selection panel and selection processes.

** External panel members for Level E are persons who are external to the University; for levels C and D are external to the Group / Division in which the vacancy exists; for Levels A and B are external to the school/element. External panel members for senior admin staff are persons who are external to the Office.

NOTE: Where positions are advertised at multiple levels, such as D/E or B/C, the panel membership shall be as defined for the higher of the levels.

3.6 Approval to Recruit -

In seeking approval to recruit, the hiring manager/supervisor will raise an advertising request via eRecruit and attachments, including the position information, are to be provided. These bring together all the information that is required for Human Resources to proceed.

The form is completed as outlined in the Roles and Responsibilities (see section 7.0 below).

4. Recruitment

This is the second stage in the process and includes the choice of recruitment advertising, additional strategies and the role of the Selection Panel.

4.1 Choice of Advertising

Normally positions are advertised on the University's [employment web site](#), externally in print media and / or internet, and through professional associations / contacts. In addition to the University's corporate recruitment style, there are a number of factors to take into consideration when preparing the job advertisement, such as:

- search plans;
- web-based advertising/ newspaper / journal (national/international markets);
- timing of applications; and
- the style and wording of the advertisement.

Further information is available in the on the [Recruitment and Selection](#) website.

The advertisement text will be provided by raising a Request to Advertise via eRecruit with relevant documents attached. Advertising is arranged by the [HR Appointment Services Team](#).

4.2 Additional Strategies

A key consideration in a successful recruitment process is the use of various strategies to attract and recruit high quality candidates. In addition to simply 'placing an ad', Managers may wish to consider:

- Using Networks to Identify Potential Candidates – eg. research groups, professional associations, conferences as a way to seek out candidates in areas of short supply or who may not have considered the University previously;
- Developing a Project Approach – establishing a small group to consider all the options for a particular recruitment exercise has the advantage of focusing a number of minds on the recruitment activity; and
- Using Outside Expertise – engaging a recruitment consultant/agency may be worthwhile for specialist or senior appointments.

Further information is available in the [Planning for Recruitment ToolKit](#).

4.3 Selection Panels - Processes

The Selection Panel conducts all selection processes for a vacancy up to and including making an appointment recommendation to the relevant senior officer.

In exceptional circumstances, it may become clear during a selection process that the position description and/or selection criteria are not supporting the selection of an appropriate candidate.

The Chair should consult with the relevant senior officer and in authorising changes, the relevant senior officer must consider whether the recruitment activity should continue or be re-advertised in order to attract the most appropriate candidate(s) to the position.

If the selection process is to continue, the Chair must inform the Recruitment Services Staff who will advise relevant candidates or persons who have expressed interest in the position.

Should a Panel member become unavailable (eg. illness, bereavement or conflict of interest) the relevant senior officer will determine whether a replacement member should be appointed.

The Chair takes overall responsibility for the selection process with all Selection Panel members:

- being informed of the [Recruitment and Selection Policy](#), Procedure and [website information](#).
- planning the recruitment process and determining selection techniques appropriate to the position that provide the opportunity for candidates to demonstrate evidence of their ability to perform the duties required;
- reviewing the quality, quantity and diversity of the field and, if not satisfied, considering strategies to supplement the field;
- involved in short listing and other particular tasks such as reading articles or attending seminars / presentations. This may be undertaken by a sub-group of the Selection Panel, provided that at least two members make any assessment of merit;
- acting in a professional manner, including declaring any conflicts of interest; and
- exercising independent judgement by recommending the preferred and other appointable candidate/s to the relevant senior officer.

The Chair may exercise discretion in accepting late applications by taking into consideration the circumstances put forward by the candidate, and impact on timeliness and fairness of the recruitment process.

More information is available in the [Chair's Role and Responsibilities](#) and [Panel Member Role and Responsibilities](#).

To ensure consistency, the same selection process will be applied to all candidates. Where the selection process arrives at two closely matched candidates, additional steps may be used to distinguish between them.

5. Selection

The third stage is concerned with the short listing process, selection methodology and how it is applied to short listed candidates, referee checks and making the selection decision.

5.1 Short Listing

Short listing is carried out by the Selection Panel, or by a sub-group of the Panel, provided that at least two members of the Panel make any assessment of merit. eRecruit is to be used to facilitate short listing.

More information is available in [Roles and Responsibilities](#).

5.2 Selection Methodology

The Selection Panel determines the most effective selection process for the vacancy. The process(es) chosen should gather important information about each individual candidate that is to be used to evaluate their likelihood of success in the job.

In circumstances where people other than the members of the Panel are involved in aspects of the selection process, the persons concerned are to respect and maintain the confidentiality of candidate(s) and not to discuss candidates with persons outside the selection process.

Informal comments on candidates are sometimes made, particularly in response to seminars / presentations. Candidates are to be advised that such comments will be included as part of the overall selection process.

When using a selection technique (eg. seminar / presentation) that will disclose the identity of a candidate to persons not on the Selection Panel, candidates must be informed as early as possible in the process (preferably in the position information).

More information is available in [Selecting a Candidate – Selecting Testing Methodologies, Developing Interview Questions and Conducting Interviews and Sample Interview Questions \(Academic and General Staff\) Tool Kits](#).

It is recommended that for vacancies of greater than twelve months duration, at least 3 selection techniques are to be applied. At minimum, candidates are required to submit a written application, attend an interview, and be subject to reference checks. Selection Panels may include additional techniques in order to effectively assess candidates on the basis of the selection criteria:

Vacancy	Recommended Supporting Selection Techniques
Academic Staff Levels D, E and Other Senior Staff	Review of publications, review student experience survey results for teaching and courses, peer review of teaching, analysis of significant work undertaken (where relevant), seminars
Academic Staff Levels A, B, C	Review of publications, review student experience survey results for teaching and courses, peer review of teaching, seminars
General Staff HEW Levels 7 – 10	Work test, analysis of significant work undertaken (where relevant)
General Staff HEW Levels 1 – 6	Work test

5.3 Referee Checks

References are a critical part of the selection process. Panels should conduct reference checks for only the most competitive candidates and before a recommendation is made to the relevant senior officer.

Normally the Chair will carry out the reference checks but may delegate this to another member of the Selection Panel. Reports may be obtained using the referee report pro-forma, in writing (via e-mail or in hard copy) or orally using the [verbal referee report proforma](#) (a written record must be provided to the Relevant Senior Officer via eRecruit). The Selection Panel will determine when and in what form references will be taken up. The [HR Appointment Services Team](#) can contact referees for written reports for academic positions.

Referees must normally include the current supervisor and the Selection Panel may ask the candidate(s) to provide further referees or may request a referee's report from someone not nominated by the candidate. Selection Panel members are eligible to be nominated as referees by candidates.

Information gathered from all referees is included as part of the selection decision.

In all cases, the consent of the candidate is required before contact is made with referees.

More information is available in the [Selecting a Candidate](#).

5.4 Selection Decision

The Selection Panel will base their decision on the principles set out in the [Recruitment and Selection Policy](#) and on assessment of the candidate against the selection criteria and all information gathered as part of the process (incorporating application, interview, referee reports, additional information obtained from tests, seminars / presentations and other recruitment techniques).

A Selection Panel will normally make its decision on the basis of consensus but, where this is not possible, may make a decision based on the majority of members. The Chair or nominee will complete the Online Appointment Form – Recommendation / Approval, ensuring relevant documents are uploaded before work flowing on for approval. The following supporting documentation should be provided via eRecruit prior to approval by the relevant senior officer:

- recommended candidate's application;
- referees' reports; and
- any other associated documents.

The relevant senior officer: as decision-maker will exercise independent judgment in reaching a final decision.

In a situation where the preferred candidate:

- does not accept the University's offer of employment; or
- resigns from the position within 6 months of the appointment,

the relevant senior officer may exercise discretion in filling the vacancy. For academic appointments, the vacancy may be filled from the existing order of merit or by re-advertising the position. For general staff appointments, the vacancy may be filled from the existing order of merit for that or a closely-related position, or by re-advertising the position.

6. Post-selection

6.1 Making an Offer

When the recommendation of appointment has been approved by the relevant senior officer the Chair may advise the successful candidate that they will receive an offer of employment. It is appropriate that the Chair orally advises the preferred candidate that they have been recommended for the position, subject to relevant senior officer approval, in order to commence negotiations.

All negotiations must be made on the clear understanding that they do not commit the University until the formal written offer of employment is made. The [HR Appointment Services Team](#) must be advised in writing of any changes to the terms of employment which have been negotiated to ensure that it correctly reflects negotiations.

More information is available in the [Chair's Role and Responsibilities](#).

6.2 Issuing an Offer

On receipt of the completed Online Appointment Form – Recommendation / Approval, supporting documentation and advice that all negotiations are agreed and approved by the relevant senior officer, the [HR Appointment Services Team](#) will issue appropriate documentation.

Offers may only be issued over the signature of the Vice Chancellor or Director, Human Resources (or nominee).

6.3 Overseas Appointments

The University may sponsor appointments from overseas. The [HR Appointment Services Team](#) will commence the business sponsorship process and require the successful candidate to submit their visa application to the [Department of Home Affairs](#).

6.4 Communicating with Candidates

The Chair is responsible for arranging, via the [HR Appointment Services Team](#), written notification to be sent to unsuccessful candidates. Unsuccessful candidates are to be advised of the outcome as soon as possible at the conclusion of each stage of the selection process.

Where a selection process is prolonged or delayed, the Chair will ensure that the remaining candidate(s) are advised of the likely timeframes and will attempt to maintain their interest in the position via regular communication (email, telephone).

The Chair will provide feedback to unsuccessful internal and other interviewed candidate(s), as requested.

More information is available in the [Chair's Role and Responsibilities](#).

6.5 Record Keeping

Human Resources will retain applications in accordance with the selection and recruitment provisions contained in the [General Retention and Disposal Schedule of Queensland Universities](#).

6.6 Induction and Orientation

Once the candidate accepts the offer of employment via eRecruit, they will be prompted to complete the new starter paperwork electronically. Following this the new employee will be required to complete orientation modules via the links provided in eRecruit. The manager is also responsible for implementing an effective induction and orientation program.

More information is available on the [Chair's Roles and Responsibilities](#) website and [New to Griffith](#) website.

7. Roles and Responsibilities

Role	Responsibilities
Relevant Senior Officer	<ul style="list-style-type: none"> • Approve recruitment and appointment actions as per the Staffing Delegations - Academic Groups; Staffing Delegations: Administrative Divisions and • Authorise conditions of appointment for the successful candidate.
Manager	<ul style="list-style-type: none"> • Raise the on-line eRecruit Advertising Request attaching all relevant documentation; • Arrange Induction and Orientation activities for new staff member, including outlining performance expectations (see New to Griffith and Performance Management websites); • Organise any resources that the new staff member requires to perform their role effectively (eg office space, desk, computers, laboratory equipment); • Complete the Authority to Commence Payment and computer system access forms and forward as required; and • Assist new staff member to settle into the University.

Chair	<ul style="list-style-type: none"> • Design, implement and participate in a recruitment and selection process in accordance with the Recruitment and Selection Policy, Recruitment and Selection Procedures and Recruitment and Selection ToolKits; • Advise candidates for interview and other selection processes required (eg work test, seminar) to HR Appointment Services Team and Element Support Staff; • Advise HR Appointment Services Team to prepare unsuccessful notifications (after each stage of the process); • Contact referees and obtain verbal references (using template)...Arrange written referee reports where required for academic appointments via the HR Appointment Services Team. • With approval of the relevant senior officer, advise the preferred candidate of proposed recommendation for appointment. ; • Recommend preferred and other appointable candidates and complete the Online Appointment Form – Recommendation / Approval; • Negotiate any conditions of appointment for the successful candidate on the clear understanding that they do not commit the University until the formal written offer is made in conjunction with the HR Appointment Services Team; • Provide feedback to unsuccessful candidates (as requested); • Provide relevant documentation to the HR Appointment Services Team for filing (as required) i.e. interview notes, referee reports, supporting documentation to the candidates application; and • Provide relevant data / statistics on the recruitment process.
Selection Panel	<ul style="list-style-type: none"> • Participate in a recruitment and selection process in accordance with the Recruitment and Selection Policy, Recruitment and Selection Procedures and Recruitment and Selection ToolKits; • Conduct online short listing, attend interviews and other selection events (seminars); and • Recommend preferred and other appointable candidates.
HR Advisory Services	<ul style="list-style-type: none"> • Provide professional HR advice and support at all stages of the recruitment and selection process; • Review position information, on-line via the eRecruit system, workflow for relevant approvals and place advertisement; • On advice from the Chair, Selection Panel, prepare and send correspondence at all stages of the process, encompassing: <ul style="list-style-type: none"> • inviting short listed candidates for interview, including advice of any other activities involved in the selection process and Panel membership; • unsuccessful candidates; • Contact referees (written references only - as advised); • Review Online Appointment Form – Recommendation / Approval and ensure it meets relevant policy/procedures and industrial agreement requirements. ; • Prepare and issue employment documentation; • Advise that the employment offer has been accepted; • Action Authority to Commence Payment form; • Provide quality training and development opportunities in recruitment and the principles of equity; • Evaluate, monitor, report and seek feedback from stakeholders on the recruitment and selection process; and • Engage in a process of ongoing improvement of recruitment and selection activities.

<p>Element Support Staff</p>	<ul style="list-style-type: none"> • On behalf of the hiring manager/supervisor raise and submit an on-line eRecruit Advertising Request, establishing meeting dates for short listing, interviews and other selection events (as required); • On advice from the Chair; <ul style="list-style-type: none"> • invite staff (internal/external) to join the Selection Panel and advise of key dates (short listing, interviews); • arrange travel, accommodation, transport (taxi vouchers), itinerary and maps for non-local short listed candidates (as required); • arrange parking for candidates (as required); • co-ordinate / supervise work tests (as required); • Make room bookings for interviews and other selection events for the specified dates / times; • Prepare and distribute seminar flyers (for recruitments requiring seminar / presentations only); • Arrange audio visual / video conferencing facilities and equipment hire (as required); • Organise catering for interviews and seminars (as required); • Meet / greet / escort candidate(s) to interview, seminar / presentations and work test; • Assist Manager in arranging induction and orientation activities and completion of the Authority to Commence Payment and computer system access forms; • Assist Manager to arrange resources for new staff member (eg office space, desk, computers, laboratory equipment); and • Assist new staff member to settle into the University.
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