TMOS Recruitment Policy

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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 an equitable and inclusive recruitment practices.

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 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 annually;

- The Centre is committed to building a pipeline of professional and research talent.

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.

General and Special Measures Recruitment

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.

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 appointments (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.

Special Measures

Targeted and gender-neutral recruitment advertising to attract women and those from other under-represented groups, such as Indigenous Australians, will be undertaken from time to time. The Centre is committed to improving inclusion, diversity, equity and access and the promotion and retention of women and other under-represented groups. Special measure recruitment will be undertaken within nodes where the university holds temporary exemption from the Equal Opportunities Act.

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Recruitment Procedure

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

All recruitment activity in the Centre must abide by this procedure.

Appointment identified

The need for appointment is identified from the strategic plan or the budget, or on nomination due to a target of opportunity.

The hiring manager is to contact tmos@anu.edu.au when they first become aware of their hiring need. The Centre can deploy appropriate resources to support recruitment activities when given notification.

Position description

- The research position description is developed by the hiring manager, in consultation with the relevant Theme Co-Leader(s) following the University's procedures and templates.

- For professional staff, the position description must be developed by the hiring manager and Chief Operations Officer following the University's procedures and templates.

- The Centre Directorate (Director, Deputy Director and COO) must be informed of recruitment (tmos@anu.edu.au).

- The IDEA Committee will be available to provide feedback, in addition to the employing university process – especially on avoiding gendered language for key selection criteria.

Advertising

- Node Directors and hiring managers are responsible for internal HR procedures

involving hiring approval, grading, and advertising within their own University.

- The hiring manager must consider if a special measures recruitment is required, with reference to the IDEA Framework, by reflecting on the gender balance at their node, and in their team.

- The IDEA Committee will advise the process of compiling position descriptions and advertising to ensure that the language used is gender neutral and proactively appealing to all candidates.

- All positions are to be advertised as being available flexibly, either part time or full 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., unless there are WHS requirements or **strict** project delivery requirements. If a project cannot be offered on a part-time or flexible basis, do not advertise it as such.

- Hiring managers commit to working with their institutional equity, diversity, and inclusion representatives at their employing universities and via the IDEA Committee to explore recruitment avenues under-represented groups, including Indigenous HDR students and staff.

- The hiring manager is to send a link to the published ad(s) to the Centre Directorate and Chief Investigators to distribute through their networks and to share on social media accounts.

- The following **standard wording** must be used in all Centre job adverts:

  The ARC Centre of Excellence for Transformative Meta-Optical Systems (TMOS) brings together five Australian and 13 leading international universities as well as Australian and global companies to create entirely new optics-based technologies with enormous market potential. The Centre has received $34.9 million funding from the Australian Research Council to operate from 2020-2027.

  TMOS will develop the next generation of miniaturised optical systems with functionalities beyond what is conceivable today. By harnessing the disruptive concept of meta-optics, the Centre will overcome complex challenges in light generation, manipulation and detection at the nanoscale. The Centre brings together a trans-disciplinary team of world-leaders in science, technology and engineering to deliver scientific innovations in optical systems for the Fourth Industrial Revolution.

  As a Centre, we strongly believe that diversity improves ideas and innovation and leads to better outcomes and productivity. Diversity and fostering a culture of inclusiveness will be a key contributor to the scientific excellence of TMOS. Along with other initiatives, we will provide carer grants to support our centre members with caring / family responsibilities to participate in professional activities.

  TMOS aims to develop a multidisciplinary, dynamic, interactive and collaborative culture fostering future research leaders who thrive in academic excellence and are equipped with strong transferable skills. The Centre will also offer a mentoring program for early career researchers while providing opportunities to hone other skills such as outreach, industry engagement, and building international networks.

Recruitment

- Selection Committees must include members from a diversity of backgrounds and experience and reflect gender balance and include a representative from another node.

- The Selection Committee for research recruitment must include a Theme Co-Leader or their delegate as a member.

- Selection Committee members are required to complete the unconscious bias awareness training that is available at their node, or have attended a Centre training session, within the last two years.

- Where possible, when multiple roles are being simultaneously advertised at different nodes, there should be independence of the selection committees to prevent a conflict of interest.

- Information about the recruitment process must be recorded and provided, as described in the *Data Collection* section.

Candidate interviews

- If panel members have any conflict of interest that prevents them reviewing the candidates, then the conflicted party should be removed from discussions and decision-making where the conflict occurs. Advice can be sought from the COO and the IDEA Committee.

- Shortlisting, interviews and ranking of candidates proceeds as per internal university policy. It is strongly recommended that longlisting and shortlisting is done individually by panel members *before* the selection panel discussion to avoid group bias.

- The Selection Committee should aim at a gender balance when short-listing candidates. If the shortlist gender balance is not achievable (excluding special measures) a report will need to be provided as described in the *Data Collection* section. This report may be a copy of any similar report required by HR at the recruiting node.

Making an offer

- When a preferred candidate has been identified and agreed to by the panel members an offer can be made according to the employing university policies. At this time, candidates must be notified of their flexible work options.

- The IDEA Committee will be available for any advice required on negotiations, level of appointment and length of term.

- Once a candidate is satisfied with the terms of employment a formal offer of employment should be prepared for their consideration as per host university procedures.

- If a candidate formally accepts the position, the hiring manager notifies the Centre Directorate Team (Director, Deputy Director and COO) of their acceptance and start date. The hiring manager will also keep the Node Director and Theme Leader informed on this.

- If a candidate has applied to multiple positions and an offer is made to this candidate

for multiple positions, they will have the option decide the position they accept. The various selection committees must not collude to make one offer per person, nor share information during negotiation, as this is a conflict of interest.

Flexible Terms

The terms of employment must be confirmed at the time the job offer is made, and it is to be included in the employment contract.

Amendments to terms

Applications to amend the terms of employment from part-time to full- time or full-time to part-time will be actively considered on an individual basis and subject to budget considerations and University policies.

Position not filled

- If a preferred candidate declines an offer, reserve candidates should be approached as per university policy.
- If there is no suitable candidate, the hiring manager must still provide the information required under *Data Collection*.

Data Collection

Data collection is vital for monitoring our recruitment activity.

Monitoring our activity gives the professional team and the IDEA Committee information that can be used to support hiring managers to be successful in recruiting the right candidates. For example, supporting the improvement of ad text to attracted better candidates, resources and marketing campaigns, and onboarding and induction support, or opting into a special measures recruitment round.

The hiring manager is required to keep a detailed record of the recruitment, including recruitment that does not result in an offer of employment.

The following information is required:

- Open dates, position description, ad text, outlets advertised, and the names (gender, nationality) of panel members to tmos@anu.edu.au
- Upon the closure of the ad, please provide the number of applicants (eligible/ineligible) and their gender, and the number of shortlisted applicants and their gender and nationality to tmos@anu.edu.au.
  - o This is to be provided <u>before</u> interviews are booked. A brief justification if 50-50 men/women shortlisting is not occurring also submitted at this time.
- Name of candidate(s) that were successful, and a brief description of their flexible work arrangements and their proposed commencement date if known to tmos@anu.edu.au.
- This information is to be provided to tmos@anu.edu.au for audit purposes and will provided to the IDEA Officer and IDEA Committee Chair upon receipt of the

information.

- o This forms part of the requirement that the Centre Directorate is to be informed of all recruitment.
- o The IDEA Committee Chair or Officer may contact the hiring manager for a <u>discussion</u> based on the information provided.

- Node directors will be presented with their personnel summaries (research staff hires and students) twice per annum. This information will be reviewed Centre-wide on an annual basis.

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