

# RECRUITMENT, APPOINTMENT AND ASSIGNMENT TO INTERNATIONAL VACANCIES MANAGED FROM AUSTRALIA PROCEDURE

## SCOPE

These procedures apply in conjunction with the recruitment and advertising policies and procedures at each international campus. Local employment legislation in each country also applies.

## PROCEDURE STATEMENT

Focus Monash, the University's ('us', 'our' or 'we') strategic plan, articulates our goal to build the strength, networks and scale of our international research and education across campuses and faculties, to ensure they respond to the issues and opportunities of our region and the world.

These procedures provide guidance for adopting a strategic approach in recruiting and appointing staff for international vacancies, ensuring that recruitment and appointment decisions meet our strategic international goals and deliver maximum cost effectiveness.

As a general rule local appointments are more cost effective than expatriate appointments. Therefore careful consideration is required before an expatriate appointment is made. Where a Monash Australia employee is assigned to work overseas the reason must be clearly aligned with the University's international goals, strategies and priorities, and relevant work unit business and operational plans. Furthermore, international assignments should be achieved in a cost effective manner for the University.

### 1. Recruitment and selection of staff to fill international vacancies/needs

- 1.1 The requirement for recruitment and selection of staff for international vacancies is instigated with an identified need to achieve certain business requirements and will normally follow the same policy and procedures that are used in the recruitment and selection for other Monash positions.

### 2. Reason for the vacancy

- 2.1 International vacancies may arise to meet the following business requirements:
  - To fill a specific skills gap in a location where Monash has an established campus or centre
  - To launch a new endeavour in a new country/location
  - To develop the Monash culture and values in the new country/location
  - To build management practices and operational expertise

### 3. Specific requirements for position descriptions

- 3.1 All international vacancies must have position descriptions which, in addition to the knowledge, skills and experience requirements also list any specific requirements of the role and locations (e.g. citizenship, visa eligibility, language requirements). They should also include criteria which will assess the candidates' suitability to undertake an international assignment/appointment, in terms of:
  - Job skill transferability and technical expertise
  - Cultural awareness, sensitivity and adaptability to new working groups and conditions
  - Language capabilities
  - Particular communication skills
  - Deliverables for the period of the engagement
  - Team spirit and ability to fit into culture of local team
  - General managerial skills, if required
  - Background, such as language skills or past history of living abroad

## 4. Advertisement of the international vacancy

- 4.1 Most appointments to international vacancies will be made using our standard recruitment and appointment policies and procedures, following a competitive process in accordance with recruitment advertising guidelines of the country where the vacancy is situated.
- 4.2 However, in some circumstances a vacancy may be exempt from advertisement and an accelerated appointment process will be used following a direct nomination and approval by the Provost/Vice-Provost or Dean/Executive Director as appropriate depending on the level of the position.
- 4.3 The decision as to whether an international vacancy should be advertised or filled through an accelerated appointment process will depend on a range of strategic business considerations, as detailed in section two. In some cases, for example in countries where we currently do not have any presence, a local search firm may be engaged to handle the recruitment process.

## 5. Selection of the preferred candidate

- 5.1 In addition to assessing candidate suitability on the basis of skills match, a range of other considerations are necessary when recruiting for an international assignment. Local recruitment policies and procedures and/or specific employment related legislative requirements must be adhered to when selecting candidates. These may include equal opportunity legislation.
- 5.2 The final recommendation made by the selection panel must ensure that the recommended candidate meets both the position requirements and business objectives. The following considerations are key to making a final decision:
  - Cultural fit assessment – employee and family
  - Availability of the recommended candidate
  - [Taxation and Immigration Considerations Related to Staffing for New International Locations](#)
  - [International Assignment for Monash Australia Staff](#)
  - [Guidelines for Structuring Remuneration and Benefits Package for Monash Australia Staff Undertaking an International Assignment at another Campus or Centre](#)
  - [Guidelines for Ensuring Equal Opportunity in Selection of Staff](#)

## 6. International assignment options and determination of compensation basis

- 6.1 The preferred candidate may be a current Monash Australia employee, or an employee of another Monash international campus or an external non-Monash individual.
- 6.2 In the case of the successful candidate being a current Monash Australia employee generally they will be assigned to the position for a specific period of time. Offers of international assignments can be either short-term or long-term.
- 6.3 [Appointment Options and Compensation Basis](#) can assist with determining the appropriate appointment option and related compensation basis.

### Local appointment

- 6.4 A local contract with local terms and conditions will normally be offered. Where a candidate is currently an employee of Monash University either an expatriate contract or a local contract may be offered depending on the circumstances (e.g. permanent relocation of the candidate).

### Expatriate appointment

- 6.5 The compensation basis for expatriates from Australia for each scenario is detailed in the [Guidelines for Terms and Conditions for Monash Australia Staff Undertaking an International Assignment at another Monash Campus or Centre](#). This can be used as a guide for expatriates from Monash Sunway campus.
- 6.6 Expert advice from Global Mobility, Monash HR, is required in structuring a compensation package.

## 7. Breach of procedure

- 7.1 We treat any breach of our policies or procedures seriously. We encourage reporting of concerns about non-compliance and manage compliance in accordance with the applicable Enterprise Agreement or contract terms.

## DEFINITIONS

Expatriate contract	Usually in the form of a letter of offer, designed for use where an organisation engages a current employee to work for it in an overseas office/position and is expected to return to the home country. In such circumstances the letter of offer takes into consideration the employment law in the country where the employee will be based, provides a pay package (including allowances) which enables them to maintain the lifestyle they had in the home country as well as accounting for the tax implications for the employee. A contract on the terms set down in the letter is made when it has been signed by both the employer and the employee.
Local contract	A written agreement between the employer and the prospective employee setting out the terms and conditions of the employment. Such contracts usually contain minimum conditions and protected conditions depending on the employment law of the country.

## GOVERNANCE

Parent policy	<a href="#">Recruitment and appointment</a>
Supporting schedules	N/A
Associated procedures	<a href="#">International Assignment for Monash Australia Staff</a>
Legislation mandating compliance	N/A
Category	Human Resources
Approval	Chief Human Resources Officer as delegate of the Chief Operating Officer – 25 September 2014
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