

Conflict of Interest Management Plan Examples: Recruitment and Selection

In addition to the [Conflict of Interest Policy and Procedures](#), the following guidelines for the management for conflicts of interest related to recruitment processes have been endorsed by the Provost and Chief HR Officer. This list is not intended restrict the Chair from applying appropriate discretion based on each unique scenario.

Please note that is not an exhaustive list. Should a Conflict of Interest (COI) be raised during a recruitment and selection process which you are unfamiliar with and would like further advice, please reach out to Human Resources. Additionally, in all cases, it is important to also be aware of our own [unconscious biases](#).

Members of selection committees must [declare](#) any COI to the Chair as soon as they are identified. If the Chair has a COI, the matter must be escalated to a higher authorised officer for review.

COI TYPES	COI CATEGORY	COI EXAMPLE	SUGGESTED MANAGEMENT PLANS	ADDITIONAL COMMENTS	TYPE OF PLAN
Personal relationships	Familial or close personal relationships with an applicant to UQ	A UQ staff member is on a recruitment panel for a position within another work unit. The staff member's sibling has submitted an application for the advertised position.	The UQ staff member should remove themselves from the recruitment process.	This example cannot be effectively managed.	REGISTER RESTRICT RECRUIT REMOVE
Research	Research related commercial activity	A UQ researcher wants to employ a family member on research project due to the skills that the family has that would benefit the project.	Generally, this would present an unmanaged COI both in relation to the recruitment and the probability that the family member would be supervised by the UQ researcher, which is a situation that must be avoided.	There could be a unique situation where the situation could be tolerated, if skills were of a nature that were unique, but it would need to be closely monitored. The details of how the situation would be monitored would need to be included in the management plan, including (at a minimum) assigning another staff member as the supervisor.	REGISTER RESTRICT RECRUIT REMOVE
	PhD supervision	A member of the selection committee is the current or recent* primary PhD supervisor of a candidate.	If the panel member is/was the primary PhD supervisor, they should be recused from the panel and replaced with an alternate.	If remaining on the selection committee, the panel member with the conflict should be aware of their own unconscious biases. If the relationship is anything	REGISTER RESTRICT RECRUIT REMOVE

		<i>*Within the last ~5 years</i>	However, if the panel member with the conflict is also the hiring manager (particularly if they are the grant holder), they should abstain from discussion and ranking.	other than professional, they should not participate etc.	
		A member of the selection committee was a former* primary PhD supervisor of a candidate, or is/was a Co-Supervisor. <i>*More than ~5 years ago</i>	If the panel member was a PhD supervisor more than 5 years ago, the panel member should register the conflict of interest with the Chair. The Chair may decide they should comment last, or that no further action is required.	At all times, the panel member with the conflict should be aware of their own unconscious biases. As above.	REGISTER RESTRICT RECRUIT REMOVE
	PhD review panellist	A member of the selection committee was a panellist on a candidate's PhD review committee.	As a perceived conflict of interest, the panel member should register the conflict of interest with the Chair. Depending on the PhD review process and outcome, the Chair may decide the panel member should abstain from discussion and ranking, that they must comment last, or that no further action is required.	If there was a negative outcome or significant negative feedback provided during the PhD review process, the Chair may alternatively select to remove the panel member with the conflict to avoid a perceived conflict of bias from the candidate's point of view.	REGISTER RESTRICT RECRUIT REMOVE
	Co-authorship on papers	A member of the selection committee has co-authored a paper with a candidate.	Depending on the level of co-authorship, degree of collaboration that took place, and the timeframe of the co-authorship, the Chair may decide the panel member should abstain from discussion and ranking, that they must comment last, or that no further action is required.	As a normal professional working relationship within the higher education and research industries, there is not normally the need to remove the panel member. At all times, the panel member with the conflict should be aware of their own unconscious biases.	REGISTER RESTRICT RECRUIT REMOVE
	Co-applicant on grants / funding	A member of the selection committee has applied for grants and/or funding with a candidate in the recent* history. <i>*Within the last ~5 years</i>	As a perceived conflict of interest, the Chair may decide the panel member should be removed from the panel, if they should abstain from discussion and ranking, or that they must comment last.	At all times, the panel member with the conflict should be aware of their own unconscious biases.	REGISTER RESTRICT RECRUIT REMOVE

		A member of the selection committee has applied for grants and/or funding with a candidate more than 5 years ago .	As a perceived conflict of interest, the Chair may decide the panel member should comment last or that no further action is required.	At all times, the panel member with the conflict should be aware of their own unconscious biases.	REGISTER RESTRICT RECRUIT REMOVE
	Other research collaboration		Depending on the level and degree of research collaboration, the Chair may decide the panel member should abstain from discussion and ranking, that they must comment last, or that no further action is required.		REGISTER RESTRICT RECRUIT REMOVE
Commercialisation or financial conflicts of interest	Joint intellectual property	A member of the selection committee and a candidate share IP.	There is an actual conflict of interest. The panel member with the conflict should be removed from the panel and replaced with an alternative.	There are some conflicts of interest that cannot be managed.	REGISTER RESTRICT RECRUIT REMOVE
	Joint financial interests	A member of the selection committee and a candidate, or two members of the selection committee, have shared financial interests.	There is an actual conflict of interest. The panel member/s with the conflict should be removed from the panel and replaced with an alternative.	There are some conflicts of interest that cannot be managed.	REGISTER RESTRICT RECRUIT REMOVE
Professional relationships	Direct supervisor	A member of the selection committee is the current or former direct supervisor of a candidate.	As a perceived conflict of interest, there should be a balanced discussion by ensuring the direct supervisor is the last committee member to provide interview feedback.	As a normal professional working relationship, there is not normally the need to remove the panel member.	REGISTER RESTRICT RECRUIT REMOVE
	Indirect supervisor	A member of the selection committee has indirectly supervised a candidate (e.g. dotted reporting line).	As a perceived conflict of interest, there should be a balanced discussion by ensuring the direct supervisor is the last committee member to provide interview feedback.	As a normal professional working relationship, there is not normally the need to remove the panel member.	REGISTER RESTRICT RECRUIT REMOVE
	Colleagues	A member of the selection committee has previously, or currently, works alongside a candidate.	Unless there is a personal relationship to the exclusion of others in that organisational unit, a conflict does not exist. However, it is recommended to register the		REGISTER RESTRICT RECRUIT REMOVE

			COI for the reference of both the Chair and broader selection committee.		
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Types of COI Management Plans

Type of Plan	Summary	Example
<i>Register</i>	Disclose and establish the details of the conflict	<u>Declare</u> any conflicts of interest to the Chair as soon as they are identified
<i>Restrict</i>	Restrict the staff member's involvement or actions in the matter	Comment last during post-interview discussion
<i>Recruit</i>	A disinterested third party should oversee processes involved in the matter	HR representative to participate on panel
<i>Remove</i>	The individual may remove themselves from their involvement in the matter	The panel member is replaced with an alternate

1. Restrict the extent to which a private interest could compromise, or be seen to compromise, their impartiality when carrying out their official duties.
2. Refrain from involvement in official decisions and actions which could be compromised by other private interests and affiliations.
3. Avoid personal activities or undertakings which could, or could be seen to, provide an improper advantage through the use of confidential or privileged UQ information.
4. Refrain from using their official position or University resources for private personal gain or gain by others with whom the staff member has a relationship or personal association.
5. Ensure that there can be no perception that they have received an improper benefit that may influence the performance of their official duties.
6. Refrain from taking improper advantage of their official position or confidential/privileged information gained in that position when seeking employment outside the University or provide such advantage to others with whom they have an association.