

Recruitment and Appointment Policy



Purpose/objective

This policy and its accompanying procedure has a twofold purpose:

- a) to enable the Australasian Academy of Higher Education (AAHE) to attract and appoint skilled staff who will help to advance AAHE's strategic and organisational objectives, and
- b) to ensure adherence to principles of merit, equal employment opportunity, and diversity when appointing AAHE staff.

Scope

This policy applies to the recruitment and selection of academic and professional staff for all fixed-term, casual and continuing staff. The policy does not apply to:

- a) honorary, adjunct or visiting appointments unless otherwise engaged as AAHE employees, or
- b) independent contractors.

Definitions

Conflict of interest	A conflict of interest occurs when a person is in a position to be influenced, or could be perceived to be influenced, by their private or a third party's interests when doing their job.
Fixed term appointment	Employment with a specific start and end date. At the end of the fixed-term period, employment with AAHE ceases.
Continuing position	A continuing position refers to all employment other than fixed term or casual or contracts. A continuing appointment is made for an indefinite period and may be full time or part time.
Casual position	Casual staff are engaged on an hourly basis to work on an irregular basis and are employed to cover leave absences, provide assistance for additional or seasonal work or to work on a special project.
Direct appointment	A position that is filled without a competitive process.
Secondment	Secondments may be either internal or external. External secondment is an arrangement whereby a staff member is released from their substantive position to work in another workplace (external to AAHE or incoming from another organisation) for a mutually agreed period of time, and normally retain their substantive position for the duration of that period. Internal secondment is a co-operative arrangement between two units within AAHE, whereby a staff member is released from their substantive position to work in another unit for a fixed term period.
Diversity	The principle of diversity is demonstrated by welcoming and valuing all people equally, irrespective of race, religion, sexual orientation, sexuality or gender, disability or mental health.

Merit	Merit selection can be defined as the best possible match between qualifications, knowledge, skills, abilities and experience of applicants and the selection criteria in the Position Description
Equal Employment Opportunity	Equal Employment Opportunity (EEO) is the principle that everyone has equal access to paid employment opportunities based on merit, without fear of discrimination or harassment.

Policy

1. AAHE will select and appoint staff in accordance with the principles of this policy and the requirements of all relevant legislation, industrial agreements, organisational strategies and commitments.
2. A Position Description will be developed for all positions except casual positions of less than or equal to four weeks duration.
3. AAHE's staff recruitment and selection practices and procedures will ensure that all applicants receive fair and equitable consideration.
4. AAHE strives to select the best person for the job. The qualifications, knowledge, skills and experience required for each position are constructed to ensure the quality of AAHE's operations and services.
5. AAHE's recruitment and selection practices will make reasonable adjustments to provide a positive, barrier-free recruitment process for candidates with particular access and other needs.
6. As an equal opportunity employer, AAHE embraces diversity and is committed to providing a workplace where all staff can thrive.
7. AAHE reserves the right to make direct appointments, to make no appointments following advertisement, or to fill positions through redeployment, secondment, or temporary processes. Whether an appointment is made by direct appointment or advertisement, the principles of merit, equal opportunity and diversity apply.
8. All staff participating in the recruitment and selection process will keep confidential the details of the process, including details of candidates and other individuals involved. Such details should only be disclosed on a need-to-know basis in making a decision about hiring.
9. A formal selection panel is not required for casual appointments, however the immediate supervisor should be involved in the short-listing, interviewing and selection of the successful candidate assessed against the duties required for the position.
10. A continuing or fixed-term staff member cannot be employed by AAHE to undertake additional work as a casual staff member or be paid as a casual staff member in work related to the staff member's normal duties except in exceptional circumstances approved by the Chief Operating Officer.
11. Continuing employees will serve a probationary period of six months before their appointment is confirmed. The purpose of the probationary period is to give AAHE an opportunity to review the staff member's suitability for ongoing employment at AAHE. Successful probation requires both the staff member and the supervisor to be satisfied with the arrangement. It also provides the opportunity for the supervisor to address any deficiencies in performance and for the staff member to take corrective action.

12. A recruitment agency may be engaged to conduct a recruitment activity. Where a recruitment agency is engaged, recruitment and selection will be conducted in accordance with this policy and procedure.
13. New staff must complete AAHE's mandatory induction within the first month of their employment.

Related documents and relevant legislation

Conflict of Interest Policy
 Equity and Diversity Policy
 Staff Code of Conduct
 Staff Grievance Policy and Procedure
 Equal Opportunity for Women in the Workplace Act 1999
 Fair Work Act 2009
 Workplace Gender Equity Act 2010
 Sex Discrimination Act 1984
 Racial Discrimination Act 1975
 Disability Discrimination Act 1992
 Australian Human Rights Act 2010 (Victoria)
 Age Discrimination Act 2004
 Higher Education Standards Framework (Threshold Standards) 2021

Document information

Document owner: Board of Directors

Version	Approved by	Approved on	Implementation date	Changes made
1	Board of Directors	14/10/21	1/10/23	

Recruitment and Appointment Procedure

The process for recruitment and appointment of professional and academic staff is as follows:

1. Recruitment Stage

- 1.1 Obtain approval from the Chief Operating Officer to recruit all staff except the CEO who is appointed by the Board.
- 1.2 Analyse the job requirements and determine the knowledge, experience, qualifications, skills and abilities required for the position. Obtain approval from the COO for the proposed classification, salary, title, recruitment and selection strategy.
- 1.3 Construct a Position Description that accurately reflects the duties and responsibilities of the position, along with the key selection criteria that should include:
 - Essential qualifications, skills, knowledge and experience
 - Desirable skills, knowledge and experience
 - Roles and responsibilities
 - Key task areas
 - Performance indicators
 - Knowledge of relevant legislative and regulatory obligations
- 1.4 Except for direct appointments, establish a selection panel.
- 1.5 Except for direct appointments, advertise internally and externally.

2. Selection Stage

- 2.1 Short-list applicants for interview based on merit assessed against the selection criteria. Short-listing will normally be conducted by the selection committee. The final short-list will be approved by the chair of the panel who makes the final decision in the event of disagreement among panel members.
- 2.2 Depending on the level of position, more than one interview and possibly a formal presentation may take place during the selection process. The requirement to hold an interview may be waived in circumstances where the person has been acting in the position for some time.
- 2.3 Prior to conducting interviews, the selection panel will prepare and agree on the questions to be asked of all applicants and will decide on any additional assessment methods such as public presentations, psychological assessment or written submissions.
- 2.4 Applicants will be advised of any testing they may be required to complete and will be sent or directed to relevant background information about AAHE and the position itself.
- 2.5 After the interviews, the selection panel will rank the shortlisted applicants who are considered appointable and agree on the preferred applicant.
- 2.6 After the successful applicant has accepted the contract, all unsuccessful applicants will be notified. For those who were not short-listed, written communication in the form of a letter or email is sufficient. For unsuccessful applicants on the short-list, it is preferable to debrief by telephone. Where an agency was involved in the recruitment, it is the responsibility of the agency to notify unsuccessful applicants.
- 2.7 The confidentiality of all applicants must be respected throughout the recruitment and selection process.

3. Reference and Other Checks

3.1 Recommendations for appointment can only be made once feedback has been obtained from referees. All reference check reports should be recorded, preferably by way of a written report from the referee but where this is not possible, detailed notes on a discussion with a referee are acceptable.

3.2 The following additional checks should be conducted where appropriate:

- Police check
- Working with Children check
- Qualifications check
- Medical clearance
- Proof of citizenship or permanent residency
- Work rights check.

4. Letter of Offer

4.1 Following COO approval, the chair of the selection panel may make a verbal offer to the preferred applicant. Where the offer is declined, the chair may make a verbal offer to the next ranked appointable applicant.

4.2 Employment contracts (except for the CEO and COO) are approved by the COO and formalised through the issuing of a Letter of Offer from the COO. The Letter of Offer sets out the terms and conditions of employment for the prospective employee and has the legal status of a common law contract. The contract and Letter of Offer for the CEO is approved by the chair of the Board of Directors, and the contract and Letter of Offer for the COO is approved by the CEO.

4.3 The COO is responsible for recording and filing all relevant correspondence and documentation.

5. Casual Appointments

5.1 Casual staff are not required to undergo the full selection process outlined above. However, casual staff must evidence that they meet the requirements for the role and selection must adhere to the qualifications required and the principles of merit, equal opportunity and diversity specified in this policy.

5.2 Casual staff will be informed of their duties and responsibilities by their supervisor prior to beginning work for AAHE. To this end, they will be provided with an induction kit that includes a Position Description, list of duties and key performance indicators.

6. Fixed Term Appointments

6.1 Fixed term contracts will follow the same process used for continuing appointments.

6.2 Fixed term will be for the length of the foreseeable need and funding, and should not be offered for more than five-years.

7. Induction

7.1 The supervisor is responsible for ensuring that new staff are inducted according to AAHE's established induction program.

8. Probation

- 8.1 The period of probation shall be six months for all appointments except casual staff. Probation periods may be extended to cover a staff member's period of leave.
- 8.2 During probation, at least one review will be conducted with the supervisor to discuss the new staff member's performance.
- 8.3 The supervisor is responsible for making a determination and recommendation to the COO as to whether or not the staff member will be confirmed at the end of the probationary period.

Document information

Document owner: Principal and Chief Executive Officer

Version	Approved by	Approved on	Implementation date	Changes made
1.1	Board of Directors	14/10/21		