

# Staff Recruitment and Appointment Policy

## 1. Purpose and Scope

- 1.1 The Staff Recruitment and Appointment Policy sets out the framework and principles guiding AIAT's recruitment and appointment processes of academic and non-academic staff.
- 1.2 The policy supports AIAT's aim of building organisational capability and excellence as a higher education provider through its staffing profile. It seeks to recruit, appoint and retain the best available staff who demonstrate skills, qualifications and attributes consistent with AIAT's values and the relevant position's duties and responsibilities.
- 1.3 This policy applies to the recruitment and appointment of continuing, fixed-term, sessional and casual staff members.

## 2. Definitions

Refer to *Glossary of Terms*.

## 3. Policy Statement

- 3.1 AIAT is committed to a staff recruitment and appointment process that:
  - 3.1.1 Ensures appointments are made based on an applicant's **merit**. That is the extent to which a person has the relevant abilities, qualifications, aptitude, skills, knowledge, experience, achievements, characteristics and personal qualities, and the extent to which a person has the potential for development relevant to the duties and requirements of the position.
  - 3.1.2 Contributes to developing a staffing profile able to meet AIAT's ongoing strategic priorities, and academic and quality requirements established by the Board of Directors and Academic Board.
  - 3.1.3 Is flexible, effective and efficient respective to AIAT's size, resourcing capacities and growth aspirations.
  - 3.1.4 Complies with relevant Commonwealth and South Australian laws.
  - 3.1.5 Is conducted with equal opportunity, fairness and transparency, free from bias and unlawful discrimination.
- 3.2 The process for recruiting academic staff must deliver outcomes that comply with the Higher Education Standards Framework (Threshold Standards) 2021. Accordingly, academic staff are expected to meet the criteria outlined in the Academic Staff Qualifications Equivalence Policy.

## 4. Policy Principles

- 4.1 AIAT supports diversity and inclusion in employment, where staff have the opportunity to be included and to succeed. Accordingly:
  - 4.1.1 Staff participating in the recruitment and appointment process will ensure they do not unlawfully discriminate based on any characteristic set out in the Discrimination, Bullying and Harassment Prevention Policy and relevant laws.
  - 4.1.2 Reasonable adjustments will be made to provide a supportive recruitment process for applicants with disabilities or particular access needs.

### **Recruitment**

- 4.2 The CEO is responsible for authorising all components of the recruitment process, including whether or not to proceed with recruitment. Factors include:
  - 4.2.1 The proposed type of appointment (continuing, fixed term, sessional or casual appointment), having regard to current and future workforce requirements, AIAT's strategic priorities as a higher education provider and its operational needs;
  - 4.2.2 The position involved and whether there is any available expertise within AIAT;
  - 4.2.3 The duration of the proposed position;
  - 4.2.4 The anticipated financial cost (and benefit) of the proposed position; and
  - 4.2.5 The most appropriate mechanism for recruitment based on the above.
- 4.3 All proposals to proceed to recruit applicants for new and existing academic positions must be sponsored or endorsed by the Head of Institute, in addition to the CEO.

### **Appointment**

- 4.4 Approval must be obtained to make appointments to new or existing positions as follows:
  - 4.4.1 The Board of Directors must approve the recruitment, selection process and appointment of the CEO.
  - 4.4.2 The CEO, with input from the Board of Directors, must approve the appointment of members of Executive Management Group.
    - a. Input must be sought from the Head of Institute regarding the Executive Management Group appointments to positions that incorporate academic leadership (such as Dean).
  - 4.4.3 The CEO, with input from the Executive Management Group member in relation to their respective portfolio, must approve the appointment of all other staff.
  - 4.4.4 All appointments of academic staff must be approved by the Head of Institute, in addition to the CEO.
- 4.5 Due diligence in all recruitment and appointment processes is integral in minimising risk to AIAT.
  - 4.5.1 Principles and procedures in this policy must be followed and applied, in accordance with associated policies and relevant Commonwealth and South Australian laws.
  - 4.5.2 The candidate's suitability, identity, ability to work in Australia and any requisite criminal or other checks must be sought, assessed and documented.

- 4.6 The Educational Services (Post-Secondary Education) Award as amended is the applicable industrial award governing the minimum conditions of employment for relevant academic and non-academic staff.

## 5. Roles and responsibilities

- 5.1 The CEO is responsible for:
- 5.1.1 Workforce planning, ensuring that AIAT has a workforce that meets its current and future staffing requirements, its strategic priorities, operational needs and are made within the approved budget envelope as agreed by the Board of Directors from time-to-time.
  - 5.1.2 Ensuring that the Head of Institute is involved in the recruitment and thereafter, appointment, of all academic staff positions (including sessional positions).
  - 5.1.3 Determining whether or not to proceed to recruit a new or existing position, based on the justification for the position.
  - 5.1.4 Authorising the recruitment process to be undertaken for each position and participating in associated selection activities.
    - a. While the CEO will normally participate in most selection panels in the early stages of AIAT's development (with at least one other member), the CEO may delegate this responsibility to another Executive Management Group member when recruiting casual or sessional staff members.
  - 5.1.5 Seeking the approval from the Board of Directors for the purpose of using an external search organisation for a particular position. The estimated costs of using this mechanism should be included in the approval request.
  - 5.1.6 Keeping Board of Directors, and Academic Board, informed of all appointments made by invitation.
  - 5.1.7 Approving (or not) all proposed appointments (including proposed casual and sessional appointments).
- 5.2 In addition to the general responsibilities as an Executive Management Group member, the Head of Institute has specific responsibilities for maintaining high standards of academic quality as outlined in the Academic Staff Qualifications Equivalence Policy. This includes:
- 5.2.1 Providing input into the proposed recruitment of new and existing academic positions.
  - 5.2.2 Assessing position statements to ensure they meet the required standards.
  - 5.2.3 Participating in all recruitment activities involving academic positions.
  - 5.2.4 Assessing the qualifications, skills and experience of preferred candidates for academic positions (however selected).
  - 5.2.5 Providing oral feedback to unsuccessful internal applicants for academic positions.
  - 5.2.6 With the senior manager for human resources, ensure regular reporting to Academic Board on matters relating to the recruitment and appointment of academic staff.
- 5.3 Executive Management Group members are responsible for:

- 5.3.1 Providing a clear rationale when seeking the CEO’s approval to proceed to recruit new or existing positions (that is, the justification for the recruitment) in accordance with clauses 4.2 and 4.3 of this policy.
  - 5.3.2 Ensuring the proposal is sponsored or endorsed by the Head of Institute where the proposed position involves some element of academic leadership.
  - 5.3.3 Participating in selection panels and other recruitment activities when requested and in a collegial, professional manner.
- 5.4 All participants involved in recruitment and appointment processes, including members of selection panels, are required to:
- 5.4.1 Comply with AIAT policies, procedures and legislative requirements.
  - 5.4.2 Conduct themselves in a professional manner, and disclose any actual or potential conflict of interests with their responsibilities in the process.
  - 5.4.3 Ensure that all activities are conducted with due regard for the privacy of individuals and confidentiality of information.
- 5.5 The senior manager for human resources is responsible for:
- 5.5.1 Supporting the CEO, the Head of Institute and other Executive Management Group members meet their responsibilities under the relevant laws, industrial award, this policy and related procedures.
    - a. This includes assessing requests for reasonable adjustments and undertaking any necessary pre-employment checks.
  - 5.5.2 Implementing clear, consistent practices across recruitment and appointment activities including record-keeping associated with position statements, outcomes of selection panels, and letters of offer and acceptance from preferred candidates.

## 6. Policy Details

Institution	Australian Institute of Advanced Technologies (AIAT)
Policy name	Staff Recruitment and Appointment Policy
Policy Reference No.	POL – 54
Policy Approval	Board of Directors
Policy Authority	Executive Management Team
Responsible Officer	CEO
Governance Reference Threshold Standards	HESF 2021: 3.2
Related Documents	Staff Recruitment and Appointment Procedure Academic Staff Qualifications and Equivalence Policy Discrimination, Bullying and Harassment Prevention Policy Privacy Policy Conflict of Interest Policy and Procedure
Related Legislation	Higher Education Standards Framework (Threshold Standards) 2021 (HESF)

	Educational Services (Post-Secondary Education) Award as amended Independent Contractors Act 2006
References	<p>AIAT has referred and benchmarked with the following institutions and policies during the creation of this policy:</p> <p>TEQSA Guidance Note (October 2017): <i>Determining Equivalence of Professional Experience and Academic Qualifications</i></p> <p>TEQSA Guidance Note (November 2017): <i>Staffing, Learning Resources and Educational Support</i></p> <p>TEQSA Guidance Note (April 2019): <i>Workforce Planning</i></p> <p>Flinders University (June 2021), Recruitment Policy</p> <p>Southern Cross University (April 2020), Recruitment and Selection Policy</p> <p>University of the Sunshine Coast (June 2018), Recruitment, Selection and Appointment – Operational Policy</p> <p>Western Sydney University (December 2015), Recruitment and Selection Policy</p> <p>Western Sydney University (October 2015), Appointment by Invitation Policy</p> <p>Adelaide Institute of Higher Education (February 2019), Staff Recruitment and Selection Procedure</p>
Date of approval	3 February 2022
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Policy Category	Operational

## 6. Document Version Control

Document No	POL - 54	Last Modify Date	Summary of Changes
Version No	1.0	NA	Initial version approved by Board of Directors
	1.01	31/3/2022	Updated legislation and policy number
Created Date	Feb 2022		