

Staff Recruitment and Appointment Procedure

1. Purpose and Scope

- 1.1 The Staff Recruitment and Appointment Procedure operationalises the Staff Recruitment and Appointment Policy as it applies to recruitment and appointments made:
 - 1.1.0 by way of a selection panel; and
 - 1.1.1 through invitation by the CEO.
- 1.2 This procedure applies to the recruitment and appointment of academic and non-academic staff positions.
- 1.3 Decisions to appointment individuals to academic roles must be aligned to the Academic Staff Qualifications and Equivalence Policy.

2. Definition

Refer to *Glossary of Terms*.

3. Procedure

Initiating the recruitment process

- 3.1 A recruitment process can be initiated on the approval of the CEO. The CEO will also determine whether the recruitment process will proceed by way of:
 - 3.1.1 a competitive process assessed by a selection panel;
 - 3.1.2 an invitation to appoint;
 - 3.1.3 use of an external search organisation; or
 - 3.1.4 a mixture of these processes.
- 3.2 All positions that proceed to recruitment require an up-to-date statement of the position's expected duties and essential qualification, registration or other pre-employment requirements (position statement).
 - 3.2.1 Position statements are normally prepared by the Executive Management Group member for positions within their work-unit, with input from the senior manager for human resources.
 - 3.2.2 The Head of Institute is responsible for preparing or endorsing all position statements for academic roles.
- 3.3 The CEO, with input from the senior manager for human resources, will:
 - 3.3.1 Determine the most appropriate mechanism for advertising or seeking interest from potential applicants. Examples include AIAT's website, online recruitment services, newspapers, external search organisation and industry networks.
 - 3.3.2 Ensure advertisements for the position include information about essential qualifications, professional registration, or other essential pre-employment checks.

- 3.3.3 Ensure there is a nominated AIAT staff member responsible for:
- a. responding promptly and consistently to enquiries from potential applicants; and
 - b. disseminating applications to the CEO and selection panel members (as required) appropriately.

Selection panel processes

- 3.4 Where the CEO determines that a selection panel is to be used for recruiting to a position:
- 3.4.1 It will normally comprise a minimum of two members consisting of one or more members of the Executive Management Group; and/or a member of the Board of Directors, Academic Board, or another staff member.
 - 3.4.2 The CEO may invite an external member/s with relevant expertise to participate in a selection panel.
 - 3.4.3 Where possible, panel membership should reflect gender balance and to promote participation of people from a diversity of backgrounds (including culturally and linguistically diverse backgrounds and/or experience in living with disabilities).
- 3.5 The Head of Institute must participate in all selection panels for the recruitment and appointment of academic staff. This includes potential staff (industry leaders) involved in the delivery of academic content to students.
- 3.6 A member of the Executive Management Group is normally the Chair unless they delegate responsibility to another person on the panel:
- 3.6.1 The Chair is responsible for documenting decisions made by selection panels.
- 3.7 All members of the panel assess the applications and short-listed applicants invited to attend an interview with the selection panel.
- 3.7.1 Applicants may be invited to participate in a selection activity as part of the recruitment process (see clauses 3.13 and 3.14).
- 3.8 Following the completion of selection activities, the selection panel should make a recommendation to the CEO as to the preferred candidate and list other suitable (appointable) candidates in order of preference (if any).
- 3.8.1 This decision should be completed within five (5) working days of the last selection activity undertaken by a candidate.
 - 3.8.2 The CEO is the final approving authority for appointments and may approve an appointment where the selection panel has been unable to reach a unanimous or majority decision for a particular appointment.

Invitations to appoint

- 3.9 The CEO may, in limited circumstances, invite an individual to be appointed to a position.
- 3.9.1 An invitation to appoint may be made to an existing staff member to another position or made to an external applicant to a new or existing position.

- 3.9.2 The appointment must only be offered on a fixed term basis for a period up to twelve (12) months. The individual's contract may be extended if performance goals have been achieved.
 - 3.9.3 The Head of Institute must provide input into invitations to appoint for academic staff positions. This includes assessing the individual's capacity to meet the Academic Staff Qualifications and Equivalence Policy.
- 3.10 Examples where invitations by appointment may be made include:
- 3.10.1 Appointments required to meet the AIAT's strategic priorities or operational needs promptly.
 - 3.10.2 Confidentiality is required for the purpose of making senior, strategic appointments (including where an Executive search has been undertaken).
 - 3.10.3 Other circumstances as determined by the CEO.
- 3.11 The CEO will inform the Board of Directors and, where appropriate Academic Board, of any appointments made by invitation within one month of the invitation being made. This includes the rationale for the invitation and the appointee's skills and qualifications for the position.

External searches

- 3.12 The CEO may seek the approval of the Board of Directors where the CEO considers that sourcing applicants for senior management or specialised roles requires the support of an external search organisation.
- 3.12.1 Candidates sourced through this process are still subject to relevant AIAT's recruitment and appointment requirements, including meeting the Academic Staff Qualification and Equivalence Policy and pre-employment checks.

Selection activities

- 3.13 AIAT may invite applicants or preferred candidates to undertake different selection activities as part of the recruitment process.
- 3.13.1 For academic staff appointments – this may involve:
 - a. delivering a 'live' seminar, tutorial, lecture or presentation to an audience; and/or
 - b. providing a portfolio setting out achievements to date.
 - 3.13.2 For non-academic staff appointments – this may involve:
 - a. undertaking practical assessment tasks; and/or
 - b. delivering a presentation relevant to the position being advertised.
- 3.14 Selection activities may be:
- 3.14.1 part of the interview and selection process; and/or
 - 3.14.2 a requirement for preferred candidates prior to formal offers of employment being made.

Offers of employment

- 3.15 The CEO is responsible for making offers of employment following any type of recruitment activity.
- 3.15.1 The normal practice is for the CEO or delegate (such as the Head of Institute) to make a verbal offer of appointment to the preferred candidate. An invitation to meet for further discussion may be made.
- 3.15.2 A written offer and contract will be sent to the preferred candidate.
- 3.15.3 As required, the senior manager for human resources will contact a preferred candidate where a reasonable adjustment may be required to support a person with a disability. Documentation may be sought to verify functional limitations.
- 3.15.4 All written offers are subject to the preferred candidate being successfully assessed in terms of any required pre-employment checks.
- 3.15.5 Once written confirmation of the offer of employment is received, unsuccessful interviewees will be advised accordingly.
- a. The Head of Institute may be available to provide feedback to internal unsuccessful candidates for academic positions.
- 3.15.6 Where a candidate declines an appointment, or resigns within six months of the offer being accepted, the CEO may make an offer of employment to the next ranked appointable candidate.

Pre-employment checks

- 3.16 Relevant pre-employment checks and identity verification must be conducted for every position regardless of the recruitment process that has been used, unless the proposed appointee is already working with AIAT and has satisfied all required pre-employment checks previously.
- 3.17 Schedule A of this Procedure sets out the pre-employment checks that may be required for different positions.
- 3.18 The pre-employment checks which will be required for a position must be stated in the position statement and made clear to applicants:
- 3.18.1 in the advertisement;
- 3.18.2 at the interview; and
- 3.18.3 notified to the successful applicant in the formal offer of employment.
- 3.19 AIAT will only confirm appointments once the outcomes of all relevant pre-employment checks have been conducted and evaluated.

4. Roles and responsibilities

- 4.1 The CEO is responsible for:
- 4.1.1 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.

- 4.1.2 Ensuring that the Head of Institute is involved in the recruitment and thereafter, appointment, of all academic staff positions (including sessional positions).
 - 4.1.3 Determining whether or not to proceed to recruit a new or existing position, based on the justification for the position.
 - 4.1.4 Determining 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.
 - 4.1.5 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.
 - 4.1.6 Keeping Board of Directors, and Academic Board, informed of all appointments made by invitation.
 - 4.1.7 Approving (or not) all proposed appointments (including proposed casual and sessional appointments).
- 4.2 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 required by the Academic Staff Qualifications and Equivalence Policy and the Higher Education Standards Framework requirements. This includes:
- 4.2.1 Providing input into the proposed recruitment of new and existing academic positions.
 - 4.2.2 Assessing position statements to ensure they meet the required standards.
 - 4.2.3 Participating in all recruitment activities involving academic positions.
 - 4.2.4 Assessing the qualifications, skills and experience of preferred candidates for academic positions (however selected).
 - 4.2.5 Providing oral feedback to unsuccessful internal applicants for academic positions.
 - 4.2.6 With the senior manager for human resources, ensure regular reporting to Academic Board on matters relating to the recruitment and appointment of academic staff.
- 4.3 Executive Management Group members are responsible for:
- 4.3.1 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 the policy.
 - 4.3.2 Ensuring the proposal is sponsored or endorsed by the Head of Institute where the proposed position involves some element of academic leadership.
 - 4.3.3 Participating in selection panels and other recruitment activities when requested and in a collegial, professional manner.
- 4.4 All participants involved in recruitment and appointment processes, including members of selection panels, are required to:

- 4.4.1 Comply with AIAT policies, procedures and legislative requirements.
 - 4.4.2 Conduct themselves in a professional manner, and disclosing any actual or potential conflict of interests with their responsibilities in the process.
 - 4.4.3 Ensure that all activities are conducted with due regard for the privacy of individuals and confidentiality of information.
- 4.5 The senior manager for human resources is responsible for:
- 4.5.1 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.
 - 4.5.2 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.

Schedule A

Pre-employment Checks

Type	Purpose	Applicability	Pre-employment	On-going (Human Resources)
Reference checks	To check on the candidate's past employment performance and assess this in respect of the key requirements of the recruited position.	The normal practice will be that a minimum of two reference checks are obtained in relation to the preferred candidate(s) for formal recruitment processes where the candidate is an external applicant. One reference check will normally be required when the preferred candidate(s) is a current staff member. Further checks may be required at the discretion of the CEO	Reference Checking is usually the final and confirmatory selection activity undertaken prior to proceeding to appointment. Seek consent from the candidate before contacting referees. The Chair of the selection panel (or nominee) is responsible for conducting reference checks, developing the list of questions to be asked and documenting the decisions. The Head of Institute must be involved in	Not applicable

		or Chair of selection panel.	reference checking process for all academic staff.	
Eligibility to work in Australia	To ensure compliance with immigration legislation	All new employees (including casual/sessional)	Candidates must provide original/certified copy of Australian passport, citizenship or working visa to the CEO or senior manager for human resources	Visa expiry dates are recorded and flagged
Qualifications or Equivalency	To ensure compliance with regulatory standards and the Academic Staff Qualifications and Equivalence Policy To ensure quality of delivery of services	All new employees (including casual/sessional)	Candidates must provide original/certified copy of qualifications to the CEO or senior manager for human resources. Head of Institute will assess qualifications of academic staff appointments.	Expiry dates recorded and flagged. Employee and their supervisor are jointly responsible for requalifying where necessary.
Pre-existing injury	To enable preparations for required / reasonable workplace adjustments. To sign a disclaimer around compensation.	All new employees	Pre-existing Injury declarations attached to contract of employment. To be signed and returned with the contract.	Not applicable
Police Check and Criminal Record	To meet selection criteria of a position and/or contractual requirements	When required by the CEO: all new external appointments	When required, candidates must provide evidence of police check completed within last 12 months and provide to CEO or	Staff members required to advise AIAT of material changes.

			senior manager for human resources.	
Professional Registration	To meet selection criteria of a position and/or legislative requirements	As specified in the position description	Candidates must provide originals or certified copies of registration documentation to CEO or senior manager for human resources.	Expiry dates recorded and flagged. Employee and their supervisor are jointly responsible for requalifying where necessary.

Adapted from: Flinders University (June 2021) Recruitment Procedures

5. Procedure Details

Institution	Australian Institute of Advanced Technologies (AIAT)
Procedure name	Staff Recruitment and Appointments Procedure
Procedure Reference No.	PROC – 54
Procedure Approval	Board of Directors
Procedure Authority	Executive Management Team
Responsible Officer	CEO
Governance Reference Threshold Standards	HESF 2021: 3.2
Related Documents	Staff Recruitment and Appointments Policy Academic Staff Qualifications and Equivalence Policy Discrimination, Bullying and Harassment Prevention Policy Privacy Policy Conflict of Interest Policy
Related Legislation	Higher Education Standards Framework (Threshold Standards) 2021 (HESF) Educational Services (Post-Secondary Education) Award as amended Independent Contractors Act 2006
References	AIAT has referred and benchmarked with the following institutions and policies during the creation of this policy: Flinders University (June 2021) Recruitment Procedures
Date of approval	3 February 2022
Review date	December 2024

Policy Category	Operational
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6. Document Version Control

Document No	PROC – 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		