


POLICY AND PROCEDURE		
Ref. to Legislative Frameworks: HESF2021: Standard 3.2 SRTO2015: Standard 1.13-1.16 & 8.5 National Code 2018: Standard 14.1	Staff Recruitment and Selection	
Version: 4.4	Procedure Owner: Chief Executive Officer (CEO)	Issued on: 19/02/2018 Review by: 15/02/2025

Revision History

Current Version	Description of Change	Procedure Developers	Effective Date
4.4	Policy and Procedure integrated into one document and updated to: <ul style="list-style-type: none"> • reflect HESF 2021 • remove version numbers in the Reference Table 	Chief Executive Officer	15/02/2023
4.3	Editorial and adjustments to the participation of the HR Manager	Chief Executive Officer	19/02/2018
4.2	Changed the template to be consistent with Academies Australasia Group Separated policy from procedure Updated references i.e. National Code 2018 and internal documents	HR Manager Quality Assurance Support Officer	20/11/2017

PURPOSE

The purpose of this policy and procedure is to:

- a) provide the guideline for transparency and equity in employing staff of Academies Australasia Polytechnic (AAPoly);
- b) explain the steps to be undertaken when employing staff of AAPoly.

POLICY STATEMENT

AAPoly practices the values of transparency and equity in staff recruitment and selection. Where appropriate, internal transfers or promotions are preferred methods of staffing.

SCOPE

This policy and procedure applies to AAPoly employees involved in recruiting and selecting applicants for continuing and fixed-term appointments at AAPoly. It does not apply to the appointment of casual staff.

DEFINITIONS

Recruitment	The process of attracting the best available applicants for employment at AAPoly
Selection	The process of identifying the best candidate(s) from a field for employment at AAPoly

POLICY

1. In general, AAPoly prefers internal transfer or promotions.
2. AAPoly recruits new employees through job advertisements. The principal objective of AAPoly's advertising policy is to attract the best applicants available, in the most cost-effective way. AAPoly will consider the services of employment consultants to recruit senior staff.
3. Final selection of staff to fill vacant positions or for job rotations or change of job roles should be peer-reviewed.

PROCEDURE

1. Position Description Review Process

- 1.1 The HR Manager will be notified by the relevant Department Head/Manager of the forthcoming vacancy, and will review the existing Position Description relating to the vacant position and forward a copy to the relevant Department Head/Manager for further review.
- 1.2 The review of the Position Description will take into consideration:
 - any changes in organisational structure which may have occurred since the Position Description was last reviewed, whether reporting lines may have altered;
 - increase/decrease of the number of direct reports;
 - changes to the overall function of the role;
 - removal or addition of tasks;
 - the inherent level of authority attached to the role;
 - whether the position needs to be elevated to a higher level (e.g. from Assistant to Officer); and
 - any other factors that the HR Manager deems necessary to consider.
- 1.3 All necessary amendments will be completed by the HR Manager and a formally updated version of the Position Description will be approved and signed off by the relevant Department Head/Manager.

2. Advertising and Application Process

- 2.1 The publications in which advertisements are to be placed will be determined based on relevance to the professional field, potential readership and publication costs. Web-based recruitment and email distribution lists will be utilised as necessary. All recruitment costs are to be preapproved by the CEO.
- 2.2 The placement of a public advertisement shall normally precede the filling of any new or vacant position in AAPoly. The placement of a vacancy on AAPoly's web pages shall meet the requirements of this sub-clause.
- 2.3 Human Resources department shall be the first point of contact for prospective applicants. The HR Manager will arrange the distribution of information packages which shall include the name and contact details of the contact person from whom further information can be obtained.
- 2.4 Human Resources department shall receive all applications unless otherwise specified by the relevant Department Head/Manager.

3. Formation of Selection Panels

- 3.1 Selection Panels shall be established to interview and recommend applicants for employment.
- 3.2 Selection Panels may vary in size, depending on the level of the vacancy to be filled.

4. Composition of Selection Panels

- 4.1 Every effort should be made to achieve gender balance and diversity of membership on selection committees. As a minimum, a Selection Panel shall normally have in its membership at least one male and one female and be comprised of persons who are equal or senior in rank to that of the expected appointment.
- 4.2 Selection Panels shall also be constituted to ensure that, as a group, there is sufficient expertise in the discipline area or job content.
- 4.3 For the purposes of constituting a Selection Panel, members of the panel shall perform in only one capacity (e.g. Department Head of an academic program).
- 4.4 If a panel member is unable to participate in the selection process, the HR Manager shall endeavour to seek a replacement member who will maintain the original expertise, gender balance and/or diversity of the committee.

4.5 Selection Panel for administrative staff (non-Managerial):

The relevant Department Manager will preside, with support from the HR Manager, if necessary.

Where deemed appropriate, the Department Head/Manager may add a nominated person(s) to the selection panel.

4.6 Selection Panel for Managerial staff:

The Selection Panel shall be determined by the CEO and have at least the following membership:

- (a) The CEO – Presiding Officer;
- (b) The Department Manager (or equivalent) with direct line responsibility for the vacant position; and
- (c) The HR Manager (if necessary).

4.7 Selection Panel for Lecturers

A Selection Panel shall be determined by the Academic Dean and have at least the following membership:

- (a) The Academic dean – Presiding Officer;
- (b) the HR Manager (if necessary)
- (c) **up to** three (3) other members, one of whom shall be a specialist in the discipline/vocational area to which the appointment is to be made.

4.8 Responsibilities of Selection Panel Members

- 4.8.1 The Presiding Officer shall be responsible for:
 - (a) ensuring a selection panel is properly constituted;
 - (b) ensuring the short listing and interview processes are properly conducted;
 - (c) ensuring referees are contacted; and
 - (d) completing all relevant documentation.
- 4.8.2 All members of a selection panel shall ensure that they:
 - (a) have a sound knowledge of the conduct of selection panels;
 - (b) have examined in detail the formal application lodged by each applicant as well as any supporting documentation; and
 - (c) has no conflict of interest.
- 4.8.3 Where a member of a selection panel has a close personal relationship or possible conflict of interest with an applicant, the member shall disclose such personal relationship or possible conflict of interest to the Presiding Officer. Such disclosure should be made before the short listing of applications or, where this action was not taken, before the holding of interviews. It is expected that selection panel members shall disqualify themselves from acting as a referee for any applicant for the position in question.
- 4.8.4 The Presiding Officer shall decide whether the member should serve on the selection panel and advise the member accordingly.
- 4.8.5 Selection panel members are bound by a confidentiality requirement. **The deliberations of the selection panel and the views of its individual members are not to be disclosed to any person outside the recruitment process and must remain confidential.** This principle applies to applications, referee names and reports or comments, short listing, interviews, discussions and deliberations. This applies equally during the recruitment process and after it is completed. Any breach of confidentiality in the recruitment process may, for staff, constitute a breach of AAPoly's Code of Conduct and lead to disciplinary action.
- 4.8.6 All documentation shall be returned to Human Resources after completion of the selection process.

5. Short listing Procedure

- 5.1 The HR Manager shall be responsible for coordinating the short-listing process. The Presiding Officer shall be responsible for ensuring that applicants are shortlisted according to the selection criteria.
- 5.2 The Department Head/Manager shall be involved in the short-listing process.
- 5.3 Where a selection panel member has to be replaced and the short-listing process has not been completed, the replacement member shall, where practicable, participate in the short listing of applicants.
- 5.4 The HR Manager and the Department Head/Manager shall shortlist applications either collectively or individually, provided that an evaluation of each applicant shall be made independently by each member.
- 5.5 An applicant, either internal or external, who is clearly not competitive with other applicants in terms of the selection criteria, shall not be interviewed.
- 5.6 The HR Manager shall collate the results of the short-listing process, and in consultation with the Department Head/Manager, shall determine the final list of those applicants to be interviewed.

6. Interview Procedure

- 6.1 Selection shall be based on merit, which is determined through an assessment of an applicant's qualifications, experience, and standard of work performance and personal qualities relevant to the selection criteria for the position and relative to the credentials and attributes of other applicants.
- 6.2 Applicants will be asked core questions based on the selection criteria for the position. Supplementary questions may be asked to clarify issues or to obtain further information deemed by the selection committee to be relevant to identifying the best applicant.
- 6.3 All shortlisted applicants shall be interviewed in person or, where this is not possible or practicable, by telephone or video conference. Where it is not feasible to bring a shortlisted applicant to a campus for interview, the selection committee may choose to consider the applicant without formal interview by relying on the application and reference checks.
- 6.4 Applicants shall not be questioned in relation to age, gender, marital status, pregnancy, family responsibilities, racial or ethnic origin, religious or political affiliation or disability, except where the position is an identified position (that is, a characteristic such as ethnic origin or language background is included in the selection criteria).
- 6.5 Where a person with a disability is an applicant for a position and further information is necessary to establish whether the person can perform the inherent requirements of the position, questions should be framed in relation to the selection criteria.

7. Recommendation for Appointment

- 7.1 Following a selection panel's assessment of the applicants, a recommendation will be made. The recommendation shall include the commencing salary, type of employment (i.e. continuing or fixed-term), period of probation and any special conditions attached to the appointment. The recommendation should also include the proposed commencement date.
- 7.2 Where the selection panel reaches consensus on the candidate to be recommended for appointment, the HR Manager shall prepare an offer of employment and shall determine the terms of the appointment, taking account of the recommendation of the selection panel.
- 7.3 Where the selection panel cannot reach consensus, the selection panel shall be re-convened. The re-convened panel shall be enlarged by the inclusion of a person nominated by the CEO, who shall be Presiding Officer and will:
- (a) examine the selection criteria for the position against the qualifications and experience of the applicants and consider the views of members of the panel; and
 - (b) determine whether to re-interview any of the applicants and/or take any other appropriate course of action.
- 7.4 The re-convened panel shall come to a decision on its recommendation and, in doing so, the Presiding Officer shall have a casting vote as well as a deliberative vote.
- 7.5 The CEO shall be advised of the decision taken in relation to sub-clause 12.4 of this procedure and be provided with all relevant papers. Upon receipt and consideration of this material, the CEO shall determine the outcome of the selection process.

8. Eligibility Lists

- 8.1 An eligibility list may be established where a selection panel determines that there are other interviewed applicants who meet the criteria for appointment.
- 8.2 Such a list may be used to fill a vacant position at the same level of appointment and with similar duties for a period of up to twelve (12) months from the date of the selection panel's recommendation.
- 8.3 An eligibility list may be used where:
- (a) the recommended applicant declines an offer of employment for the position;
 - (b) an appointment to a position has been made but the appointee, after taking up duty, subsequently vacates that position; or
 - (c) a subsequent vacancy occurs for a similar position.

9. Reports of Referees

- 9.1 The HR Manager shall contact at least two (2) referees prior to finalising the panel's recommendation, with at least one referee being an immediate or recent supervisor of the applicant.
- 9.2 AAPoly may make such other enquiries as it deems appropriate to validate the selection process, provided that the applicant's current employer shall be contacted only with the applicant's consent.

10. Authorisation of Appointments

- 10.1 Before authorising an offer of employment, the HR Manager shall ensure that:
 - (a) the selection panel was properly constituted;
 - (b) the recommendation contains all relevant details;
 - (c) the candidate has the qualifications and experience for the position (copies of the qualifications must be submitted for verification);
 - (d) at least two (2) referees have been contacted to attest to the suitability of the applicant for the position;
 - (e) the proposed offer is consistent with the advertisement; and
 - (f) the recommended salary is consistent with internal and, if appropriate, external relativities.
- 10.2 The appointment and starting salary must be approved by the CEO before formal notification to the candidate

11. Advice to Applicants

- 11.1 The HR Manager (or nominee) shall be responsible for representing AAPoly in any discussions with both appointees and non-appointees.
- 11.2 All shortlisted applicants shall be advised in writing (via email) of the outcome of their application.
- 11.3 Reasons for non-appointments shall not be disclosed to unsuccessful external applicants, even if requested.
- 11.4 HR Manager shall facilitate post-interview feedback to internal applicants upon request.
- 11.5 There shall be no appeal, either by internal or external applicants, resulting from the determination of the presiding officer.

12. Non-Resident Appointments

Only in exceptional circumstances would AAPoly consider the appointment of non-residents.

13. Interview Expenses

The reimbursement of reasonable expenses incurred by an applicant to attend an interview may be considered by the HR Manager and escalated to the CEO prior to the interview being arranged. The CEO will be the authorising officer for all such requests.

14. Assistance to New Employees with Travel and Relocation Expenses

14.1 The CEO will consider all requests of assistance to new employees with travel and relocation expenses on an individual basis.

14.2 AAPoly may pay actual travel expenses on a “per kilometre” basis or up to the cost of a single economy airfare for the new employee and any dependent family members.

14.3 AAPoly may meet the cost of reasonable expenses associated with the relocation of household goods and personal effects, subject to the approval of the CEO. This will normally be based on the least expensive of three competitive quotes, and normally up to a maximum of 10% of the commencing salary of the new employee.

14.4 A contribution towards temporary accommodation for new appointees may be made at the discretion of the CEO. In such circumstances, the relevant Department Head/Manager shall make the necessary arrangements.

15. Removal and Relocation Agreement

15.1 All employees who receive a contribution from AAPoly towards the cost of relocation and removal expenses shall be required to enter into an agreement to serve AAPoly for a period of two (2) years or the duration of the contract, whichever is the lesser. This requirement can be waived by the CEO.

15.2 Where an employee resigns within the period of the agreement, the employee shall be required to reimburse AAPoly, on a pro rata basis, the financial contribution paid by AAPoly towards removal and relocation expenses.

16. Qualification Register

16.1 At the time of commencing duty, the employee shall provide the HR Manager with evidence of the original qualifications listed in his/her application, date of birth and any other specific matters pertinent to his/her appointment.

- 16.2 Where an employee's appointment, rate of salary or payment of an allowance is dependent upon the possession of a qualification, the employee shall be required to provide the HR Manager with evidence of the original qualification. Failure to provide evidence of such qualification within a reasonable time will lead to the appointment being annulled.

17. Transfer and Reappointment

Where an employee is appointed or transferred to another section within AAPoly, the relinquishing section will be charged for the value of the employee's annual leave to credit, as at their last day of service with that section.

RESPONSIBILITIES

- The HR Manager is responsible for the dissemination, implementation and evaluation of the Recruitment and Selection policy and procedure.
- Each Head of Department is responsible for understanding the policy and procedure, to implement them effectively in the process of recruiting and selecting suitable members of their staff.

FEEDBACK

Questions, suggestions or comments about this policy shall be directed to the CEO by email suggestionstotheceo@aapoly.edu.au. The CEO will respond to the email in two weeks, unless an immediate action is required. Feedback that results in material changes to the policy will be documented in the Continuous Improvement or Corrective Action register.

References

Source	Document Title
Internal	Academies Australasia Group Corporate Governance Statement
	AAPoly Code of Conduct for Staff
External References	Higher Education Standards Framework
	ASQA Standards for Registered Training Organisations
	Australian Government's National Code of Practice for Registration Authorities and Providers of Education and Training to Overseas Students