Selection, Appointment and Induction Policy – Academic and Administration Staff

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Purpose: The purpose of this policy is to define the framework for the EIT management team in undertaking the selection, appointment and induction of administrative and academic staff with integrity, dignity and professionalism.

Scope: This policy applies to all administrative and academic staff being recruited and inducted into the EIT and the staff undertaking those recruitment and induction functions.

Overview: Based on the well established position that one of the most important elements of a higher education institution is to be able to effectively source outstanding committed staff, a clearly understood policy on appointment of academic and administrative staff is vital. This policy covers the selection and induction of administrative and academic staff, including the preferred policy on handling staff during the probationary period.

1.0 Introduction
This Policy on Staff Appointments should be read in conjunction with the Procedure on Academic and Administrative Staff Appointments.

2.0 Selection of Administration Staff
The selection and appointment of administration staff for the EIT includes the following:

- Employment duties, and required qualifications and experience are determined by the Governance Board, based on recommendations from the Dean of Engineering.
- An internal advertisement, within the EIT and its parent company, or an external advertisement in a newspaper, on a web site or though an employment agency, are used to attract appropriate staff.
• A selection panel of at least two persons will be created for each position. This panel will be composed of the Dean of Engineering, the Human Resources Manager or another appointed by the Governance Board. There will be at least one male and one female member on the selection committee if one of the candidates is a female.

• The selection panel is responsible for preparing a short list, arranging and conducting interviews as required, and making a recommendation to the Governance Board.

• The Human Resources Manager is responsible for obtaining referee reports on the selected candidate.

• Appointment recommendations are to be accompanied by certified copies of all certificates or testamurs claimed by the applicant.

3.0 Selection of Academic Staff

The selection and appointment of administration staff for the EIT includes the following:

• Employment duties, and required qualifications and experience are determined by the Governance Board, based on recommendations from the Dean of Engineering.

• An internal advertisement, within the EIT and its parent company, or an external advertisement in a newspaper, on a web site or though an employment agency, is used to attract appropriate staff.

• A selection panel of at least two persons will be created for each position. This panel will be composed of the Dean of Engineering, the Human Resources Manager or another appointed by the Governance Board. There will be at least one male and one female member on the selection committee if one of the candidates is a female.

• The selection panel is responsible for preparing a short list, arranging and conducting interviews as required, and making a recommendation to the Governance Board.

• The Human Resources Manager is responsible for obtaining referee reports on all shortlisted candidates.

• Appointment recommendations are to be accompanied by certified copies of all certificates or testamurs claimed by the applicant.

4.0 Induction of all staff

4.1 All staff

Both administrative and academic staff are provided with an induction program tailored to their particular type of staff development, which falls mainly within two categories, namely professional development for academic staff and managerial and administrative leadership.

The formal induction program for all staff will cover:

1. An overview of all relevant EIT policies and procedures that relate to their required duties.

3. A set of copies of, or access to, all EIT policy documents.
4. Any required training on the use of teaching and delivery technologies currently in use.
5. The appointment of a mentor who will provide ongoing advice on teaching methods, standards and performance.

The induction program with regard to professional development for academic staff is developed primarily through:
- regular academic meetings where updates to course units are discussed with feedback and input from academic staff
- support and encouragement offered to academic staff to pursue further study opportunities in higher qualifications. Such support can be provided through study leave and financial assistance, such as through the EIT Academic Scholarships
- encouragement offered to academic staff to pursue rewarding academic research
- support offered to academic staff to participate in external professional conferences and events.

The induction program with regard to managerial and administrative leadership for non academic staff is developed to improve supervision, resources management, administrative skills and leadership potential. It is primarily developed through:
- sponsored attendance at executive training sessions in leadership
- sponsored attendance at executive training sessions relating to teaching and learning in higher education.

4.2 Induction of Teaching Staff

The new methods of teaching at the EIT are considerably different to other institutions of higher learning and thus it is critical that new staff get a good understanding of these (mainly) synchronous e-learning technologies to optimise their performance and satisfaction. The induction of new teaching staff is thus particularly important to their long term success and is thus detailed below.

Where appropriate, staff may be required to undertake training in the use of new e-learning technologies to be used in the development of curriculum resources, teaching methods, delivery of instruction and interaction with students inter alia.

As a part of a continuing professional development policy with this new technology, academic staff are:
- Encouraged to attend each other’s lectures/webconferences.
- Required to chair and present papers at conferences organised by IDC.
- Encouraged to attend conferences and courses run by other organizations in relevant technical fields.
- Involved in the development and writing of new course proposals and content, as well as reviewing and critiquing the work of other lecturing staff.

All prospective academic staff are required to attend web conferences relevant to their fields of study and those which they intend to teach. They are introduced to the processes by assisting the incumbent lecturer/mentor. Feedback is then provided. Further monitoring is
undertaken by experienced staff through dummy presentations before a new lecturer runs a web conference independently. The mentoring staff member provides feedback to the Dean of Engineering.
Further preparation may be required by the new staff member.

5.0 Staff Performance during probationary period

New staff will be assisted through the probationary period to perform as per the originally defined requirements.

Staff performance is assessed through the use of the following:

- Reports prepared by the E-learning Manager and Dean of Engineering on a regular basis from knowledge obtained during the normal management of administrative and teaching operations.

- The results obtained from the Student Feedback survey instrument.

Where a staff member’s performance fails to meet the required standards the issues identified are communicated to the lecturer. To remedy the problem/s and to ensure the situation improves a supervisor/mentor is added to his/her schedule. Depending on the weakness identified the supervisor will:

- Become an ‘observer’ in a series of webcasts to ensure presentation problems are addressed
- Moderate student work to ensure accuracy and fairness here

The feedback from this will be communicated to the Academic Board and the lecturers’ independence reinstated or notification of suspension given. If the latter is deemed necessary options available to the lecturer are discussed.

When a staff member applies for an extension of a current position or a promotion, the staff performance reviews are used by the Management team and Dean of Engineering as a part of that selection/acceptance/rejection process. The staff performance review process is specifically set out in the EIT Staff Performance Review Policy and Procedure document.