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## Selection, Appointment and Induction Procedure – Academic and Administration Staff

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<b>Policy Contact:</b>	Human Resources Manager
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<b>Review Period:</b>	Three years
<b>Revision No:</b>	3
<b>Date of Revision:</b>	13 <sup>th</sup> October 2010
<b>Purpose:</b>	<p>This procedure provides a framework to:</p> <ul style="list-style-type: none"><li>• assist the EIT in ensuring that quality assurance and best practice processes are implemented for the appointment of academic and administrative staff</li><li>• provide a consistent and transparent process for the recruitment requirements relating to essential academic staff qualifications.</li></ul>
<b>Scope:</b>	This procedure applies to the recruitment and appointment of academic and administrative staff within the EIT and covers both EIT staff and personnel being recruited.
<b>Overview:</b>	This procedure defines the steps to follow in appointing academic and administrative staff. It commences with the initiation of employment process, moves onto the search and advertising process. The application and screening process is then laid out. Finally, the sequence of steps in the selection of the appropriate candidate together with the offer of employment is noted.
<b>Essential Supporting Documents:</b>	Educational Services (Post Secondary Education) award described at the website: <a href="http://www.airc.gov.au/awardmod/awards/post_secondary.pdf">http://www.airc.gov.au/awardmod/awards/post_secondary.pdf</a>
<b>Related Documents:</b>	<ul style="list-style-type: none"><li>- Selection, Appointment and Induction Policy – Academic and Administration Staff</li><li>- Records Management Policy</li></ul>

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## **1.0 Initiation of Employment process**

1.1 Within 24 hours of a resignation or vacancy occurring, the Human Resources Manager will define the type of vacancy according to one of three categories:

1. Current vacancy due to staff member leaving the employ of the EIT (as evidenced by a written resignation letter) and the position is still covered by the current budget.
2. New Staff position created by written approval of the Governance Board.
3. New Staff titles created or existing titles changed by written approval of the Governance Board; and the commencement of a recruitment process as defined in this procedure.

## **2.0 Initiation of the Search for a new staff member**

The Dean of Engineering must first fill in a detailed description of the position for the Governance Board. This description will include a definition of the position, the reason why an employment search needs to be initiated, a proposed employment advertisement (with details below), the type of vacancy, as set out in section 1.0, salary (including range if required) and date required to commence. This will be forwarded to the Governance Board for consideration for approval to fill the position. The Human Resources Manager will assist the Dean of Engineering in defining these elements.

The two critical elements of salaries and qualifications are defined in more detail in the two sections below.

### **2.1 Salaries of Staff**

The salaries for replacement positions will be determined by remuneration scales in effect at the time the vacancy occurs. This will be based on the scales defined by the Educational Services (Post Secondary Education) Award.

Normally, positions will be advertised and filled at the starting salary for the position as defined in the pay scales above. However, with the approval of the Chair of Governance Board, such positions may be advertised with a salary range that still falls within the budgeted amount. The salary offered will be based on the applicant's experience and qualifications. The starting salary for a classified position may not be higher than the advertised starting salary for a specific position without approval from Chair of the Governance board.

### **2.2 Qualifications of Staff**

Minimum standards for levels of academic staff as described by the Australian Qualifications Framework (AQF):

- Lecturers are to have a *qualification at least one level higher than the level of the course being taught* and to demonstrate a record of scholarly and professional achievement in the relevant discipline area.
- Lecturers to have relevant and proficient industry experience

The requirement of the level of qualification may be varied under certain circumstances:



1. Where a lecturer has significant industry experience and displays considerable teaching aptitude
2. On condition an adequately qualified and experienced supervising lecturer mentors the appointee
3. Where a candidate is nearing completion of the required qualification and can provide documentation and relevant references to prove this.

All academic position descriptions should identify the preferred qualification requirement as the first essential criterion.

If it is deemed that the required qualification for an academic position is not an essential criterion and/or that it may be difficult to recruit a person with these qualifications, a case should be submitted to the Academic Board for approval prior to commencing the recruitment process. All requests for appointment without the requisite qualification must include the candidate's curriculum vitae for the consideration of the academic bodies.

Where the Academic Board gives prior approval to appoint a candidate who does not have the requisite qualification, the final report of the selection panel should include a statement detailing this information in a written verification from the Board and Committee.

Academic Board approval is required after interviews and prior to a formal offer to the applicant who has been deemed suitable for appointment by the Panel. Once approval has been given to appoint a candidate who does not have the specified qualification, the formal offer can be made.

Following appointment, the lecturer will be encouraged and assisted in a timely progress towards the acquisition of the specified qualification level.

### **3.0 Advertisement of Position**

The specific requirements for the job advertisement should include:

- An appropriate job position title
- Proposed salary
- A summary description of the work to be performed and essential functions of the position
- A brief note of the interaction required with other members of the EIT academy
- A note on any critical attributes of the position (with mention of any managerial requirements)
- Educational, licencing, certification and possibly skills required
- Previous experience (especially in an academic environment)
- Any physical requirements
- Any international experience
- The number of years of industrial experience (if any)
- Notes on teaching and research experience
- Experience in distance learning and the new e-learning technologies
- Date of closing of all applications



This description will be submitted to the Governance Board for consideration. If it is likely that the Governance Board will not be sitting before the appointment is required, each member of the Governance Board will be contacted for a decision. The Chair will co-ordinate a final response.

In any event, the Governance Board will respond within 7 days with an answer. Approval shall not be unreasonably withheld unless it is outside the budget or there are concerns about the need for such a position to be filled, for example, if it seems that there is no need for a particular position in the EIT due to market changes.

The job advertisement will be placed by the Human Resources Manager only when full approval has been given by the Governance board or, alternatively, when approval has been given by the Governance Board to modifications of the original proposal.

#### **4.0 The application and screening process**

Applications will only be accepted for available open positions. Any other applicants will receive a courteous response from the Human Resources Manager indicating that the EIT is not advertising for a particular requested position and that their application will be retained on file in case of a future possible opening.

The applications will be initially screened for completeness in terms of the criteria defined above by the Human Resources Manager.

Unacceptable responses when, for example, a candidate does not have one of the criteria deemed critical, such as an appropriate qualification, will immediately receive a courteous rejection note from the Human Resources Manager.

The Human Resources Manager will list all remaining applicants in a staff screening matrix with at least eight to ten objective attributes. There should be at least three remaining applicants for the position otherwise the position will be readvertised.

If there are fewer than three remaining candidates or if none of the candidates are considered suitable, the position will be readvertised with consideration being given to an increased remuneration level or a change in the employment attributes required. This will be done by the Human Resources Manager in consultation with the Dean of Engineering. Approval will be sought from the Chairman of the Governance Board if the remuneration level is deemed to be outside the acceptable budget.

A short list of candidates will be provided to the Dean of Engineering with dates and times for the interview. The Human Resources manager will check to ensure that applicants from the same organisation are not interviewed at sequential or proximate times.

The Human Resources Manager and the Dean will prepare questions which will be identical for all interviewees and must exclude questions of a personal nature which are unrelated to the ability of the potential candidate to discharge his or her proposed duties. Examples of inappropriate questions include ones that relate to the applicant's age, marital status, race, colour, religion, gender, nationality or disability. The interviews must be as objective as possible with an emphasis on measurable, quantifiable and objective criteria. The Dean of Engineering should prepare a brief written summary of each short listed candidate for consideration by other interested parties such as members of the Governance Board or the Academic Board.



A minimum of the Dean of Engineering and Human Resources Manager will conduct the interviews which shall be to the point and as honest as possible. The interview should include a considerate and frank summary of the positive and negative attributes required of the candidate to the position. The emphasis should be on an objective assessment. The good and bad points of the position will be honestly disclosed as well as future opportunities at EIT. As noted in the Selection, Appointment and Induction Policy, the Human Resources Manager will ensure that if the interviewee is a female, at least one of the interviewers will be a female, even if this means that the interviewing panel has to be increased in size.

### **5.0 Selection of appropriate candidate**

After the attributes of each of the candidates has been discussed by the panel, a secret ballot of the Human Resources Manager and the Dean of Engineering will be conducted to select the preferred candidate, with an agreed numbering system to make a selection from best to worst. If there is a mismatch and no mutual agreement can be reached, the candidates can be asked to come for another interview or another advertisement can be placed. The final decision will be made by the Human Resources Manager.

The Human Resources Manager shall advise all unsuccessful applicants of the results of the interviews within seven days of a decision being made. Shortlisted candidates should receive a courtesy phone call from the Human Resources Manager informing them of the outcome as soon as possible.

### **6.0 Offer of Employment and Concluding work**

The Human Resources Manager will notify the successful candidate of the decision and confirm in writing the offered remuneration and conditions of employment, subject to reference checks and a four month probationary period. The candidate will be free to ask for modifications to the terms and conditions of employment and the Dean of engineering can accept minor changes, such as remuneration or hours of work. If the modifications sought are considered to be more major, the would-be candidate will be advised that they are not acceptable and other shortlisted candidates could be approached or the position could be readvertised.

The Human Resources Manager will file all application forms, evaluation forms and comments in a confidential location as specified in the Records Management Policy.

Once the successful candidate has agreed to the terms and conditions in writing or by email, the Human Resources will perform a check on at least three of the referees nominated by the candidate. An additional referee will be nominated by the Human Resources Manager (in agreement with the candidate).

All the qualifications nominated by the candidate shall be verified by the Human Resources Manager. This will be done through direct contact with the issuing institution. If the candidate has gained their qualification from an institution outside of Australia, a check will be made with the appropriate Australian qualifications authority to confirm the equivalency with the appropriate Australian qualification. Written independent confirmation will be secured to corroborate the claims made as to the candidate's qualifications. The candidate will be advised of the success or otherwise of this process. Members of the Governance Board and



the Academic Board will be immediately advised of the success or failure of the recruitment process.

Within the first seven days of employment, the Human Resources Manager will arrange an induction of the successful candidate, will introduce him or her to all other members of the EIT and will ensure that the statutory employment forms (including payroll) are filled in with the EIT's accounting department. In addition, personal details such as next of kin, address, phone numbers and address details will be provided to the Human Resources manager.

The Dean of Engineering will monitor the new staff member's performance during the four month probationary period and will provide counselling where necessary. In the case of unsatisfactory performance, the new staff member's employment will be terminated if at least three written warnings have been given and extensive counselling has been provided. The chairman of the Governance board will be involved in the formulation of the third written warning and will be required to join the final counselling session.