RECRUITMENT, SELECTION, APPOINTMENT, AND INDUCTION PROCEDURE – HIGHER EDUCATION

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1.0 Purpose

This procedure provides a framework that defines the steps to follow in selecting, recruiting, and appointing higher education academic and administrative staff.

2.0 Scope

This procedure applies to the selection, recruitment, and appointment of higher education academic and administrative staff within EIT and covers both EIT staff and personnel being recruited.

3.0 Objectives

The objective of this procedure is to:

- assist EIT in ensuring that quality assurance and best practice processes are implemented for the appointment of higher education academic and administrative staff.

- provide a consistent and transparent process for the recruitment requirements relating to essential higher education academic staff qualifications.

4.0 Implementation

4.1 Initiation of Employment Process

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

1. Current vacancy due to staff member leaving the employ of EIT (as evidenced by a written resignation letter) and the position is still covered by the current budget.

2. New staff position created after approval by the Dean (aligned with the currently approved Business Plan).

3. New staff titles created, or existing titles changed by written approval of the Dean; and the commencement of a recruitment process as defined in this procedure.

4.2 Initiation of Recruitment Process

The Human Resources Manager will obtain a detailed description of the position in consultation with the relevant department manager for approval by the Dean for all staff positions. This description will include a definition of the position, the reason why an employment search needs to be initiated, a proposed employment advertisement (with the details below), the type of vacancy, salary (including range if required) and date required to commence.

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

4.2.1 Salaries of Staff

The salaries for replacement positions will be determined by remuneration scales in effect at the time the vacancy occurs. The Higher Education Industry - General Staff - Award (MA000007) and Higher Education Industry - Academic Staff - Award (MA000006) will be used as a reference, where required.

Normally, positions will be advertised and filled at the starting salary for the position as defined in the pay scales in the award. However, with the approval of the Dean, such positions may be advertised at higher pay scales, with a salary range that still falls within the budgeted amount. The salary offered will be based on the applicant's experience[1] 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 the Dean.

4.2.2 Qualifications of Academic Staff

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

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[1] *Professional experience must give those academic staff the skills, knowledge, and capacity to apply skills and knowledge equivalent to an AQF qualification one level above the AQF qualification level being taught.*

- Academic staff 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.
- Academic staff to have relevant and proficient industry experience[1]

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

1. Where the academic staff member has significant industry experience[1] and displays considerable teaching aptitude.

2. On condition that an adequately qualified and experienced[1] supervising academic staff member mentors the appointee.

3. Where a candidate is nearing completion of the required qualification and can provide documentation and relevant references to prove this.

Appendix 1 of this procedure contains further details of criteria for appropriate qualifications and experience[1] for academic staff positions. All academic staff position descriptions should identify the preferred qualification requirement as the first essential criterion.

If it is deemed that the required qualification for an academic staff position is not an essential criterion and/or that it may be difficult to recruit a person with these qualifications (for example, in a totally new area of engineering endeavour), a case should be submitted to the Dean for approval prior to commencing the recruitment process. All requests for approval of appointment without the requisite qualification must include the candidate's curriculum vitae for consideration by the Dean.

Where the Dean 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 report for submission to and approval by the Academic Board.

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 achieving timely progress towards the acquisition of the specified qualification level.

4.2.3 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 staff members of EIT.
- A note on any critical attributes of the position (with mention of any managerial requirements).
- Educational, licencing, certification and possible skills required.

- Previous experience1 (especially in an academic environment).

- Any physical requirements.

- Any international experience1.

- The number of years of industry experience1 (if any).

- Notes on teaching and research experience1.

- Experience1 in online and classroom-based learning and online learning technologies (incl. remote and virtual labs), and

- Date of closing for all applications.

This description will be submitted to the Dean or Deputy Dean for approval.

The Human Resources Manager will place the job advertisement once approval has been given by the Dean or Deputy Dean.

4.3   Selection Process

4.3.1 The Application and Screening Process

Applications will only be accepted for available open positions. Any other ad hoc applicants will receive a courteous response from the Human Resources Manager indicating that 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 by the Human Resources Manager or The Human Resources Assistant for completeness in terms of the criteria defined above.

The Human Resources Manager or Assistant will prepare a short list of applicants who have met the criteria.

If the position needs to be readvertised, consideration shall be 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.

A short list of candidates will be provided to the Department Head/Dean of Engineering with dates and times for the interview.

The Human Resources Manager, the relevant department manager and/or 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, pregnancy status or disability. The interviews must be as objective as possible with an emphasis on measurable, quantifiable, and objective criteria. If required, the Human Resources Manager will 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/or Department Manager and Human Resources Manager (or other senior staff member) 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. During the interviewing process, the candidate should be given a courteous indication of his or her match to the position and feedback encouraged on this assessment. 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 Recruitment, Selection, Appointment and Induction Policy, the Human Resources Manager will aim for diversity of gender on the Panel, especially if the interviewee is female, even if this means that the interviewing panel has to be increased in size. The designated salary should be discussed, and feedback encouraged from the candidate on this vital issue.

4.3.2 Selection of Appropriate Candidate

After the attributes of each of the candidates has been discussed by the panel, if there is some expressed doubt by both parties or 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 Dean after consultation with relevant Department Head, if required.

Once an agreement has been reached on the preferred candidate, the Human Resources Manager will perform a check on at least two of the referees nominated by the candidate. All the qualifications nominated by the candidate shall be verified by the Human Resources Manager. This will be done by sighting original documents, provision of certified copies of documents, or 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 equivalence with the appropriate Australian qualification. The candidate will be advised of the success or otherwise of this process. Members of the Governance Board and the Academic Board will be advised of the success or failure of the recruitment process at their regular board meetings.

4.4 Appointment

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 stipulated 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 appropriate. If the modifications sought are considered to be more major and not able to be resolved, the would-be candidate will be advised that they are not acceptable and other shortlisted candidates may be approached to fill the position, or the position may be re-advertised.

All unsuccessful candidates will be advised of the outcome of their application at the completion of the recruitment process.

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

4.5 Induction

During the first seven days of employment, the relevant department manager will arrange an induction of the successful candidate. The Human Resources Manager will ensure that the statutory employment forms (including payroll) are filled in as required by EIT's accounting department. In addition, personal details such as next of kin, address, phone numbers and address details will be obtained.

The relevant business area manager will monitor the new staff member's performance during the probationary period and will provide regular feedback. Any underperformance will be discussed with the employee and additional training provided. All performance meetings will be documented in writing and provided to the Human Resources Manager. An action plan will be agreed upon and signed by the employee. If the employee does not show improvement during the agreed timeframe, their probation period may be extended, or their employment may be terminated. The overall probation period must not extend beyond six months.

Only after the probationary period will new staff be provided with security access to EIT's offices and campus facilities.

4.5.1 Induction of Academic Staff

Academic staff will undergo additional induction processes related to teaching and learning practices; scholarship activities; knowledge of online learning technologies and other teaching supports.

The induction program with regard to teaching methodologies at EIT provides:

- an historical review of online and classroom-based learning online learning technologies, and those which work well.
- an outline of delivery methodologies and technologies used at EIT for both online and on-campus delivery modes.
- a review of remote/virtual and on-campus labs including their challenges and opportunities.
- a staff mentor who provides feedback to the Deputy Dean of Engineering.
- training and information to enable successful teaching at EIT such as the development of curriculum resources; teaching methods; delivery of instruction and interaction with students inter alia.

As a part of continuing professional development, academic staff are:

- Encouraged to attend each other's lectures/tutorials.
- Given the opportunity to chair and present papers at conferences organised by EIT's sister company, IDC Technologies.
- 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.
- Introduced to the processes by assisting the incumbent lecturer/mentor.
- Provided with feedback and further monitoring by experienced staff through dummy presentations before a new lecturer teaches independently.

5.0 Definitions

Please refer to the EIT Glossary that can be found here for all definitions used in this document.

6.0 Related Documents:

- Diversity, Fair Treatment and Equal Opportunity Policy
- EIT Ethics Statement.DS
- EIT Facilities.DS
- EIT Organisation and Governance Structure.HE
- EIT Organisational Chart - Reporting Relationships.DS
- EIT Organisational Structure - Personnel.DS
- EIT Purchasing and Payment Procedure.DS
- EIT Staff Performance Review Form.DS
- EIT Staff Performance Review Guide.DS
- EIT Strategic Plan 2021 - 2031. DS
- EIT Working from Home Assessment Checklist.DS
- Emergency and Critical Incident Policy & Procedure.DS
- Critical Incident Form
- Health and Wellbeing Policy and Procedure.DS
- Information Management and Security Policy and Procedure.DS
- IT Policy for System Administrators and Managers.DS
- Learning and Teaching Policy.HE
- Privacy Policy.DS
- Records Management Policy and Procedure.DS
- Recruitment, Selection, Appointment and Induction Policy.HE
- Research Code of Conduct.HE
- Research Misconduct Policy.HE
- Research Supervision and Academic Progress Policy.HE
- Risk Management Policy.DS
- Risk Management Register.DS
- Safety, Emergency and Critical Incident Policy and Procedure
- Staff Development Policy.DS
- Staff Drug and Alcohol Policy and Procedure.DS

- Staff Grievance Policy.DS
- Staff Grievance Procedure.DS
- Staff Performance Review Policy and Procedure.DS
- Work, Health and Safety Policy.DS

7.0 Related Legislation

The following legislation is relevant to this policy, however not all are mandatory education providers:

- *Age Discrimination Act 2004 (Cwth.)*
- *Australian Human Rights Commission Act 1986 (Cwth.)*
- *Disability Discrimination Act 1992 (Cwth.)*
- *Disability Services Act 1986 (WA)*
- *Educational Services (Post-Secondary Education) Award 2020*
- *Equal Opportunity Act 1984 (WA)*
- *Fair Work Act 2009 (Cwth.)*
- *Higher Education Standards Framework (Threshold Standards) 2021 (Cwth.)*
- *Privacy Act 1988 (Cwth.)*
- *Racial Discrimination Act 1975 (Cwth.)*
- *Sex Discrimination Act 1984 (Cwth.)*
- *Tertiary Education Quality and Standards Agency Act 2011 (Cwth.)*
- *Work Health and Safety Act 2020 (WA)*
- *Occupational Health and Safety Act 2004 (Victoria)*

8.0 Accountabilities

The Governance and Academic Boards are responsible for review and approval of this policy.

The policy is to be implemented via induction and training of staff and distribution to students and EIT's community via the website and other publications.

APPENDIX 1

QUALIFICATIONS CRITERIA FOR HIGHER EDUCATION COURSES

Introduction

The higher education courses offered by EIT will have a strong theoretical component similar to that offered by a university but there will be a practical focus. In common with other fields (such as medicine), engineering and industry have many practitioners who have advanced and valuable knowledge due to many years of experience[1] (coupled with theory) but do not necessarily have the normal prerequisite qualifications to teach advanced level subjects such as at master's, or doctoral level. It is thus important to have clear criteria to assess appropriate engineering practitioners without the requisite qualifications as to their suitability for teaching and assessing, without degrading the academic standards and reputation of EIT. These criteria are to be used in conjunction with the Recruitment, Selection, Appointment and Induction Policy and Procedure documents which contain the overarching policy principles.

Criteria

Although academic staff will normally have the requisite level of qualification, EIT's emphasis is on delivering practically oriented courses and hence requires academic staff to have substantial industry professional experience[1] in related fields. The following criteria will apply to recruitment and selection of higher education academic staff:

1. Academic staff are assessed on a combination of formal qualifications and industry professional experience[1] and should have formal qualifications to at least one AQF level above that being taught.

2. Industry professional experience[1] must be current and relevant to the area being taught.

3. Evidence of industry professional experience[1] includes:

    a. Working as a responsible plant engineer, chief engineer for a large or medium sized company, design engineer, or project manager.

    b. Teaching at a reputable university.

    c. Publishing engineering books or journal articles.

    d. Developing reputable engineering software programs.

    e. Presenting papers at conferences.

    f. Research and development work.

    g. Innovations and patents.

    h. Engineering consultancy work.

    i. Membership of a reputable engineering industry committee.

Where there are composite units, the qualification requirements of academic staff will relate to the unit level.

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

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

Specific Qualifications and Experience[1]

The matrix below outlines the minimum qualifications and experience[1] required to meet the Threshold Standards. The Threshold Standards require that staff are appropriately qualified in the relevant discipline for their level of teaching (qualified to at least one AQF qualification level higher than the course of study being taught or with equivalent professional experience[1]); and meet a number of pedagogical and scholarly requirements as outlined in the Threshold Standards and in relevant EIT policy documents.

EIT will aim to ensure that at least 60% of teaching staff have a relevant discipline qualification one AQF level above the course being taught, with the remaining academic staff having a combination of equivalent qualifications and experience[1].

The 'Minimum Required Qualifications and Experience[1]' is mandatory for all academic staff, except for guest lecturers. EIT aspires to recruit academic staff that hold qualifications and experience[1] as detailed in the criteria in the 'Preferred Qualifications' and 'Preferred Experience[1]' columns.

Position Title	Minimum Required Qualifications and Experience[1]	Preferred Qualifications	Preferred Experience[1]
Junior Tutor / Lecturer's assistant / Demonstrator facilitating tutorials and practical exercises	• Minimum of 2 years academically ahead of the academic year being Tutored / Assisted.	• Completion of the degree being Tutored / Assisted / Demonstrated	• Nil
Lecturer/Assessor **Teaching Diploma courses up to AQF Level 5**	• A Diploma of Engineering, or higher, in a relevant field. AND • Relevant Cert IV in Training and Assessment or Appropriate Skill Set in training and assessment. AND • at least 5 years professional engineering experience[1].	• A Bachelor Degree in Engineering or higher in a relevant field	• at least 10 years of industry professional experience[1] relevant to the course;
Lecturer/Assessor **Teaching Advanced Diploma courses up to AQF Level 6**	• An Advanced Diploma in Engineering, or higher, in a relevant field. AND • Relevant Cert IV in Training and Assessment or Appropriate Skill Set in training and assessment. AND • at least 5 years professional engineering experience[1].	• A Bachelor Degree in Engineering or higher in a relevant field	• at least 10 years of industry professional experience[1] relevant to the course; and

Position Title	Minimum Required Qualifications and Experience[1]	Preferred Qualifications	Preferred Experience[1]
Lecturer/Assessor **Teaching Bachelor Degree courses – AQF Level 7**	• A three-year Bachelor degree in Engineering in a relevant field AND at least 2 years professional engineering experience[1]. OR • A Bachelor of Engineering Honours, or higher, in a relevant field	• A Graduate Certificate in Engineering or higher in a relevant field (or graduate of any other level 8 award combined with a Bachelor in Engineering in a relevant field).	• at least 5 years of industry professional experience[1] relevant to the course; and • at least 2 years relevant higher education teaching experience[1].
Lecturer/Assessor **Teaching Bachelor Honours Degree, Graduate Certificate, Graduate Diploma courses – AQF Level 8**	• A Bachelor of Engineering Honours degree in a relevant field AND at least 5 years professional engineering experience[1]. OR • A Master of Engineering, or higher, in a relevant field	• A Master of Engineering in a relevant field (or graduate of any other level 9 award combined with a Bachelor in Engineering).	• at least 8 years of industry professional experience[1] relevant to the course; and • at least 2 years relevant higher education teaching experience[1].

Position Title	Minimum Required Qualifications and Experience[1]	Preferred Qualifications	Preferred Experience[1]
Lecturer/Assessor **Teaching Master Degree courses – AQF Level 9** **Includes teaching all years (Years 1 & 2) of master's degree courses (which may include a nested Graduate Diploma as an exit point only) – AQF Level 9**	• A Bachelor of Engineering in a relevant field AND at least 10 years professional engineering experience[1]. OR • A Master of Engineering, or higher, in a relevant field AND at least 5 years professional engineering experience[1]. OR • A Doctorate in Engineering in a relevant field (or graduate of any other level 10 award combined with a Bachelor of Engineering or higher).	• A Doctorate in Engineering in a relevant field (or graduate of any other level 10 award combined with a Bachelor of Engineering or higher).	• at least 8 years of industry professional experience[1] relevant to the course; and • at least 2 years relevant higher education teaching experience[1].
Principal Thesis Supervisor/Assessor for Master Degree courses – AQF level 9	• A Master of Engineering or higher in a relevant field AND at least 10 years professional engineering experience[1]. OR • A Doctorate in Engineering in a relevant field (or graduate of any other level 10 award combined with a Bachelor of Engineering or higher).	• A Doctorate in Engineering (PhD) in an associated technology or educational field	• Demonstrated experience[1] in supervising postgraduate research candidates of at least three years experienced in the sub-discipline area of the candidate's area of research • Be available to supervise the candidate on a regular basis for the duration of their candidature

Position Title	Minimum Required Qualifications and Experience[1]	Preferred Qualifications	Preferred Experience[1]
Assistant Thesis Supervisor for Master Degree courses – AQF Level 9	• A Master of Engineering or higher in a relevant field AND at least 10 years professional engineering experience[1]. OR • A Doctorate in Engineering in a relevant field (or graduate of any other level 10 award combined with a Bachelor of Engineering or higher).	• A Doctorate in Engineering (PhD) in an associated technology or educational field	• Demonstrated experience in supervision of research candidates of at least one year or be in the process of being mentored by an experienced research supervisor • Demonstrated professional engineering expertise in the candidate's area of research
Principal Thesis Supervisor/Lecturer/ Assessor for Professional Doctorate Program – AQF level 10	• A Doctorate in Engineering (PhD) in an associated technology or educational field AND • at least 5 years professional engineering experience[1].	• A Doctorate in Engineering (PhD) in an associated technology or educational field	• Demonstrated experience[1] in supervising postgraduate research candidates of at least three years • Be experienced in the sub-discipline area of the candidate's area of research • Be available to supervise the candidate on a regular basis for the duration of their candidature

Position Title	Minimum Required Qualifications and Experience[1]	Preferred Qualifications	Preferred Experience[1]
Assistant Thesis Supervisor for Professional Doctorate Program – AQF level 10	• A Doctorate in Engineering (PhD) in an associated technology or educational field AND • at least 5 years professional engineering experience[1].	• A Doctorate in Engineering (PhD) in an associated technology or educational field	• Demonstrated experience in supervision of research candidates of at least one year or be in the process of being mentored by an experienced research supervisor • Demonstrated professional engineering expertise in the candidate's area of research
Associate Thesis Supervisor for Professional Doctorate Program – AQF level 10	• A Doctorate in Engineering (PhD) in an associated technology or educational field AND • at least 5 years professional engineering experience[1].	• A Doctorate in Engineering (PhD) in an associated technology or educational field	• Demonstrated professional engineering expertise in the candidate's area of research • Must value-add and be complementary to the Principal Supervisor

REFERENCES:

Acknowledgement is made to the following universities for inspiration and use of parts of their guidelines for assessing industrial experience[1]:

- Australian Qualifications Framework (AQF)

- University of Melbourne -
  http://msl.unimelb.edu.au/__data/assets/pdf_file/0003/981201/Approved_Guidelines_for_assessing_equivalent_experience_March14.pdf

- University of Canberra
  https://www.google.com.au/url?sa=t&rct=j&q=&esrc=s&source=web&cd=10&ved=0CGgQFjAJ&url=https%3A%2F%2Fguard.canberra.edu.au%2Fpolicy%2Fdownload.php%3Ffile_id%3D2534&ei=9LXRU_CTJZXg8AX0w4CICQ&usg=AFQjCNHZmpJFftkfjxTaywarxFHt8QBXBg&sig2=gTx4MdqXGzv63Cl3N0PvDw&bvm=bv.71667212,d.dGc&cad=rja

- Melbourne Institute of Technology http://www.mit.edu.au/about-mit/institute-publications/plans/recognition-equivalence-academicstaff-qualifications-experience