STAFF RECRUITMENT AND SELECTION POLICY

Policy Code	HR02
Policy Lead	Chief Executive Officer
Approving Authority	Board of Directors
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Version	2024.1
Relevant legislation or external requirements	Higher Education Standards Framework (Threshold Standards) 2021 (HESFs: 3.2) Australian Qualifications Framework (AQF) Tertiary Education Quality and Standards Agency Act 2011 (TEQSA Act) Anti-Discrimination Act 1977 (NSW) Australian Human Rights Commission: • Age Discrimination Act 2004 • Australian Human Rights Commission Act 1986 • Disability Discrimination Act 1992 • Racial Discrimination Act 1975 • Sex Discrimination Act 1984 Equal Opportunity Act 2010 Fair Work Act 2009 (Cth) Industrial Relations www.industrialrelations.nsw.gov.au Workplace information www.workplaceinfo.com.au
Related ASA Documents	Delegation of Authority Policy and Procedure Delegation of Authority Register Diversity and Equity Policy and Procedure Professional Equivalence Academic Qualifications Policy Professional Equivalence Academic Qualifications Procedure Records and Information Management Policy and Procedure Scholarly Activity Policy Scholarly Activity Procedure Sessional Academic Staff Employment Policy and Procedure Staff Code of Conduct Staff Handbook Staff Induction Policy Staff Induction Procedure Staff Recruitment and Selection Procedure Staff Performance Management Policy Staff Performance Management Procedure Staff Professional Development Policy Staff Professional Development Procedure Staff Promotions Policy Staff Promotions Procedure

1. Purpose

This Policy is designed to ensure that the most qualified and suitable people for the range of positions required by the Australian School of Accounting (**'ASA'**) are systematically recruited based on merit and that the process is equitable, and free from bias or discrimination.

This Policy has been developed in recognition of the importance of attracting highly qualified and experienced staff and to ensure that ASA's recruitment and selection process is fair,

consistent, and transparent.

2. Scope

This Policy applies to all academic and non-academic staff at ASA, and all prospective employees and contractors to ASA.

3. Principles

Key principles informing this Policy and the associated procedure are that:

- ASA is committed to adhering to all relevant industrial relations legislation pertaining to privacy of information and equal opportunity in the recruitment and selection process.
- All candidates, including staff seeking redeployment, will be assessed in relation to clearly defined position-related selection criteria, and their capacity to discharge the requirements of the position description.
- Recruitment and selection will be conducted in a manner that enhances ASA as an employer.
- All appointments must be made in accordance with this Policy and associated procedure.

4. Definitions

Term	Definition
academic staff	A member of staff appointed to undertake a teaching function at ASA, whether full-time, part-time, casual, or sessional.
applicant	A person who has applied to work at ASA.
appointment	The act of officially selecting from options. This can be determining which person will fulfil a specific role.
Approving Authority	The governance body that has the authority or delegated authority (power) to approve the policy for publication and use.
Australian Qualifications Framework (AQF) Levels and criteria	AQF levels and the AQF levels criteria are an indication of the relative complexity and/or depth of achievement and the autonomy required to demonstrate that achievement. AQF level 1 has the lowest complexity and AQF level 10 has the highest complexity.
casual	Casual employment is short-term in nature and allows flexibility to vary hours or modify the employment and includes sessional employment. Casual staff are engaged on an hourly basis (minimum hours will vary according to the applicable industrial agreement) to work on an irregular basis and are used to cover leave absences, provide assistance for additional or seasonal work, or in special project type work.
Chief Executive Officer (CEO) / Principal	The Chief Executive Officer is the highest organisational role for ASA and performs the role of Principal as well as their other duties.
director	A director is a person appointed to the Board of Directors of ASA.
desirable criteria	Criteria that may enable the candidate to carry out the duties of the position more effectively.
employee	A person employed for wages or salary, especially at non-executive level.
essential criteria	Required qualifications, skills and/or knowledge which are necessary attributes for the position.
equal opportunity	Equal opportunity is a state of fairness in which individuals are treated similarly, without discrimination, except when particular distinctions can be explicitly justified.
equity	A quality of being fair and impartial, including the creation of equivalent opportunities for access and success in Australian higher education for historically disadvantaged or underrepresented student populations.

Term	Definition
Fixed-term appointment	Employment for a specified term, for which the employment contract will specify a period of employment and the reason(s) for the appointment being fixed-term. Can be for academic, administrative, or professional appointments.
merit selection	Selection based on merit where the best possible match is made between the qualifications, knowledge, skills, abilities and relevant experience of the applicants and the selection criteria in the Position Description. In the case of casual and sessional appointments, merit is based on an assessment of applicant's qualifications, skills, knowledge and experience against the duties to be performed.
non-academic staff	A member of staff without an academic classification, appointed to support and facilitate teaching and/or research.
Position description	A position description (sometimes referred to as a job description or statement of duties) outlines the key responsibilities, duties and objectives of the role plus selection criteria based on essential experience and skills, qualifications, and desirable criteria. Additionally, it can include classification level, Employment Award, type of employment, reporting lines and any direct reports.
Probationary period	A period of time during which the staff member is subject to formal assessment and provided with counselling and support to confirm their progress as outlined in this policy and procedure.
Professional equivalence academic qualifications	The need to determine if a staff member meets the equivalent relevant academic, professional, or practice-based experience prior to any offer of sessional/casual, fixed term or ongoing employment being made (including verbal offers). In such cases, the Academic Dean must maintain a record of the determination including the AQF level the staff member can teach to and the required evidence on which the determination was based (as set out in this procedure).
reasonable adjustment	These are administrative, environmental, or procedural alterations in the learning situation which remove barriers for people so that they can perform the inherent requirements of the course of study. For students, this could mean adjustments to the mode of delivery or written material or the assessment process and timeframe. An adjustment is reasonable if it takes into account the requirements or the person and balances the interests of all parties affected.
Recruitment agency	A labour engagement specialist or a professional recruiter contracted by ASA to provide labour resourcing services.
Senior Management team	A group of senior operational staff who report to the CEO and have specific functional responsibilities within ASA. The Senior Management team consists of: • Chief Executive Officer/Principal • Academic Dean • Director International Recruitment • Director Learning and Innovation • Director Quality and Compliance • Director Student Experience
Sessional appointment	A form of casual employment where the employee may be engaged to deliver lectures, tutorials, or demonstrations over a set and specific period of time, up to a maximum of 12 months.

Term	Definition
staff records/ data	Includes: • the position description; • letter of offer or employment contract or similar; • individual curriculum vitae (CV) or equivalent; • certified copies of qualifications; • documentation verifying recruitment or referee details; • communication between the staff member and ASA on formal matters, including disciplinary matters, details of formal grievance and any breaches of academic or research integrity; • annual performance reviews; • leave entitlements; • record and information of all professional development and, if relevant, scholarly activity; and • any other formal agreements or contracts between staff and ASA.

5. Policy Statements

5.1 Attract and Retain Staff

ASA aims to attract and retain the most highly qualified workforce available and ensure that all staff it employs are:

- appropriately qualified and experienced for employment in the higher education sector;

- able to share ASA's values and way of working to encompass the vision and goals of higher education for the wider community;

- on appointment to an Academic position, are able to contribute to a culture of scholarly activity of teaching and learning within ASA; and

- able to ensure that a physically and emotionally safe learning and working environment is maintained at all times.

5.2 Staff Recruitment

Staff recruitment at ASA will adhere to the following requirements:

1. All positions will have a position description that includes the specific responsibilities and duties for the position.

2. All positions will have selection criteria (essential criteria and desirable criteria) which outline the minimum required qualifications, knowledge, skills and abilities required for the position.

3. All positions will have lines of reporting specified.

4. Any particular conditions of the position will be specified.

5. Vacant positions will be advertised externally and internally. In some cases, the CEO may approve for vacant positions to be advertised through an external recruitment agency.

6. All advertisements will be authorised by the CEO.

7. ASA reserves the right to advertise vacancies and to make no appointment or fill positions through redeployment actions; or secondment or temporary appointment processes; or appoint via a merit selection process.

8. Visiting and adjunct staff may be engaged to undertake paid casual work without being subject to the usual recruitment practices in this Policy. They will usually be treated as casual staff for the duration of their appointment.

6. Policy Details

6.1 Equal Employment Opportunity

ASA is committed to recruitment and selection standards that comply with Australian Equal Employment Opportunity legislation. Decisions taken regarding recruitment, selection and appointment will be based on merit and undertaken in a fair and transparent manner.

It is unlawful to disadvantage employees and/or job seekers in any way because of one of the following attributes:

- Race
- Colour
- Gender
- Sexual orientation
- Gender identity
- Intersex status
- Age
- Physical or mental disability
- Marital status
- Family or carer's responsibilities
- Pregnancy
- Breastfeeding
- Religion
- Political opinion
- National extraction (place of birth or ancestry)
- Social origin (class, caste or socio-occupational category)
- Industrial activities (such as belonging to a trade union)

6.2 Reasonable Adjustment

Where a job applicant has a medical condition or disability but in all other aspects is the most appropriate candidate for the job, ASA will endeavour to make reasonable adjustments to the position to enable this person to do the job. This may require adjustments to work stations or tasks required.

6.3 Aboriginal and/or Torres Strait Islander Employment/Recruitment

ASA acknowledges and recognises its responsibility to the Aboriginal and Torres Strait Islander peoples of Australia and is committed to extending employment opportunities to their communities. ASA encourages Aboriginal and/or Torres Strait Islanders to apply for positions at all levels within the organisation.

6.4 Right to Work in Australia

The prospective employee must have the right to work in Australia. Australian and New Zealand citizens automatically have the right to work in Australia, as well as Australian Permanent Residents. Everyone else is required to hold a current visa with work rights in order to gain employment in Australia.

The following documents are accepted as proof of the right to work in Australia:

- Australian birth certificate
- Certificate of Australian citizenship
- Australian and/or New Zealand valid current passport
- Evidence of Permanent Resident status (current Visa with work rights).

6.5 Confidentiality and Privacy

All staff involved in recruitment and selection processes must uphold the principles of confidentiality and privacy as outlined in *Records and Information Management Policy and Procedure*. Any reported breaches of confidentiality and privacy with be dealt with in accordance with the *Staff Code of Conduct*.

6.6 Conflicts of Interest

A person who has or has had a close personal relationship with an applicant, or who has had any other non-work-related interest shall not take part in any aspect of the selection process as it could lead to a potential or actual conflict of interest. Where this is not practicable (for example the networking of the education sector with the CEO), then arrangements are to be made to ensure a wider selection panel available and additional reference checks organised.

6.7 Essential Selection Process

Academic:

Candidates seeking employment in a Higher Education academic position must be appropriately qualified in the relevant discipline from a recognised institution and consent for these qualifications to be verified as part of the recruitment and selection process. Staff are normally required to have at least one Australian Qualifications Framework (AQF) level higher than the level they will be teaching.

The Academic Dean is required to chair all academic appointments. If a conflict of interest is ascertained, then the CEO will be the nominated Chair of the selection panel.

Candidates for Higher Education academic positions will also be required to have an understanding of current scholarship and/or professional practice in the discipline they teach and have an understanding of pedagogical and/or adult learning principles.

Candidates for academic positions who do not hold a qualification at least one Australian Qualification Framework (AQF) level higher than the level they will be teaching will be required to have equivalent academic, professional, or practice-based experience. Refer to the ASA *Professional Equivalence Academic Qualifications Policy* and supporting procedure.

Academic Dean:

The CEO will initiate a selection panel for the appointment of an Academic Dean (this can include internal and external representatives). The final interview will be done in consultation with the Chair of the Academic Board. This can be managed through direct external advertising or through an authorised recruitment agency.

Professional (management):

The CEO will initiate a selection panel for the appointment of any professional/management positions. This can include internal and external representatives.

Administration:

Senior Management team members will initiate the recruitment process for their respective departments. All final appointments will be made in consultation with the CEO.

Chief Executive Officer:

Appointment of a CEO is managed by the Chair of Board of Directors.

6.8 Approvals

The approval authorities for the recruitment and appointment of Executive, Management, Administration, and Academic staff are outlined in the table below:

Position	Appointed by:	Ratified by:
Chief Executive Officer	Chair, Board of Directors	Board of Directors
Academic Dean	Chief Executive Officer	Chair Academic Board
Management/Professional	Chief Executive Officer	CEO/Chair Board of Directors
Administration Staff	Senior Management	Chief Executive Officer
Academic Staff	Academic Dean	Chief Executive Officer

6.9 Engagement

Once approval to appoint has been received engagement is confirmed by issuing a Letter of Offer or Contract.

All employment arrangements will be in accordance with the Educational Services (Post-Secondary Education) Award 2020.

The relevant manager is to complete the onboarding document and email through to all relevant staff members to ensure access is available on the new staff members commencement date.

6.10 Induction

Each new staff member will be properly inducted upon commencement of their employment. The staff member will be provided with access to all relevant materials at the beginning of their induction session, including the Staff Handbook and policies and procedures.

6.11 Probation

It is usual that any employment agreement will have a six (6) month probation (qualifying) period in accordance with the National Employment Standards. During this period employment can be terminated at will by either party by providing the appropriate notice stipulated in the Letter of Offer or Contract.

7. Appeals

Any appeals in relation to the recruitment and selection process will be addressed in accordance with the *Staff Grievance Policy* and associated procedure.

8.   Relevant HESFs

This Policy and the associated Procedure comply with Higher Education Standards Framework (2021) which specifies that:

Standard 3.2 Staffing

1. The staffing complement for each course of study is sufficient to meet the educational, academic support and administrative needs of student cohorts undertaking the course.
2. The academic staffing profile for each course of study provides the level and extent of academic oversight and teaching capacity needed to lead students in intellectual inquiry suited to the nature   and level of expected learning outcomes.
3. Staff with responsibilities for academic oversight and those with teaching and supervisory roles in courses or units of study are equipped for their roles, including having:
   a. knowledge of contemporary developments in the discipline or field, which is informed by continuing scholarship or research or advances in practice
   b. skills in contemporary teaching, learning and assessment principles relevant to the discipline, their role, modes of delivery and the needs of particular student cohorts, and
   c. a qualification in a relevant discipline at least one level higher than is awarded for the course of study, or equivalent relevant academic or professional or practice-based experience and expertise, except for staff supervising doctoral degrees having a doctoral degree or equivalent research experience.
4. Teachers who teach specialised components of a course of study, such as experienced practitioners and teachers undergoing training, who may not fully meet the standard for knowledge, skills and qualification or experience required for teaching or supervision (3.2.3) have their teaching guided and overseen by staff who meet the standard.
5. Teaching staff are accessible to students seeking individual assistance with their studies, at a level consistent with the learning needs of the student cohort.

9.   Version Control

This Policy has been reviewed and approved by the Australian School of Accounting Board of Directors as at March 2024 and is reviewed every three years.

Change and Version Control				
Version	Authored by	Brief Description of the changes	Date Approved:	Effective Date:
2024.1	CEO and Academic Dean	Updated policy to include HESF references, changes in regulatory compliances. Benchmarked against 6 other Higher Education Providers.	01/03/2024	08/03/2024
Previous version archived. New Policy code and numbering system implemented.				
3.0	Replaced previous versions	Academic Board approval	05/10/2022	05/10/2022