

Academic and General Staff Recruitment Policy and Procedure

1. Purpose

The purpose of this policy and procedure is to support the Institute's commitment to staff recruitment, assessment and selection processes based on equal opportunity principles and merit selection, and to ensure that the staff recruitment contributes to the alignment of the staff profile with the strategic directions of the Institute.

2. Scope

This policy and procedure apply to the recruitment and selection of academic and general / professional staff for all fixed-term, casual and continuing staff. It also applies to the appointment of adjunct and visiting staff from other educational institutions if they are to be offered paid positions. Unpaid adjunct and visiting appointments are covered by the Honorary, Adjunct and Visiting Positions Policy.

3. Definitions

Term	Definition
Authorised officer	The Campus Director or staff member with the delegated authority for creating positions, recruiting staff, making offers of employment and ensuring compliance with this policy and procedure.
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.
Conflict of interest	A conflict of interest arises in a situation in which a staff member is in a position to derive personal benefit from actions or decisions made in their official capacity or acts, or appears to act, on behalf of another person and not in the best interest of the Institute.
Fixed Term Appointment	Is 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.

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Term	Definition
Merit Selection	Is 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 applicants' qualifications, skills, knowledge and experience against the duties to be performed
Personal relationship	A relationship that arises from being a member of immediate or extended family, or in a relationship which gives rise to a conflict of interest and includes such matters as matrimonial (including de facto), sexual, business and financial relationships.
Adjunct Appointments	Appointments of individuals who do not hold an academic appointment but can contribute to the Institute's research and education or professional services and are of high standing or an expert within their industry, profession, or the community. Their achievements may be equated to the level of achievement required for appointment as Professor, Associate Professor or Fellow.
Visiting Appointment	Appointments of individuals who hold positions at other institutions or universities who can contribute to the Institute's research and education or professional services, and whose standing aligns with the Institute's activities.
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.
Recruitment agency	Is a labour engagement specialist or a professional recruiter contracted by the Institute to provide labour resourcing services.
Sessional Appointment	Is a form of casual employment. A sessional employee may be engaged to deliver lectures, tutorials or demonstrations over a set, specific period of time up to 12 months.
Supervisor	Means the person who directs the staff member and to whom that staff member reports.

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Term	Definition
Unlawful discrimination	<p>In the context of merit selection, unlawful discrimination occurs when a person is treated less favourably on the following actual or assumed personal characteristics as defined under Commonwealth and State laws: sex, gender identity, marital status, pregnancy, breastfeeding, status as a parent or carer, sexual orientation, lawful sexual activity, race, disability, age, industrial activity, physical features, religious beliefs or activities, political beliefs or activities, criminal record, medical record or personal association with a person who has, or is assumed to have, one of these personal characteristics. This concept includes Direct and Indirect Discrimination.</p> <p>Unlawful discrimination can also occur when a condition or requirement is imposed which someone with an attribute cannot meet and the condition or requirement is unreasonable in the circumstances.</p>

4. Policy Statement

- 4.1. The Institute applies consistent recruitment and selection practices and procedures to ensure all applicants for positions receive fair and equitable consideration. The qualifications, knowledge, skills and experience required for each position is determined to ensure the quality of the Institute's operations and services is maintained and continually improved. The Institute further aims to select the best available person for each position.
- 4.2. The Institute 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.
- 4.3. Visiting and adjunct staff may be engaged to undertake paid casual work without being subject to the usual recruitment practices in this policy. Their appointment and the conditions on their appointment are governed by the Honorary, Adjunct and Visiting Appointments Policy and Procedure. They will usually be treated as casual staff for the duration of their appointments.
- 4.4. A continuing or fixed-term staff member cannot be employed by the Institute to undertake additional work as a casual staff member or be paid as a casual staff member in work related to the staff member's normal duties including with a partner provider, except in exceptional circumstances approved by the Group General Manager.
- 4.5. The following principles will be applied to staff recruitment and selection:

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Merit selection: selection based on merit is where the best possible match is made between qualifications, knowledge, skills, abilities and relevant experience of the applicants, and, the selection criteria in the Position Description.

Equity: consistent with the principles of equal employment opportunity, and support of diversity in the Institute's workplace.

Privacy: recruitment and selection must be in accordance with the Institute's Privacy Policy, with confidentiality of applicants maintained at all times and the outcome of the selection process not disclosed until a letter of offer has been accepted.

Transparency: the process and basis for all selection decisions must be clear and transparent while maintaining the confidentiality of applicants at all times.

Fairness: the process must treat candidates fairly at all times.

Timely: the process must be conducted over a reasonable time span.

Integration: with the Institute's workforce plan.

4.6. Recruitment

Recruitment is the process of seeking and attracting a pool of qualified applicants from which candidates for job vacancies can be selected. It will normally be conducted through advertisement and open to internal and external applications. However, the authorised officer may approve a direct appointment without advertising.

4.7. Selection

Selection is the process of choosing the individual best suited to perform the requirements of a particular position, which includes:

Selection panels ("the Panel") should include gender representation and will, at a minimum consist of:

- the immediate supervisor (or nominee) for the position as the Chair; and
- a person with relevant expertise.

An additional person(s) may be included as Panel members if desired.

The Chair of the Panel will:

- ensure the Panel consists of the same members for the entire process. It is acknowledged that in extenuating circumstances, at the discretion of the Chair a Panel member may be substituted and/or co-opted provided that a new member can review the process to date and is in agreement about the short-listed applicants and/or the progress of the process to date;

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- ensure that there is sufficient expertise on the Panel related to the job content and work required;
- ensure that the Panel does not include a person who has a personal relationship or may have some other conflict of interest with any of the applicants;
- determine the recruitment and selection process, including the short-listing;
- ensure the majority of Panel members have experience in the recruitment and merit selection process and ensure they are aware of and able to fulfil their responsibilities;
- communicate with all Panel members at every stage of the merit selection process;
- establish the Panel and ensure transparency and confidentiality;
- ensure the operation of the Panel is effective, timely and directed towards achieving consensus;
- ensure that the operation of the Panel does not discriminate in any unlawful way, and each member understands the principles of merit selection and equal opportunity;
- ensure that the views of each of the Panel member are considered at all stages of the merit selection process and that each Panel member has input into the recommendation(s);
- ensure that all Panel members know their right to record their views in the Panel report which contains the Panel's recommendation(s), including their right to submit a minority report; and
- be responsible for the final selection decision.

Role and responsibilities of the Panel

The Panel members are required to:

- declare to the Chair any familial, personal relationship, conflict of interest or prior knowledge about any of the applicants and/or other issues that may reflect a perceived bias at any time during the merit selection process;
- assess applications, short-list, assist with planning the interview questions and interview applicants against the position description;
- maintain strict confidentiality and adhere to the Institute's policies on equal opportunity and information privacy; and,
- return all documentation relevant to the merit selection process to the Chair at the end of the process.

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4.8. Induction

The supervisor is responsible for providing new staff members with an induction to the Institute, their position and the work environment.

New staff members must complete mandatory induction and familiarise themselves with the New Employee Induction Pack and the MIT Employee Manual within their first month.

4.9. Probation

The probation period gives the Institute an opportunity to review the staff member's suitability and effectiveness in their appointed position.

Successful probation requires both the staff member and the supervisor to be satisfied with the arrangements. It also provides the opportunity for the supervisor to address any deficiencies in performance and for the staff member to take corrective action.

4.10. Selection for casual and sessional staff

For casual or sessional appointments in excess of four weeks, a duties statement must be provided to Human Resources for classification purposes. Following classification, recruitment and merit selection can commence. A formal selection panel is not required for casual or sessional appointments; however, the immediate supervisor or manager should be involved in the shortlisting, interviewing and selection of the final candidate assessed against the duties required for the position.

4.11. Recruitment Agency

A recruitment agency may be engaged to conduct a recruitment activity in specialist or difficult to fill positions. Where a recruitment agency is engaged to conduct a recruitment and selection activity, it will be conducted in accordance with this policy and procedure.

4.12. Categories of employment

Staff are employed as either academic or general/professional staff by the Institute. Academic staff are appointed at levels A-E. General/professional staff are employed at levels 1-10. The Institute may designate a work focus category for academic positions based on the strategic direction of the Institute, the specific needs of the school, the specific duties and the focus and emphasis of the staff members holding the positions.

4.13. Internship, Traineeships and Work Experience

A Head of School may arrange a paid or unpaid internship, traineeship or work experience for a student over the age of 18 years. The student will not be placed in the same area for more than 12 months and will be subject to the same hours and conditions as equivalent Institute staff. A

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signed Internship, Traineeship or Work Experience Arrangement form must be submitted to Human Resources prior to the commencement of work.

5. Procedure

The procedure for the recruitment and selection of staff is detailed in the process table.

Process table-

5.1. Recruitment	Responsibility
<p>a) Establish the Position-</p> <p>Seek approval from the Managing Director of the Institute to recruit for all staff, except for the Executive Management Directors/Heads of School who are approved by the CEO.</p> <p>Analyse the job requirements and determine the knowledge, experience, qualifications, skills and abilities required for the position. Discuss with Human Resources (HR), to determine classification, salary, title, recruitment and selection method.</p> <p>Ensure the position is aligned to the strategic direction of the Institute.</p>	Authorised officer
<p>b) Position Description-</p> <p>Develop or revise the Position Description to accurately reflect the duties and responsibilities of the position, with the key selection criteria to include:</p> <ul style="list-style-type: none"> • skills, knowledge and experience required; • role and responsibilities; • key task areas; • evidence of effectiveness; • knowledge and understanding of a diverse range of students. <p>The replacement of an employee provides an ideal opportunity to review the key areas to accomplish in the role and to suggest appropriate changes. Position Descriptions and selection criteria are to be established and modified in conjunction with HR.</p>	Authorised officer and HR
<p>c) Establish the Panel composition and membership and contact members.</p> <p>Arrange the meeting time.</p> <p>An applicant may nominate a Panel member as a professional referee.</p>	HR

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<p>d) Source Applicants via:</p> <ul style="list-style-type: none"> • Advertising externally in the press or the internet; • Internal application; • Personal recommendation/referral; • Recruitment agencies. <p>Ensure the method of advertising provides for an appropriate pool of qualified applicants to apply.</p> <p>All job advertisements must state the position, skills and experience required together with the minimum qualifications</p>	HR
5.2. Selection	
<p>a) Short-listing of applicants for the interview is based on the selection criteria developed from the Position Description. Shortlisting can be done by:</p> <ul style="list-style-type: none"> • Human Resources; • the Authorised Officer; • the Panel; • any combination of the above. 	Various
<p>The short-list needs to be approved by the Chair of the Panel (prior to the interviews).</p>	Chair of Panel
<p>b) Interview</p> <p>Depending on the level of the position, several interviews may take place during the selection process. This may include one on one interviews or a panel-type interview.</p> <p>The requirement to hold an interview may be waived, in circumstances when the person has been acting in the position for an extended period.</p> <p>Prior to the commencement of interviews:</p> <ul style="list-style-type: none"> • prepare and agree on the questions to be asked of all applicants through the interview process. • Decide if any additional assessment method should be used – for example, presentations, case studies, and psychological assessment. <p>Applicants should be briefed at the beginning of the interview on the Institute, the position and the conditions of employment. Interview questions should</p>	Panel

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<p>focus on the selection criteria, with follow-up questions to determine suitability.</p> <p>The Managing Director or CEO of the Institute may also meet with short listed candidates.</p> <p>Academic appointments must meet the qualification requirements specified in the Position Description in order to comply with the Tertiary Education Quality and Standards Agency (TEQSA) Act 2011.</p>	
c) After the successful applicant has accepted the contract, all non-agency interviewed applicants who are not successful after being interviewed should receive timely acknowledgment of this outcome via telephone or email.	Chair
d) If an agency is involved, they will short list and interview candidates (based on a brief given to them from the Authorised Officer) and respond to applicants not successful after interview.	Agency
e) The confidentiality of all applicants must always be respected.	All
5.3. Reference and other checks	
a) Recommendations for appointment must only be made once feedback is obtained from at least two referees. Referees must be able to provide feedback about an applicant from a work perspective. All reference check reports must be recorded and should be strictly work job-related, worded to address the requirements of the position.	Chair or HR
<p>b) HR (or delegate) may also conduct the following tests where appropriate:</p> <ul style="list-style-type: none"> • Police checks; • Working with Children checks; • Psychological tests using Psychometric Solutions or similar service; • Medical clearance, in addition to the Institute's Statement of Health Declaration; • Proof of Australian citizenship or Permanent Residency (PR) Status by providing original evidence of: • Valid Australian Passport (photo identification page only); • Australian Citizenship certificate; • Certificate of Evidence of Citizenship; OR Australian Birth Certificate (extract or full copy) • A certificate must be accompanied by an Australian Passport or driver's licence for verification of identity. <p>For Australian permanent residents, an Australian permanent residence visa label, accompanied by a valid overseas Passport to confirm the identity</p>	HR

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of the visa holder must be produced.) The copies of the original documents must be retained and signed as "sighted" by the HR, the Authorised Officer or the Chair.	
<ul style="list-style-type: none"> • Workrights <p>c) Following the Authorised officer's approval, the Chair or HR may make a verbal offer to the preferred applicant. If the offer is declined, the Chair may make a verbal offer to the next ranked appointable applicant.</p>	HR
<p>d) Employment contract-</p> <p>Employment contracts are approved by the CEO or Managing Director, to be actioned by the Director HR, through the issuing of a Letter of Offer by an Authorised Officer. The Letter of Offer becomes the Staff Employment Agreement once signed by the successful applicant. The Letter of Offer sets out the terms and conditions of employment for the prospective employee and has the legal status of a common law contract.</p> <p>The standard Letter of Offer cannot be changed unless approved by the CEO. The Letter of Offer must include a duplicate copy for the applicant to sign and return as acceptance of the offer prior to the commencement date.</p>	CEO or MD
Records of the approval process for the issuance of a Letter of Offer, a subsequent Letter of Offer and/or a contract extension must be kept by HR	HR
5.4. Casual and Sessional staff appointments	
<p>a) The selection process for Casual and Sessional Staff</p> <p>Casual and sessional staff are not required to undergo the full selection process detailed in this process table.</p> <p>However, these staff must meet the requirements for the role they undertake, and selection must occur in a non-discriminatory and fair manner.</p> <p>b) Casual and Sessional staff are to be informed of their duties and responsibilities by their supervisor on the first day of their employment. An induction kit containing a list of duties must be provided and communicated. Institute schools and directorates may maintain a register of suitable persons wishing to undertake sessional/casual work, or source suitable candidates by open invitation.</p>	

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5.5. Fixed -Term staff appointments	
<p>a) Selection Procedures for Fixed- Term Appointments</p> <p>A fixed-term contract is an employment for a specified period with a specific start and end date.</p> <p>Fixed-term contracts should be for the length of both the foreseeable need and funding, and should not be offered for more than five years.</p> <p>b) The recruitment and selection process for fixed-term appointments is the same as for continuing staff as detailed above at 5.1-5.3.</p>	
5.6. Induction	
<p>The supervisor is responsible for inducting new staff into the Institute, the position and the workplace.</p> <p>New staff will be inducted in accordance with the Induction Guidelines contained in the MIT Employee Manual.</p>	Supervisor
5.7. Probation	
<p>a) The period of probation is six months for all appointments.</p> <p>Probation periods may be extended to cover a staff member's period of leave.</p>	
<p>b) During the probation, at least one review meeting should be conducted with the supervisor to discuss the new staff member's performance.</p> <p>The supervisor must make a determination and recommendation to HR as to whether the staff member's employment should be confirmed before the end of the probation period.</p>	Supervisor

6. Responsibilities

6.1. The Institute CEO

The Chief Executive Officer is responsible for this policy and procedure.

6.2. The Director Human Resources

The Director Human Resources is responsible for the operational implementation of this policy and procedure.

6.3. Supervisors

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Supervisors must ensure that new staff are fully inducted into the Institute and their position, and receive appropriate support during the staff member's probation period.

7. Implementation and communication

This procedure will be implemented and communicated through the Institute via:

- Announcement on the Institute's website;
- MIT Employee Manual
- Staff professional development.

Supporting documents and References

Government legislation:

Equal Opportunity for Women in the Workplace Act [1999] [Commonwealth]

Fair Work Act 2009 [Commonwealth]

Workplace Gender Equity Act 2012 [Commonwealth]

Sex Discrimination Act [1984] [Commonwealth]

Racial Discrimination Act [1975] [Commonwealth] Disability Discrimination Act [1992] [Commonwealth]

Australian Human Rights Commission Act [1986] [Commonwealth]

Equal Opportunity Act [2010] [Victoria]

Age Discrimination Act [2004] [Commonwealth]

Tertiary Education Quality and Standards Agency (TEQSA) Act and Higher Education Standards Framework

Institute documents:

MIT Employee Manual

MIT Policies and Procedures

Industry Internship Policy and Procedure

Working from Home Policy and Procedure

Staff Code of Conduct

Professor and Associate Professor Policy and Procedure

Determining Equivalence of Professional Experience and Academic Qualifications Policy and Procedure

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