

Staff Recruitment, Induction and Performance Policy

1. Purpose

The Staff Recruitment, Induction and Performance Policy outlines the standards and expectations for the recruitment and appointment of staff. This policy ensures that the processes for recruiting, appointing, inducting, and assessing the performance of both academic and corporate staff are conducted in a transparent, fair and inclusive manner. This policy should be read in conjunction with the Employee Handbook, Recruitment Guidelines and other relevant internal documents relating to staff performance and review.

All recruitment, induction, and performance management activities comply with applicable Commonwealth and State legislation, including but not limited to the Fair Work Act, Anti-Discrimination Acts, Privacy Acts, Workplace Health and Safety, Gender Equality, and Child Safety legislation

2. Scope

This policy applies to all current and potential staff and those involved in recruitment, appointment, induction and performance processes and decisions.

3. Definitions

See Glossary of Terms.

4. Policy statements

Recruitment and appointment

4.1 The Institution is committed to ensuring that all staff possess the appropriate qualifications, motivation, and capacity to actively engage with and contribute to the Institution's strategic direction, corporate objectives and values.

4.2 In its recruitment practices, the Institution seeks to appoint:

- academic and corporate staff selected according to course and subject requirements, as well as the educational, academic support and

administrative needs of student cohorts. The Institution seeks to build a staffing profile with strong oversight and teaching capabilities needed to lead students in intellectual inquiry appropriate to the expected learning outcomes; and

- hospitality and events staff to support the strategic and operational plans of the Functions and Venue Hire commercial operations.

4.3 The Institution ensures that all staff are appropriately qualified and possess the relevant skills, attributes and experience required for their roles in accordance with the Higher Education Standards Framework 2021.

4.4 Recruitment and appointment practices and decisions are consistently:

- transparent;
- equitable;
- evidence-based;
- merit-driven;
- free from bias and unlawful discrimination;
- supportive of equal opportunity for diverse candidates;
- promotes an inclusive and diverse workforce; and
- aligned with the Working with Children Check (WWCC) Guidelines.

4.5 The Institution encourages a working environment that is free from discrimination and harassment as per the Diversity, Equity and Inclusion Policy. All employment decisions are made objectively and without reference to irrelevant or discriminatory criteria.

4.6 Aboriginal and/or Torres Strait Islander peoples are encouraged to apply for positions at every level within the Institution.

4.7 Academic staff recruited and appointed for academic oversight, teaching and supervisory responsibilities in courses or subjects are required to demonstrate:

- up-to-date knowledge in the discipline or field, informed by scholarship, research or advances in professional practice.
- skills in contemporary teaching, learning and assessment practices relevant to the discipline, their specific role, teaching modes and the needs of student cohorts: and
- a qualification in a relevant discipline at least one level higher than the

course being taught, or equivalent academic, professional or practice-based experience and expertise.

4.8 All staff involved in recruitment and selection must declare any actual or perceived conflicts of interest. Recruitment decisions must be made with integrity, impartiality and transparency.

4.9 All personal information collected during recruitment, induction, and performance management is handled in accordance with the Privacy Policy.

4.10 The procedures for recruiting and appointing staff are outlined in the Recruitment Guidelines.

Induction

4.11 To ensure a smooth transition into the workplace, all staff participate in a comprehensive induction program at the start of their employment. This program is designed to clearly communicate institutional expectations and familiarise staff with key policies, procedures, and workplace culture. Managers are responsible for following the induction guidelines and checklists provided by the Vice President (People and Training) to guarantee consistency and thoroughness across all departments.

4.12 All staff, with the exception of casual staff, are subject to a probation period as specified in their contract of employment.

4.13 Staff are expected to maintain a thorough understanding of the Employee Handbook and Staff Code of Conduct at all times. Any breaches are dealt with as misconduct and managed in accordance with the Institution's disciplinary procedures.

4.14 All staff are encouraged to actively foster positive relationships and contribute to a supportive workplace culture by demonstrating the Institutional Values as outlined in the *Employee Handbook*.

4.15 New staff are provided with essential information about the Institution, including its responsibilities under the National Code 2018 and the Higher Education Standards Framework, and other legislation.

4.16 All academic staff, including casual staff must successfully complete the

Academic Integrity Module and fulfil any additional requirements as defined by the Institution prior to commencing teaching.

Performance

4.17 The Institution is committed to fostering a positive and supportive environment that enables staff to fulfil their duties to the best of their ability while remaining accountable for their performance. Performance expectations are clearly defined, realistic and aligned to strategic objectives.

4.18 Staff performance is subject to ongoing monitoring, with constructive feedback provided as appropriate. Prompt and appropriate corrective action is taken for issues relating to underperformance.

4.19 All permanent and fixed term staff participate in an annual performance appraisal process with a mid-year review. This approach supports continuous improvement, professional development and the achievement of both individual and organisational goals.

4.20 The performance of all academic teaching staff is assessed separately in accordance with the job description, staff performance benchmarks and institutional values and behaviours. In addition, an academic development plan is agreed.

4.21 In addition, academic teaching staff are evaluated through the Teaching Excellence Award program, which requires staff to meet specific criteria such as consistently high SETU rates, positive student feedback, strong attendance and retention rates in class, and assessment completion rates. Additional requirements include successful completion of the Academic Integrity Module and achievement of Moodle Minimum Standards for all subjects taught, which relate specifically to the duties required to set up and manage all student learning and reporting functions.

5. Roles and responsibilities

5.1 The Board of Directors approves the recruitment and appointment of the President and Managing Director (President) and receives reports regarding recruitment activities.

5.2 The Academic Board oversees the development and maintenance of an

appropriate academic workforce profile to ensure the Institution's learning and teaching needs are met.

5.3 The President coordinates the recruitment, appointment, and induction of members of the Executive Management Group (EMG).

5.4 The Vice-President (People and Training) provides expert advice to hiring managers and oversees processes for recruiting, appointing inducting and the performance review all staff members across the Institution.

5.5 The DVC (Learning and Teaching), Deans and Program Managers are responsible for:

- implementing the academic workforce plan;
- approving academic staff position descriptions;
- approving equivalent professional experience in accordance with the Academic Staff Qualifications and Experience Policy;
- appointing academic staff upon approval by the President; and
- maintaining satisfactory academic staffing levels with relevant in-field experience.

5.6 The EMG advises and supports both the President and the DVC (Learning and Teaching) in recruitment matters and is responsible for monitoring and making recommendations for improvement for recruitment, appointment, and induction processes.

5.7 Managers are responsible for conducting recruitment, appointment, induction, and performance activities in accordance with this policy.

6. Related documents

Academic Promotions Policy

Academic Promotions Procedures

Academic Staff Qualifications and Experience Policy

Employee Handbook

Recruitment Guidelines

Protection of Freedom of Speech and Academic Freedom Policy

Scholarship and Scholarly Practice Policy

Scholarship and Scholarly Practice Procedures

Summary of changes	Approved by	Approval date
New	Board of Directors	2 August 2019
	Board of Directors	7 December 2021
Comprehensive review resulting in various editorial changes and new clauses relating to staff involved in recruitment must declare any actual or perceived conflicts of interest. Plus, all personal information is handled in accordance with the Privacy Policy.	Board of Directors	13 March 2026