



**AUSTRALIS  
BUSINESS  
SCHOOL**

# **Recruitment and Selection Policy and Procedure**

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## 1. PURPOSE

This policy aims to ensure that staff recruitment and selection practices must be merit-based, consistent and in line with the mission and strategy of the Australis Business School (“Australis”). The policy will ensure that Australis complies with all legislative and regulatory obligations, including the Higher Education Standards Framework (Threshold Standards) 2021 and the Victorian Department of Education *Best Practice Guide: Recruitment and Selection* (2020).

## 2. SCOPE

This policy applies to all Australis staff, both academic and administrative, all permanent, casual and contract (sessional) staff and to all staff involved in the recruitment and appointment process.

## 3. DEFINITIONS

See the Australis *Glossary of Terms* for definitions.

## 4. POLICY STATEMENT

### 4.1. Policy Statement

In order to recruit, select, and retain staff of the highest calibre, Australis is dedicated to a fair, organised, prompt, and consistent approach to hiring and selection. An applicant's qualifications, aptitude, knowledge, abilities, and experience, as well as their capacity to fulfil the position's requirements, will all be taken into account.

### 4.2. Selection and Recruitment Principles

The recruitment process follows an open competition model that prioritises merit and achievement relevant to the position.

The principles of equity, transparency, and equal opportunity are strictly adhered to for all candidates.

The selection process is aligned with the goals, objectives, and values of Australis. Additionally, jobseekers who meet the selection criteria are strongly encouraged to apply.

The principles of fair and equitable treatment of candidates, timely and efficient selection procedures, confidentiality of candidate information, and adherence to applicable legislative requirements and obligations (such as Police Check) are essential components of the recruitment process.

## 5. POLICY DETAILS

### 5.1. Equal Employment Opportunity

Australis is dedicated to adhering to recruitment and selection criteria that align with the equal employment opportunity legislation of Australia. The process of selecting, recruiting, and appointing individuals will be conducted based on their merit and with a commitment to fairness and transparency.

### 5.2. Rational Adjustment

In cases where a job applicant possesses a medical condition or disability, yet is deemed the most suitable candidate for the position in all other respects, Australis will make reasonable accommodations to the job requirements to enable the individual to effectively carry out the job duties. It is possible that modifications to workstations or tasks may be necessary.

#### Aboriginal and Torres Strait Islander Recruitment

Australis acknowledges its responsibility to the Aboriginal and Torres Strait Islander peoples of Australia and is committed to providing employment opportunities to their communities. Australis promotes the active participation of individuals from Aboriginal and Torres Strait Islander communities in seeking employment opportunities across all hierarchical levels within the school.

#### Confidentiality and Privacy

It is imperative that all staff engaged in the process of candidate selection and recruitment adhere to the fundamental principles of confidentiality and privacy, as outlined in the Privacy Policy. Instances of privacy or confidentiality breaches will be addressed in compliance with the *Code of Conduct*.

### 5.3. Conflicts of Interest

A person who possesses or have previously possessed an intimate personal connection, such as a family member, significant other, or partner, with a candidate, or who hold any other non-work-related stake, are prohibited from participating in any facet of the recruitment and selection procedure, as this may result in a potential or real conflict of interest.

### 5.4. Essential Criteria for Academic Selection

Candidates seeking higher education academic positions at Australis are normally expected to hold a qualification in a relevant discipline at least one level higher than the AQF level of the course they will be teaching.

They should also demonstrate an understanding of contemporary scholarship and professional practice within their field, along with knowledge of pedagogical and/or adult learning principles.

In limited circumstances, appointments may be considered based on equivalent relevant academic, professional, or practice-based experience, as outlined in section 5.5 of this policy.

## 5.5. Academic Staff Qualifications and Equivalence

Australis ensures that academic teaching and supervisory staff are qualified and equipped for their roles in accordance with Standards 3.2.3 and 3.2.4 of the Higher Education Standards Framework (Threshold Standards) 2021.

Academic staff are normally required to hold a qualification in a relevant discipline at least one AQF level higher than the course being taught or assessed. This requirement applies to all teaching staff, academic coordinators, and supervisors of student research components.

In exceptional circumstances, Australis may consider equivalent relevant academic, professional, or practice-based experience and expertise in place of a higher qualification. The following provisions apply:

- Equivalence must be assessed before appointment and demonstrate achievement equivalent to the learning outcomes of the relevant AQF level.
- Assessment must be based on documented evidence such as industry experience, research output, leadership roles, or other indicators of expertise relevant to the discipline.
- The Dean (for non HDR staff) and HDR Director (for HDR staff) is responsible for reviewing and endorsing each assessment and ensuring that the decision is based on documented evidence aligned with the AQF level of the course being taught.
- A brief report outlining the basis of the assessment must be completed and retained on the staff member's file.
- An annual summary of equivalence-based appointments is provided to the Academic Board for noting.

Where a staff member does not fully meet the requirements of Standard 3.2.3, Australis will implement appropriate oversight arrangements in accordance with Standard 3.2.4. This includes:

- Approval by the Dean (for non HDR staff) and HDR Director (for HDR staff) of an appropriate oversight arrangement;
- Oversight by a qualified staff member, including mentoring and periodic review;
- Where appropriate, co-signoff or moderation of assessment tasks.

No academic staff member may be appointed solely on the basis of professional experience unless the assessment process is completed, endorsed by the Dean (for non HDR staff) and HDR Director (for HDR staff), and appropriately documented.

Where staff are appointed to supervise doctoral candidates, they must hold a doctoral degree or equivalent research experience, in accordance with Standard 3.2.3.

## 6. RECRUITMENT AND SELECTION PROCEDURES

### 6.1. Position Preparation

A review of the need for as well as the requirements of the position, funding, and organisational structure must be done by the relevant supervisor or manager, such as the Department Head or Dean. Requirements must follow the *Selection and Recruitment Principles* set forth in Section 4.2.

With the Administration and HR Manager's input, a position description will be developed or reviewed.

In the following cases, appointments may be made without notice:

- If a position requires highly specialised knowledge and the supervisor can attest that a high-calibre candidate or
- If candidates have already been identified or
- If the appointment is for one year or less.

In mitigating circumstances, the Chief Executive Officer must approve the appointment.

### 6.2. Advertising

In coordination with the appropriate supervisor, the Administration and HR manager will organise the job's advertisement. The advertisement must adhere to Australis guidelines as well as any requirements imposed by federal immigration and state and federal employment authorities.

The job advertisement will comply with the following rules:

- The job advertisement must adhere to the principles of respect, non-discrimination, and clarity in language. Additionally, it is required to explicitly mention that Australis is an equal opportunity employer.
- The job advertisement shall include the following information:
  - position, location of the job and a comprehensive list of main tasks and duties
  - required qualifications and both essential and desired selection criteria
  - how to apply and required documents
  - duration of the appointment in the specific position (for fixed-term positions)
  - application closing date
  - whom a candidate should contact; and
  - that the candidate must have the right to work in Australia

### 6.3. Selection Committee

It is mandatory for a selection committee to consist of at least three (3) members. The individual who assumes the role of Chair for the selection committee must possess the requisite power to appoint a candidate for the position and will normally be the supervisor of the advertised position.

The committee responsible for selection endeavours to draw a diverse pool of applicants with a suitable gender distribution.

The selection committee shall:

- comprise members holding equal or higher positions to the level of vacancy
- at least one representative from each gender on the committee
- have a sound understanding of the nature of the role and also the selection criteria for the role
- encourage and support individuals from communities that experience employment disadvantages.
- accountable for selecting, interviewing, and appointing candidates, while also ensuring that applicant confidentiality is maintained.

#### **6.4. Processing of Applications**

The Administration and HR Manager will register and file all applications that have been received by the closing date. The Chair of the selection committee will have the discretion to accept late applications. Access to the applications is strictly confidential and restricted to individuals authorised by the Chair of the selection committee. It is imperative that the Administration and HR Manager provide written acknowledgement of all applications within a maximum of seven (7) days subsequent to the deadline for submission of applications.

#### **6.5. Interviewing**

The selection committee will be responsible for the following:

- forming interview questions (applicants will not be questioned in a discriminatory or unfair way); questions will not imply any discrimination based on applicants' racial or ethnic origin, family responsibility, sexual preference, marital status, sex or age
- conducting the interviews
- ensuring the equitable and uniform formulation of questions to each interviewee:
  - verifying the legitimacy of a candidate's credentials involves the examination of original documents or certified copies, particularly in the case of degree testamurs or transcripts, pertinent academic accolades, and, if applicable, character references checks, testimonials from employers, police checks, as well as licences and certifications required for professional registration bodies.
  - verifying the references provided by a job candidate
- choosing the most suitable candidate for the role; a decision may be made by majority vote in case of disagreement.

Character reference checks and/or testimonials from employers help to ascertain if the person has resigned from their previous role while an investigation against them was ongoing or if they have breached the employer's disciplinary framework and the nature of any breaches or alleged breaches.

In the event that a member of the selection committee does not participate in the interview process, their vote may be deemed ineligible for inclusion in the final selection.

## **6.6. Appointment**

Once the selection committee has made a choice, a written offer of appointment will be presented to the chosen candidate. Once the chosen candidate accepts the written offer, the hiring process will be complete. All applicants who have been unsuccessful will be notified by the Administration and HR Manager. The Administration and HR Manager will make sure of the following after the procedure is complete:

- All application-related documents are properly filed and kept strictly confidential for a period of six (6) months, and then destroyed.
- For the selected applicant, an employee file with all pertinent application-related documents will be prepared.
- A contract of employment is prepared and signed by both the successful applicant and an Australis representative.
- Orientation and induction is arranged for the successful applicant.

The contract must expressly state the position, probationary period, terms of employment, salary, benefits (for short-term contracts), duration, confidentiality requirements, and any other agreed-upon terms and conditions, such as whether the position is ongoing or fixed-term, the necessity of Working With Children checks, etc.

As part of the pre-commencement induction, a New Starter Pack will be sent to the successful candidate along with the contract. The Superannuation Form, Tax File Number Declaration Form, New Employee Information Form, and Proof of Identity Checklist, Australis Code of Conduct, Fair Work Information Statement and Acknowledgement Form will all be included in the New Starter Pack.

## **6.7. Induction**

Each new staff member will be properly inducted upon commencement of their employment. Staff induction is mandatory and each new staff member will be provided with access to all relevant materials at the beginning of their induction session which will be explained to the new staff member. The relevant manager completes a Staff Induction Checklist which is signed by both the manager and new employee, and saved in the employee's personnel file.

The induction session will include information about the staff member's role within the School, the culture and expected behaviours aligned to the Australis culture, the quality management framework, staff responsibilities for health and safety (on campus and online), access and equity, conditions of engagement, and organisational and statutory regulations and legislation that affects their work. Opportunities for professional development are also be identified during the induction session. Refer to the *Professional Development and Scholarly Activity Policy and Procedure*.

## 6.8. Professional Development

Australis aims to develop its staff to adapt to crucial changes that continue to occur in the Australian higher education sector. Professional development can be a catalyst for ongoing self-improvement throughout a staff member's career.

During the annual performance review process, each staff member's professional development requirement is reviewed and updated. Australis will make every effort to support staff to undertake appropriate professional development activities that have been identified during a staff member's appraisal (see the *Professional Development and Scholarly Activity Policy and Procedure*).

## 7. Related Documents, External References and Version Control

### 7.1. Related/Referenced documents

- Aboriginal and Torres Strait Islander Peoples Education Policy
- Bullying, Discrimination and Harassment Prevention Policy
- Code of Conduct
- Conflict of Interest Policy
- Delegations Policy
- Equity and Diversity Policy
- Facilities, Resources and Infrastructure Policy
- Health and Safety Policy
- Privacy Policy
- Professional Development and Scholarly Activity Policy and Procedure
- Records and Information Management Policy

### 7.2. Related legislation and external references

- Higher Education Standards Framework 2021
- Tertiary Education Quality and Standards Agency (TEQSA) Act 2021

### 7.3. Version Control

Version	Date	Reviewed/approved by	Key notes/changes
1.3	31/07/25	AB	Reviewed and approved at the AB 31/07/25 meeting.
1.4	05/08/25	BoD	Reviewed and approved at the BoD 05/08/25 meeting.

### 7.4. Document Review

To be reviewed at least every five (5) years from the date of final approval