

## CHS Academic Recruitment and Appointment Policy

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## 1. Purpose

The purpose of this policy is to outline how CHS will recruit and appoint academic staff. This Policy aims to ensure that recruitment standards are consistent, equitable, appropriate and free from discrimination or bias.

## 2. Scope

This policy applies to all academic staff whether permanent full time or fractional.

## 3. CHS Commitment to Scholarship

CHS's Strategic Plan guides the development of CHS as a sound higher education institution responding to the needs and aspirations of students and employers in the Health Sector. As an applied learning institution CHS is committed to exploring ways and means of beneficial application of knowledge at individual, group and community levels.

CHS believes that learning is primarily attained by students when they are engaged by the faculty in deep understanding of complex and contemporary challenges, exploring new solution spaces through the application of contemporary knowledge and technology, thus creating new perspectives and adding to the existing stock of knowledge. Learning is a dynamic and continuous process, an element of new knowledge addresses a gap but also opens up new avenues for exploration.

To be successful the faculty must lead the learning process and must engender a sense of fascination and passion for learning in students. In short, the faculty must be good learners themselves, demonstrate a sense of curiosity about all social and environmental constructs, including events, objects, thoughts and systems, and through that instil a passion for life-long learning in students.

## 4. Approach to Recruitment and Appointment of Academic Staff

- The College subscribes to a transparent and performance-based appointment and promotion policy. CHS places critical importance on the performance of its academic and teaching staff;
- The search for qualified academic staff shall be through all available means, including but not limited to, advertising, personal search, introductions, approaches to qualified individuals and so on.
- The College shall appoint academics who are qualified to teach at university level. To achieve this, aim the College shall pay appropriate remuneration to attract the right quality staff;
- The College shall apply an appropriate set of criteria (see Selection Criteria) to short list candidates and to select the most qualified individual for a given academic position;
- Any appointment to an academic position in the College shall be subject to academic performance, which shall include satisfactory student feedback, as well as scholarship and past teaching performance;
- The College shall apply appointment and promotion criteria that are broadly in line with those applied by Australian Universities for appointment and promotion of academic and teaching staff (see **CHS Academic Titles, Appointments and Promotions Policy**). Performance reviews shall be annual and based on the usual indicators of teaching, scholarly research and peer recognition as well as publications and general academic standing.
- With respect to the selection and appointment of fractional staff, CHS shall seek and appoint the most qualified individuals for each unit of study. Ideally all fractional staff shall hold a doctoral degree relevant to their field of expertise or be qualified at Master level with high standing or industry recognition;

- All fractional staff are to be re-appointed based on their teaching performance and commitment to scholarship; and
- The College shall review its policy on academic recruitment, appointment, induction and promotion at suitable intervals to ensure that the staffing policy is effective and serves the needs of the institution.

## 5. Approval to Recruit

Appointments to Levels A, B and C is normally approved by the CEO upon Dean's recommendations. Appointments to Levels D and E need to be considered by the Selection Committee first and follow the process outlined below.

Recruiting staff for existing positions must be approved by the CEO based on the **CHS Workforce Plan** and approved budget. New and additional recruitment must be approved by the Board of Directors prior to commencing the recruitment process. A justification must be prepared for each new position for consideration by the Board of Directors. The Justification shall include:

- an outline of the position including relationship to existing positions and the approved organisation chart
- proposed appointment title, level, salary band and position description
- cost of the position (salary package) and proposed recruitment methods and costs
- performance criteria for the position
- alternatives considered

## 6. Recruitment and Selection Process

### 6.1 Internal advertising

All positions are advertised internally and externally. The preferred method of internal advertising is to include the recruitment advertisement in the CHS portal. Current academic staff are encouraged to apply where appropriate. Each application will be assessed on its merits, based on the essential and desirable criteria required for the position. This may mean that internal applicants may or may not qualify for job interviews. Any decisions regarding appointment will also be made on the basis of merit.

Internal applicants that have been in their current role for less than three months are required to consult the Dean or relevant Director of Study prior to applying, although legally no employee can be requested to not apply for another role.

### 6.2 External Advertising

External advertising may be used as deemed appropriate by CHS. All external advertising or agency costs must be within the current budget or if outside the budget approved by the CEO.

The job advertisement should be written in clear non-discriminatory language. The advertisement must contain the title of the job and a list of duties and key result areas. The advertisement should both outline the essential criteria for the job and indicate that applicants are required to address all of these criteria. Desirable criteria can also be included.

Advertisements should also specify what information the applicant should include with their application (e.g. resume, academic record etc.). The name of the contact person and closing date for applications should also be included.

The advertisement must state that CHS is an equal opportunity employer, and that candidates must have full working rights to be employed within Australia for a reasonable period of time. A job advertisement template is available on **Action HRM** to assist with process.

### 6.3 Merit Principle

When recruiting or promoting staff, CHS aims to ensure that the most qualified person for the role is chosen in each case. CHS seeks to ensure that recruitment and selection decisions are based purely on the principle of merit. This means that persons will be selected on the basis of whether they have the right qualifications, experience and standing as well as potential to satisfy other qualities required for the position (based on the specific selection criteria).

Decisions to recruit or promote employees that unlawfully discriminate against a person based on their sex, race, disability, age, sexuality, pregnancy, family responsibilities, or due to personal biases or favouritism, do not result in the best person being chosen and legally should not occur. The Selection Committee and the College's Leadership are required to apply the merit principle in every case.

### 6.4 Equal Employment Opportunity

CHS is an equal employment opportunity employer (EEO) and aims to ensure that all applicants for selection or promotion are not unlawfully discriminated against on any of the protected attributes contained in the Commonwealth or respective State Equal Employment Opportunity laws. This means that no form of unlawful discrimination should take place in job advertisements, job interviews or the selection process. Full confidentiality is maintained throughout the process by CHS in conformity with the **CHS Privacy Policy** and to ensure the integrity of the process.

### 6.5 Composition of Selection Committee

The Selection Committee is needed for major formal and continuing roles such as the Director of Studies or Discipline Leaders, Professors, Associate Professors and Senior Lecturers. The Committee comprises the following members:

1. The Chair of the Academic Board or nominee (Committee Chair)
2. A member of the Board of Directors or nominee
3. CEO or nominee
4. Dean or nominee
5. A senior academic external to the College
6. HR representative (non-voting member)

Prior to the meeting of the Committee the Dean must obtain assessment reports from the assessors independent of the College on the standing of the applicants and merits of their case. The Dean shall organise and distribute the respective application documentation to all Committee members at least 4 weeks prior to the Committee meeting where possible.

## **6.6 Assessment of Applications**

The Committee shall meet on a scheduled date to assess all applications against the criteria and shall consider the reports of the assessors as well as other evidence supplied by the applicants. The Committee shall deliberate on each case and then rank and recommend the preferred candidate(s). The Committee shall use the same standard as those normally applied by Selection Committees to assess candidates for promotion at the same level.

At least 4 out of 5 members of the Committee must vote favourably on a given application so that the Committee can recommend appointment or promotion of the applicant. It is recommended that Committee applies a broadly agreed weight to each criterion and then ask individual Committee members to score the applicant's performance against the criteria so that the total weighted score can be computed and used as one of the factors for making recommendation on each application before the Committee.

## **6.7 Academic Board Review**

The Selection Committee's recommendations shall be submitted to the Academic Board by the Dean for review and comment. The Academic Board, after having reviewed the Committee's recommendations shall provide a report to the Board of Directors that has specific recommendation on each of the candidates for selection. The Board of Directors shall approve the recommendation of the Academic Board if it is satisfied that the appointee meets the College's selection criteria. The Board of Directors or the Academic Board shall not interview any of the candidates or call for external review of the candidates.

## **6.8 VEVO Checks**

All preferred applicants holding a visa issued by the Australian Government will be subject to the a VEVO check, to ensure their eligibility for the role. This is organised by the HR Director.

## **6.9 Financial Checks**

CHS may also deem it appropriate to undertake financial history and credit checks for relevant positions and all positions including and above lecturer level.

## **6.10 Health Declaration**

For some positions, a health declaration will be required to be completed. The applicant will be required to state that they understand and can comply with any role specific health requirements for the position.

## **6.11 Pre-Employment Medical Examinations**

If deemed appropriate by the Committee a pre-employment medical examination will be undertaken as part of the process. Any such medical examination will only examine physical attributes which are required to enable the appointee to fulfil the physical requirements of the position.

Pre-employment examinations will be performed by a medical practitioner nominated by CHS and the College will cover the cost of the medical examination. The applicant is entitled to access the results of pre-employment medical examination.

## **6.12 Accommodation of Medical Conditions**

Where a medical condition exists which may prevent the applicant from performing the inherent requirements of the job, CHS will endeavour to make reasonable adjustments to the position to accommodate the person. If such accommodation can be made, CHS will consider whether doing so would impose an unjustifiable hardship on the College.

## **6.13 Privacy and Confidentiality**

Information about an applicant's health will be handled in a confidential and secure manner. The information will be used only for the purposes intended and limited to those on the Selection Committee only for the purposes of decision making.

## **6.14 Reference Checking**

Preferred applicant's referees will be contacted. The reference checker should have a list of questions to ask the referee. These questions should relate only to the suitability of the applicant for the job. For appointment to positions D and E, it is important to obtain independent assessment from the assessors.

## **6.15 Offer of Employment**

Offer of employment can only be made after the completion of all relevant selection and reference checking processes have been completed. At this point the successful candidate can be offered the job which is confirmed in writing with the preparation of the respective Employment Contract.

Once the preferred candidate has accepted and signed contract, unsuccessful applicants should be informed of the outcome (preferably in writing). Unsuccessful applicants may be offered feedback (especially if they are internal applicants).

## **6.16 Notification of Outcome**

The College shall advise the applicants of the outcome of their application within a month of the Committee's meeting and recommendation.

## **6.17 Feedback to Unsuccessful Applicants**

All unsuccessful candidates shall be informed in writing of the outcome of their application and be invited to meet with the Dean confidentially do discuss their case and in particular obtain feedback as how the Committee had evaluated their application, the strengths and weaknesses in the quality and body of their work in relation to the criteria, and the improvements required in order to strengthen a future application.

## **6.18 Appeals by Unsuccessful Applicants**

All unsuccessful candidates may request an internal review of their application. Such requests can only be entertained if there is sufficient evidence that:

- The Selection Committee did not observe procedural fairness;
- The Selection Committee did not take sufficient note of the evidence supplied by the applicant;

- There has been a clerical error that has wrongly conveyed the recommendations of the Selection Committee to the Academic Board or the Board of Directors.

Decisions related to the applications for new positions cannot be appealed even in cases that that one or more applicants are already employed by the College. All appeals in relation to applications for promotion shall be considered by the College without prejudice and solely on its merits and the evidence provided. The complainant shall not be disadvantaged. In handling all appeals, the College shall observe full confidentiality as per the College's Privacy Policy. The applicants must provide full evidentiary documents in support of their appeal. Note that the appeal cannot be based on any new evidence that was not available to the Committee at the time of considering the original application.

All applications for appeal must be made in writing and addressed to the CEO and supply the following information:

- The background to the case
- The exact grounds for the appeal based on this Policy
- Evidence supporting each ground
- Other facts

## 6.19 Determining Appeals

The CEO shall review the evidence provided by the applicant and in consultation with the Dean decide if the appeal should be dismissed or it should be investigated further.

- a) If the appeal lacks merit the CEO shall write to the applicant within ten working days of receiving the appeal letter, notifying the applicant of the appeal outcome and why a decision has been made to dismiss it.
- b) If the CEO in consultation with the Dean is of the opinion that there is sufficient merit to investigate the appeal he or she shall convene a Review Committee chaired by an independent senior academic or an academic administrator with a nominee from the Academic Board and a nominee from the Board of Directors supported by an administrative officer as the non-voting secretary.
- c) Under no circumstances shall the complainant be interviewed by the Appeals Committee or new evidence allowed in the determination of the appeal.
- d) If the Committee finds that there are grounds for the appeal to be allowed the Committee may set aside the original recommendations from the Promotions Committee and recommend that the applicant should reapply for promotion determined by a different Promotions Committee.
- e) The College shall fast track the promotion application process for such applicants as far as practicable.
- f) If the application for promotion is successful the College shall backdate it to the date that the original promotion would have taken effect, had it been successful in the first instance.

## 7. Responsibility for Policy Implementation

The Dean supported by the HR Director is responsible for the implementation of this policy. The HR Director shall ensure all due processes are followed in processing the applications for promotions or for new appointments. The CEO may approve all appointments to Levels B and C upon recommendations from the Dean or the Selection Committee. All appointments or promotions to Levels D and E must be approved by the Board of Directors. In addition, the CEO shall be appointed by the Board of Directors directly. Appointment of the Dean must be ratified by the Board of Directors too after endorsement and



recommendation by the Academic Board. All new internal appointments are to be advertised where practicable in order to give the existing staff an opportunity to apply. However, the College shall also advertise such positions externally in order to locate the most qualified candidates for the positions under consideration. The advertising, short listing and selection of potential candidates for interview shall be the responsibility of the Dean or nominee though the HR Director shall support the Dean in this respect.

## 8. Conditions for Appointment

To fulfil the conditions for appointment the following should be considered:

- a) Applicant's academic qualifications and achievements
- b) Evidence that the applicant meets the respective criteria
- c) Peer acknowledgement of the applicant's academic and general standing
- d) Demonstrated commitment to scholarship, academic freedom and ethical practice

## 9. General Appointment Criteria

The CEO criteria are:

- a) Performance in teaching and learning, including innovation and teaching scholarship
- b) Contribution to the world of knowledge, demonstrated via publications, creation of innovative systems and tools or other forms of scholarly activities in own field of expertise
- c) Executive and administrative leadership and service in core functions of the College

## 10. Application Process

All applicants should submit the following documents (incomplete applications will not be considered):

1. Curriculum Vitae – maximum of 6 pages, plus list of publications
2. Student Evaluation Reports – please indicate number of reports
3. Self-Evaluation Statement (against the criteria for the academic grade under consideration)
4. Completed Nominated Assessor Forms - Complete the first part of the assessor nomination form for 2 External Assessors (Levels D and E only)

### 10.1 Level B and C Appointment Criteria

Applicants for Level B normally hold a PhD or a Doctorate degree from a recognised institution. In addition, they need to demonstrate a high level performance in one of the following areas:

- a) Teaching and Learning, including innovation and teaching scholarship
- b) Research or other forms of scholarship in own field of expertise
- c) Executive and administrative leadership and service in at least one core function of the College

Applicants for Level C should have 5 years of satisfactory teaching experience minimum at higher education level or equivalent professional experience to be eligible for Level B appointment.

### 10.2 Criteria for Appointment to Levels D and E

In addition to possession of PhD and or Doctorate degree the candidates must demonstrate academic standing and recognition comparable to the appointees at the same level in Australian universities. The

applicants must furnish evidence of recognition at the respective level in at least 2 of the following general criteria:

- a) Teaching and Learning, including innovation and teaching scholarship
- b) Research or other forms of scholarship in own field of expertise
- c) Executive and administrative leadership and service in at least one core function of the College

Applicants for promotion to Levels D and E are expected to have a minimum of 10 years of experience and a history of worthy publications in recognised journals and or other media, provide evidence of discipline leadership, peer recognition and contribution to the academic standing of their institution.

It must be noted that currently the focus at CHS is on applied research and development of next generation of tools and systems that support effective industry practices and application of knowledge.

## 11. Records

Records associated with this policy will be maintained according to the **CHS Records Management Policy** and **CHS Record Retention and Disposal Schedule**.

## 12. Related Documents

This policy should be read in conjunction with the:

- CHS Academic Titles, Appointments and Promotions Policy
- CHS HR Manual
- CHS Teaching and Learning Policy and Strategy
- CHS Academic Integrity Policy and Procedures
- CHS Staff Code of Conduct
- CHS Freedom of Intellectual Inquiry Policy
- CHS Equity and Diversity Policy
- CHS Indigenous Education Policy
- CHS Privacy Policy
- CHS Records Management Policy

## 13. Related Legislation

- Fair Work Act 2009
- Higher Education Support Act 2003
- Tertiary Education Quality and Standards Agency (TEQSA) Act 2011
- TEQSA Higher Education Standards Framework (Threshold Standards) 2015