Staff Recruitment and Selection Policy and Procedures

1   PURPOSE

This policy outlines Barton Business School's ("BBS") approach to recruitment, selection, induction, and performance review of academic and non- academic staff. Its primary objectives are (a) to ensure staff are treated in an equitable, transparent, and non-discriminatory manner, and (b) staff recruitment and selection meet the *Higher Education Standards Framework (Threshold Standards) 2021* and the appropriate Australian Qualifications Framework (AQF) level requirements.

2   SCOPE

This policy applies to all current and potential BBS academic and non-academic staff including permanent, contract, full-time, part-time, and casual positions.

3   DEFINITIONS

Refer to BBS's *Glossary of Terms*.

4   POLICY

BBS is committed to providing the highest-quality programs for its students. To help achieve this objective, BBS employs the best candidates possible for academic and non-academic staff positions.

4.1   POLICY PRINCIPLES

The primary principles that underpin this policy are:

a. BBS is committed to appointing and retaining high-quality staff and supporting them through professional development.
b. BBS must ensure fairness and equal opportunity in recruitment, selection, and performance reviews.
c. Recruitment and selection must be aimed at meeting the academic and non-academic needs of students.
d. BBS must ensure compliance with relevant regulatory and legislative requirements.
e. Academic recruitment and selection must provide the level of teaching capacity, oversight, and leadership required.
f. Efficiency, timeliness, and transparency must be achieved with staff recruitment and selection while maintaining confidentiality.
g. Staff must participate in annual performance planning and review processes to identify development activities that support their professional development.

h. BBS must ensure provision of sufficient professional development resources, including funding allocation in its annual budgets (refer to *Scholarly Activity and Professional Development Policy*).

5   RECRUITMENT AND SELECTION

a. Recruitment and selection must be based on course requirements and the academic and non-academic needs of students.
b. BBS must ensure recruitment of appropriately qualified staff with relevant knowledge, skills, and experience per the positions and in accordance with the *Higher Education Standards Framework (Threshold Standards) 2021*.
c. Academic recruitment must be aligned with the teaching capacity, oversight, and leadership required to support students achieving expected learning outcomes and graduate attributes.
d. Academic recruitment must ensure successful candidates have qualifications at least one level higher than the course of study they teach or equivalent relevant practice-based or professional expertise and experience (refer to *Staff Qualifications and Equivalence Policy*).
e. Recruitment must ensure equal opportunity for diverse candidates (refer to *Diversity, Equity, and Inclusion Policy*).
f. Recruitment must be free from discrimination and harassment (refer to *Discrimination, Bullying, Harassment, and Sexual Misconduct Policy*).
g. BBS must comply with the *Working with Children Check (WWCC) Guidelines*.
h. Recruitment must be transparent and evidence- and merit-based.
i. BBS must encourage First Nations peoples to apply for positions at all levels (refer to *First Nations Peoples Policy*).

6   PROCEDURES

6.1   PRE-RECRUITMENT PREPARATION

a. All positions must have selection criteria divided into essential and desirable criteria, identifying the minimum qualifications, knowledge, skills, and experience required.
b. Requirements must align with this policy's principles (refer to *section 4.1*) and recruitment and selection principles (refer to *section 5 Recruitment and Selection*).
c. Relevant managers and department heads (refer to BBS *Organisational Chart*) must review a position's requirements, its placement in the organisational structure, and funding available for the position.
d. Vacancies must be advertised online and on the BBS website.

e. Before publication, vacancy announcements for non-academic positions must be reviewed by the Human Resources Manager and approved by the Board of Directors (BoD) and the Chief Executive Officer (CEO).

f. Before publication, vacancy announcements for academic positions must be reviewed by the Dean and the Academic Board (AB) and approved by the Board of Directors (BoD) and the Chief Executive Officer (CEO).

g. Vacancy announcements must include a job title, proposed salary, a summary description of the work to be performed, essential functions of the position, minimum qualifications, knowledge, skills, and experience required, and a closing date for applications.

6.2   SELECTION PANEL

a. A Selection Panel must be set up with a minimum of two members holding positions equal to or above the vacancy level.

b. HR Manager must understand the selection criteria for a position and will attract a pool of applicants with an appropriate gender balance and encourage members of disadvantaged groups (refer to *Diversity, Equity and Inclusion Policy* and *First Nations Peoples Policy*).

c. A selection panel must prepare a short list of candidates and conduct interviews as necessary.

6.3   INTERVIEWS

a. To the extent possible, interviews must be objective, emphasising quantifiable, measurable criteria.

b. A selection panel must prepare identical questions for all interviewees.

c. Questions that are not related to the ability of a candidate to perform their duties are proscribed. Examples of proscribed questions are any that relate to a candidate's gender, age, marital status, race, colour, religion, nationality, disability, or pregnancy status.

d. A selection panel must verify the authenticity of a candidate's qualifications, including sighting original documents or certified copies of academic awards.

e. Where appropriate, a selection panel must conduct reference checks.

f. A selection panel must obtain written confirmation of the authenticity of a candidate's qualifications and experience.

6.4   APPOINTMENT

a. A selection panel's choice of applicant for non-academic position must be approved by the BoD and the CEO before a written offer of appointment is made.

b. A selection panel's choice of applicant for an academic position must be approved by the Dean and the Academic Board ("AB") before a written offer of appointment is made.

c. Once appointment to a position has been approved, a written offer of appointment must be made promptly to the successful applicant.

d. Recruitment procedures must be finalised once the successful applicant accepts an offer.

e. The Human Resources Manager must:
   i. inform all unsuccessful applicants.
   ii. file and store all documents relating to applications (refer to *Records Management Policy*).

f. A contract of employment must be prepared by the Human Resources Manager that clearly outlines the position, conditions of employment, probation period, salary, superannuation, confidentiality conditions, duration (for contracted positions), and any other agreed terms.

g. The Human Resources Manager and the successful applicant must sign the contract before induction for the successful applicant is arranged.

6.5 INDUCTION

a. All new staff must participate in an induction program, which will be conducted within the first week of employment.

b. A high-quality induction program must be arranged by the Human Resource Manager for new non-academic staff and the Dean for new academic staff.

c. An induction program must provide information about (but not limited to)
   i. the roles and responsibilities of the position,
   ii. expected standards of behaviour (refer to *Staff Code of Conduct*),
   iii. workplace health and safety matters (refer to *Work Health and Safety Policy*),
   iv. critical incident management approach (refer to *Critical Incident Management Policy and Procedures*),
   v. complaints and appeals policy and procedures (refer to *Staff Complaints and Appeals Policy and Procedures*),
   vi. risk management approach (refer to *Risk Management Policy*),
   vii. obligations under the *Diversity, Equity, and Inclusion Policy*,
   viii. obligations under the *Discrimination, Bullying, Harassment, and Sexual Misconduct Policy*.

d. The Human Resource Manager (for non-academic staff) and the Dean (for academic staff) must ensure that all new staff:
   I. have access to BBS's Mission, Vision, Strategic Objectives, policies and procedures, and organisational structure.
   II. are familiar with the conditions of their employment, BBS's core values, and workplace health and safety.
   III. have access to the training, development, and support they require to appropriately carry out duties related to their position.

e. Staff Performance Reviews must be performed annually by the relevant managers.

f.   All staff must be encouraged to engage in professional development and scholarly activities relevant to their position (refer to *Scholarly Activity and Professional Development Policy*).

7   THE WORKFORCE PLAN

This policy is aligned with BBS's *Workforce Plan*. The *Workforce Plan* supports BBS in planning its academic and non-academic staffing capacity and capabilities. It provides a strategic approach to human resources planning, implementation, and evaluation that is aligned with BBS's overarching strategy (as outlined in BBS's Strategic Plan). The *Workforce Plan* is also supported by BBS's Business Plan, annual financial budget, and student enrolment projections. It will be reviewed annually and approved by the BoD. Please refer to *Workforce Plan* for more details.

8 VERSION CONTROL

Document title	Staff Recruitment and Selection Policy and Procedures
Approved By	The Board of Directors (BoD)
Date of Review	This document must be reviewed every two years at a minimum from the date of final approval
Related Documents	• First Nations Peoples Policy • Academic Freedom and Freedom of Speech Policy • Business Plan • Critical Incident Management Policy and Procedures • Delegations Policy • Delegations Register • Discrimination, Bullying, Harassment, and Sexual Misconduct Policy • Diversity, Equity, and Inclusion Policy • Scholarly Activity and Professional Development Policy • Records Management Policy • Risk Management Policy and Framework with Risk Register • Staff Code of Conduct • Staff Complaints and Appeals Policy and Procedures • Staff Recruitment and Selection Policy • Strategic Plan • Workforce Plan
Related Legislation and References	• Higher Education Standards Framework (Threshold Standards) 2021 • Tertiary Education Quality and Standards Agency (TEQSA) Act 2011 • Education Services for Overseas Students Act 2000 (ESOS Act) • National Code of Practice for Providers of Education and Training to Overseas Students 2018 (National Code) • Higher Education Support Act 2003 • Higher Education Provider Guidelines 2023

Version	Notes	Date Approved
1.0	Document approved subject to minor changes in sections 6.2.b and administrative staff to be replaced with 'non-academic' staff.	13/12/2023
2.0	Document approved subject to minor changes in sections 1, 5 and 6.4.	28/04/2023
2.1	Update in the related legislation and references section	21/04/2025