

## Staff Recruitment and Appointment Policy and Procedure HEPP20

### PURPOSE

This policy outlines Southern Cross Education Institute (Higher Education)'s commitment to a transparent, merit-based recruitment process that supports strategic workforce planning, academic quality, and diversity.

### SCOPE

This policy and procedure applies to all staff who are responsible for the recruitment and merit selection of staff for permanent, fixed-term, casual and contractual appointments at Southern Cross Education Institute (Higher Education).

### DEFINITIONS

Candidate	An individual who applies for an advertised position or job.
SCEI-HE	Southern Cross Education Institute (Higher Education)
Selection Criteria	Statements describing the qualifications, skills, experience, and personal attributes that are either essential or desirable for successful performance in a role.

### POLICY

- SCEI-HE applies consistent recruitment and selection practices and procedures to ensure all applicants for positions receive fair and equitable consideration.
- Recruitment of new staff must be approved by the Managing Director (MD) on the basis that it aligns with the Workforce Plan and Strategic Direction of SCEI-HE.
- The decision to recruit new staff and the qualifications, knowledge, skills and experience required for each position must be consistent with the workforce plan and is determined to ensure the quality of SCEI-HE's operations and services is maintained and continually improved.
- All positions will be advertised internally and externally through appropriate recruitment channels, including online platforms, professional networks, and education sector job boards.
- A selection panel will be formed to assess candidates against specified selection criteria ensuring a transparent and merit-based process is undertaken.
- Final appointment decisions are approved by the MD, with successful candidates issued a formal written offer that includes contract terms, position classification, and conditions of employment.
- Confidentiality across all aspects of the Recruitment process must be maintained by all involved.
- SCEI-HE ensures that:
  - The recruitment and merit selection processes contributes to the alignment of the staff profile with the current and emerging strategic directions of SCEI-HE;
  - SCEI-HE's commitment to equal opportunity in all recruitment and merit selection processes is demonstrated; and
  - The selection of staff is based on merit.

### PROCEDURE

#### 1. Staffing Request

- The manager is required to submit a staffing request to the MD for consideration and approval. In identifying the need for the recruitment of a new staff member, the manager must take into consideration the Workforce Plan, operational needs and budget implications.
- If the staffing request is approved, the manager is required to review a current or prepare a position description for the role. The position description must provide candidates and the selection panel with a clear description of the key roles and responsibilities of the position and the selection criteria; essential and desirable to inform a merit based recruitment process.

#### 2. Recruitment

- In conjunction with the Human Resources (HR) Officer, the manager will:
  - develop a recruitment strategy that informs the best method for recruiting into the position e.g., internal, external, recruitment medium.
  - form the selection panel with individuals who:
    - have an understanding of the position and how it contributes to operations e.g., manager

2. are in the same or similar role – have the relevant experience and knowledge of the job role; or
3. have experience in recruitment and selection.

2.1.3 The panel should reflect, where practicable, gender and diversity balance to ensure a fair and inclusive selection process.

- 2.2 The selection panel should include at least 2 people and no more than 3, 1 of which is the manager/supervisor of the position.
- 2.3 The manager is responsible for developing the job advertisement, ensuring that it is consistent with the Position Description. The job advertisement should be clear and succinct and encourage the right candidate's to apply.
- 2.4 The HR Officer with the MD will determine the recruitment period, contract terms, conditions and salary of the position once the position description and advertisement have been finalised.
- 2.5 The HR Officer will advertise the position in accordance with the recruitment strategy.

### 3. Selection

- 3.1 The HR Officer will provide each selection panel member with all the documentation required to assess the candidate against the selection criteria. This includes the candidate's Resume, cover letter or response to the selection criteria.
- 3.2 A candidate must be assessed against the selection criteria and if they demonstrate capability in each selection criteria they may be shortlisted for an interview.
- 3.3 The selection panel will confirm with the HR Officer the candidates shortlisted for interview. All other candidates will be notified by the HR Officer that their application has not been successful.
- 3.4 Shortlisted candidates will be notified of the progress of their application to interview by phone and a suitable interview date and time will be agreed. Where a candidate is interstate, videoconferencing will be utilised.
- 3.5 A semi-structured interview should be conducted, with the same questions asked of each candidate. Additional specific questions for each candidate may be considered to explore in further detail any responses made by the individual candidate. Interview responses should be evaluated using a standard scoring rubric aligned with the selection criteria.
- 3.6 The HR Officer is responsible for obtaining referee checks following the interview, for preferred candidates. The referee should be provided with information about the position in order to provide informed and relevant comments with respect to the candidate's suitability.
- 3.7 Referees must include at least 1 person who has been the candidate's direct manager or supervisor.
- 3.8 A reference check can only be obtained from referees nominated by the candidate. If additional information is required, the candidate must be asked to nominate additional referee/s. Where the candidate does not provide additional relevant referee/s the HR Officer and selection panel may decide to not proceed with the recruitment process of the candidate.
- 3.9 The credentials of a preferred candidate must be verified prior to appointment.
- 3.10 The HR Officer will verify the candidate's credentials by:
  - 3.10.1 Credential verification will be conducted using approved methods consistent with education provider protocols.
  - 3.10.2 The information sought will be confirmation from the education provider whether the candidate is a graduate of that education provider and the qualification credential issued.
  - 3.10.3 Confirmation from the education provider on the authenticity of the submitted qualification credential.
  - 3.10.4 In addition, confirmation of current work rights and any required professional registration must be obtained prior to appointment.

### 4. Appointment

- 4.1 Once the HR Officer and selection panel have selected and approved a candidate for the position, the HR Officer will notify the successful candidate via phone. This informal notification will be followed by a period of negotiations on the terms and conditions of employment. A formal offer of employment will be provided to the candidate within 5 working days.
- 4.2 If the successful candidate declines the offer of employment, on direction of the MD and selection panel, an offer may be made to the next preferred candidate (reference checks are required), although SCEI-HE is not obliged to present an offer to the next preferred candidate.

### 5. Induction

The HR Officer and the direct line manager are responsible for implementing an effective induction program for the

successful candidate.

## 6. Probation

- 6.1 The probation period gives the SCEI-HE an opportunity to review the staff member's suitability and effectiveness in their appointed position and the new staff members.
- 6.2 Successful probation requires both the staff member and the manager to be satisfied with the arrangements. It also provides the opportunity for the manager to address any deficiencies in performance and for the staff member to take corrective action.
- 6.3 Probation period for all new permanent positions will be 6 months.
- 6.4 For fixed-term roles under 12 months, the probation period will not exceed 50% of the contract duration. For contracts of 12 months or more, a 6-month probation period applies.
- 6.5 The staff member's performance should be regularly reviewed during the probation period to determine whether the overall work performance of the staff member meets the requirements of the role, including:
  - 6.5.1 the manager should provide regular feedback to the staff member about their performance and behaviour; and
  - 6.5.2 the staff member should provide regular feedback to the manager about the position, progress and any difficulties or concerns they might have.
- 6.6 Probation review meetings will be conducted regularly during the probation period to discuss the new staff member's performance and to ensure the new staff member has the support they need to succeed.
- 6.7 If the staff member is not performing to the required standard, the manager must advise the staff member that performance standards have not been met, discuss the areas in need of improvement and develop strategies to address the performance areas of concern. This must be documented and a copy provided to the staff member, HR Officer and manager.
- 6.8 At least 4 weeks prior to the conclusion of the probation period a decision must be made as to whether the staff member should continue to their employment with SCEI-HE.
- 6.9 A written record of the meeting must be completed using the *End of Probation Period Review Form HEFOR23* and forwarded to the HR Officer.
- 6.10 In the event that the staff member cannot meet the performance standard, employment may be terminated in consultation with the HR Officer, Manager and MD.

## 7. Recordkeeping

- 7.1 All documentation related to the recruitment process, including advertisements, applications, interview notes, reference checks, selection reports, and performance review must be retained securely for audit and quality assurance purposes, in accordance with SCEI-HE's record management policies.

## RELATED DOCUMENTS

End of Probation Period Review Form HEFOR23  
Performance Review and Development Policy and Procedure HEPP19  
Staff Induction Policy and Procedure HEPP24  
Staff Professional Development Policy and Procedure HEPP23

## LEGISLATIVE CONTEXT

Age Discrimination Act 2004  
Australiaan Human Rights Commission Act 1986  
Disability Discrimination Act 1992  
Equal Opportunity Act 2010 (Vic)  
Fair Work Act 2009  
Racial Discrimination Act 1975  
Sex Discrimination Act 1984  
Workplace Gender Equality Act 2012

## RESPONSIBILITIES

**Managing Director:** Development, implementation and review of this policy and procedure.

### Human Resources

- Implementation of this policy and procedure; and
- Ensure the recruitment process is undertaken in accordance with this policy and procedure, is merit-based, fair, equitable and transparent.



**Manager:** Follow this policy and procedure in collaboration with the Managing Director and Human Resources.

- Ensure interview and selection processes comply with equal opportunity principles and institutional values.

#### DOCUMENT AND RECORD CONTROL

Created	Nov 2015 (V1.0)
Amended	V1.1; Mar 2019 (V1.2); Feb 2024 (V1.3),
Last reviewed by	Quality Assurance and Compliance Unit (March 2025)
Last approved by	Corporate Manager (April 2025)
Version	1.4
Effective date	April 2025
Next planned review	April 2027