
GCA STAFF RECRUITMENT AND RETENTION POLICY¹

Context

This policy guidance and assistance to all managers and supervisors who are involved in recruitment, selection and promotion of employees at GCA. It outlines the principles and procedures that are to be followed in the recruitment and selection process. This Policy is designed to ensure that recruitment standards are consistent, appropriate and free from discrimination or bias.

Rationale

This policy is to ensure that Group Colleges Australia has in place a clear policy and set of procedures for recruiting and selecting suitable employees who exhibit the necessary qualifications, skills and abilities is integral to the success of Group Colleges Australia (GCA).

GCA is committed to selection of staff on merit and to building organisational capability and excellence through its people. GCA's merit based recruitment and selection principles allow for competitiveness, fairness and transparency.

Merit based recruitment and selection draws from a wide pool of applicants and assesses applicants on the basis of their knowledge, skills, attributes and experiences as these relate to the requirements of the position and GCA.

The recruitment and selection process targets applicants who can clearly demonstrate they meet the requirements of the position and supports decision making practices that promote equity and transparency. Employees engaged in the recruitment and selection process must assess potential conflicts of interest in terms of the likelihood of their being influenced or appearing to be influenced in the performance of their role in the process. The onus is on the employee to declare any conflict or potential conflict of interest to HR.

Legislative Context

- TEQSA Higher Education Provider Course Accreditation Standard 4.2

Application

This policy applies to all employees of GCA both academic and administrative staff. It does not form part of any employee's contract of employment.

Procedures

1. Introduction

¹ See Appendix A for a list of external documents used in the development of this document.

When recruiting and promoting staff, GCA aims to ensure that the best person for the job is chosen in each case.

GCA is committed to ensuring that recruitment and selection decisions are based on the principle of merit. This means that candidates will be selected on the basis of whether they have the right skills, qualifications and other talents that are required to do the job.

Appointment decisions based on irrelevant factors, such as a person's sex, race, disability, age, sexual preference, etc., or personal biases or prejudice, do not result in the best person for the job being chosen and should not occur.

Each workplace decision-maker who has a role in the recruitment of employees or in selection for promotion should do their utmost to ensure that the merit principle is applied in every case.

2. Equal Employment Opportunity

GCA is an equal employment opportunity employer and is committed to ensuring that all applicants for selection or promotion are not discriminated against on any of the grounds of discrimination contained in equal opportunity law.

This means that no unlawful discrimination should take place in job advertisements, job interviews or the selection process.

3. Recruitment Request and Application

Recruitment Request

If a recruitment need arises, the manager of the department ('hiring manager' submits an email to the HR director. The hiring manager is required to provide all relevant details about the position, and the rationale for the need of the position.

Once the position is approved by HR and has followed through the required approval process, HR in consultation with hiring manager will create a simple position description for the job covering key activities, tasks, skills required, expectations, deliverables, remuneration, distribution of assets and safety consideration.

All job descriptions must include key responsibilities and the essential and desired selection criteria.

The essential skills are those which are necessary for the performance of the job. The desirable criteria are those that will give an applicant a competitive advantage over others.

By determining the essential and desirable criteria for the job, HR will have a standard for comparison of each applicant. It is important that each candidate is judged according to criteria that is objective and applied in a consistent manner.

This job description will be used to advertise the role and will also serve as a formal job description for the new recruit. All job descriptions must be approved by HR and are to be kept confidential at all times.

The job advertisement

All job advertisements will be written by HR and will be based upon the job descriptions provided during the Recruitment Request process.

The following rules must be followed by anyone writing the job advertisement:

1. The job advertisement should be written in clear, non-discriminatory language.
2. The advertisement must contain the title of the job and a list of duties and key results areas.
3. The advertisement should outline the essential criteria of the job and should indicate that applicants should be able to address all of these criteria. Desirable criteria can also be included.
4. The advertisement must specify what information the applicant should provide with their application, (e.g. resume, academic record, license, etc.), and whether application forms are required to be completed.
5. Information about how application forms can be obtained should be included, and application forms should be sent out when requested.
6. The advertisement should also include contact details of HR.
7. Where possible, the advertisement should include the closing date for applications.

Internal advertising

All positions that become available at GCA must be advertised internally in accordance with GCA's commitment to employees' career planning and development. Current employees are encouraged to apply for suitable positions as they arise. Each application will be assessed on its merits, based on the essential and desirable criteria required for the position. Internal applicants do not automatically qualify for job interviews. GCA reserves the right to offer appointment to a specific individual where the appointment will meet the strategic requirements of GCA.

Current employees, who have been in their position for less than 12 months of continuous service are not eligible to apply for an internal position. An internal change of position, within the 12 month period, is only possible if a change is required in business operations or at the recommendation of the Manager. All internal position changes, must be approved by the CEO in writing.

External advertising

External advertising will occur if no suitable internal candidate is available or where special circumstances exist. All external advertising or agency costs must be approved by HR.

Application submission

All applications for advertised position, whether internal or external, are to be submitted online via the GCA website, unless otherwise requested.

4. Shortlisting and Interview

Shortlisting of candidates

HR will review the applications received against the job criteria and provide the shortlisted candidates to the hiring manager for further screening.

Interviews/ Further Screening

The hiring manager should review the job applications and make a shortlist of the best applicants who meet the essential criteria for the position and forward selected candidates from the screening process to HR who will make arrangements for interviewing the shortlisted applicants.

The Interview panel

In-person interviews are to be conducted by a panel of at least 2 members. The membership of the panel will be determined by HR. At least one member of the panel should have a detailed knowledge of the requirements of the job.

All recruitment decisions should be made by a panel of at least two members, generally a member of HR and the hiring manager.

The job interview

The interview panel should prepare the questions to be asked at the interview. These should be restricted to questions that are relevant to the job. Questions which may indicate an intention to discriminate on any of the grounds of discrimination should not be asked - this includes questions that may constitute sexual harassment (for more information, see the Anti-Discrimination & Equal Employment Opportunity).

Panel members should ask comparable, but not necessarily identical questions of all applicants, to avoid bias and unfair assumptions that can affect recruitment and selection decision making. Panel members should document each applicant's responses and the reasons for short listing and selecting the applicants.

The panel should meet and agree on the successful applicant, who should be notified of the decision in writing. Unsuccessful applicants should also be notified of the result.

In the course of the interview the candidate should be notified of the following matters (where applicable):

- That employment would be subject to a probationary period of 6 months; or
- That employment is offered on a fixed term basis; or
- That employment is offered on a fixed-project basis.

The panel **must not** offer jobs during the interview.

5. Reference Checking

Any person that carries out a reference check in relation to a prospective or existing employee should note the following:

- The referee should be informed that the information they convey, due to privacy laws, may be accessible to the prospective employee/existing employee. As a general rule, referee's opinions should not be directly related to the candidate etc. The purpose of obtaining a referee's opinion is to substantiate opinions already formed.
- Only disseminate material/information to those involved in the recruitment process.
- The questions asked of the referee should be written down before the referee is called and should only be questions going to the inherent requirements of the job.
- All references sought by GCA are on a confidential basis. GCA's position is that neither the report nor its contents will be made available to anyone other than selection panel members and HR to ensure that references are provided on a full and frank basis.
- Any concerns about the recruitment and selection process are to be referred in the first instance to HR.

6. Academic record verification

When academic staff are recruited GCA will require certified copies of their academic qualifications. The copies will be cited and stored by Executive Dean. This is to ensure that the all academic staff are suitably qualified to teach the subjects that they have been recruited to teach.

7. Reasonable adjustment

Where a job applicant has a medical condition but is in all other respects the best person for the job, GCA will endeavour to make reasonable adjustments to the position to enable that person to do the job. This may require adjustments to the work station or job. Reasonable adjustment will be afforded to successful applicants unless this would cause unjustifiable hardship to GCA.

8. Privacy

As set out in the Privacy Policy, GCA respects and complies with its obligations under privacy legislation.

Consequently, any personal information gathered about applicants that does not become an employee record relating to the successful candidates will be destroyed at the conclusion of the selection process, unless the permission or consent of the candidate has been obtained to keep any such information.

9. Former Students of GCA

Former students are encouraged to apply for a role at GCA through the appropriate channels.

NOTE: For the purposes of this policy, former student is defined as a student of GCA who has graduated.

Current GCA employees are expressly prohibited from actively recruiting any student (or former) GCA student where the position has not been advertised in line with this policy. Failure to adhere to this policy may lead to disciplinary action.

No GCA former student is allowed to have access to

- Student results
- Issuing of testamurs and
- Student fees.

Where access is required, the GCA former student will have read only access and it will be under the instruction of the line manager.

GCA former students are encouraged to apply for roles where appropriate. Where it is held that a former GCA student is the most appropriate candidate for a role in the above business areas, the final decision as to the employability of the former student will be made by HR.

10. Essential Selection Criteria

Higher Education - Academic Staff Qualifications

Recruitment and selection of academic staff will be undertaken with reference to the TEQSA Higher Education Provider Course Accreditation Standard 4.2 that requires that staff who teach students in the course of study:

- a) Are appropriately qualified in the relevant discipline (at least one AQF level higher than the course of study being taught);
- b) Have a sound understanding of current scholarship and/or professional practice in the discipline that they teach;
- c) Have an understanding of pedagogical and/or adult learning principles relevant to the student cohort;
- d) Engage students in intellectual inquiry appropriate to the level of the course of study.

11. Job Offer and Induction

Once a candidate has been selected for the position, HR is to make a verbal offer to the candidate.

After the acceptance of the verbal offer, HR will prepare a written letter of offer for the successful candidate. A standard letter of offer will be used for all offers of employment, and will confirm the start date, salary, position and the terms and conditions of employment pertaining to the employee.

Once HR has received the candidate's signed letter of offer, the hiring manager will be notified.

HR will also notify all unsuccessful candidates of the decision. The hiring manager is responsible for liaising with HR to ensure that the necessary documentation, equipment and access privileges are prepared for the new employee.

HR will organise an induction for the new employee and will forward an induction pack to the new employee for their completion. In case of academic staff members, an additional induction to their department will also be arranged with the hiring Manager.

12. Records and Correspondence

All contact regarding the advertised positions is to be directed to HR. Basic records of the recruitment process are to be maintained. Records should include information about position descriptions sent, applications received (including applicants' names, addresses and contact numbers), a list of applicants short-listed and interviewed, and a record that applicants have been notified of outcomes.

Letters/emails of acknowledgment should be sent to all applicants prior to the short-listing of final suitable applicants.

Applicants who do not meet the key selection criteria and are not suitable to be short-listed for an interview will be informed that their application has been unsuccessful.

At the conclusion of the recruitment process, all applications will be stored in a secure location with HR.

13. Miscellaneous

- It may occur that through the interview process GCA may not find an applicant of the high calibre required. In that case the position will be re-advertised.
- Placement on the Approved Register of Academic staff does not guarantee employment with GCA. For most academic staff employment will be offered through a contract on a term by term or sessional basis.
- Administration staff will be offered a range of employment contracts to suit the position such as casual, part time and full time.

Related Documents



- GCA Privacy Policy
- GCA Workplace Induction and Checklist

Version Control and Accountable Officers

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Responsible Officer	HR Director		
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Version	Authored By	Description of Changes	Approved By
001	AK	New template ²	EMT March 2021
002	AK	Refresh	EMT Feb 2022
003	AK	Refresh	EMT Feb 2023

² Note the new template was approved by the EMT 4 March 2021
Group Colleges Australia ABN 11 085 429 732

Appendix A

List of external documents used in the development of this document.

Name of Document	Institution Name	Website	Date Accessed
Recruitment and Selection Policy	Western Sydney University	https://policies.westernsydney.edu.au/view.current.php?id=195	16/01/2023
Recruitment and Appointment Policy	UTS	https://gsu.uts.edu.au/policies/recruitment-appointment.html	16/01/2023
Staff Recruitment and Selection Policy	James Cook University	https://www.jcu.edu.au/policy/hr-staff-development/recruitment-and-selection-policy	16/01/2023