



Human Resource Management Policy and Procedures

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A. Overview

- i. The Lead Institute of Higher Education ('the Institute' or 'LIHE') aims to hire, train, and develop the right candidates for the right roles at the right time to help the Institute to make a difference as a higher education institution. The Human Resources Management Policy ('the Policy') outlines principles and procedures to assure that staff selection practices and performance management are consistent, merit-based, and aligned with the needs of the Institute.
- ii. Definitions
For definitions, please refer to the 'Dictionary of Terms'.

B. Scope

This Policy applies to all current and potential staff at LIHE.

C. Policy Principles

- i. LIHE is committed to providing a positive experience during the recruitment process for internal and external candidates, regardless of whether they are successful with their application.
- ii. LIHE aims to make the recruitment process transparent and respectful of the confidentiality of applicants and the Institute.
- iii. LIHE ensures that the expertise and qualifications of academic staff correspond to the Institute's vision, mission, and standards.
- iv. LIHE aspires to continuously evaluate staff participation in students' achievement of the learning outcomes and graduate attributes.
- v. LIHE is committed to ensuring that staff are provided with professional development opportunities, encouraging them to plan and complete professional development activities related to their roles and responsibilities.
- vi. Staff are encouraged by the Institute to engage in scholarly activities.
- vii. Staff are encouraged to discuss their workload with their manager prior to each teaching period.
- viii. LIHE will ensure that no staff member should be forced, either directly or indirectly, whether by a manager or other staff, to bear excessive workloads.
- ix. LIHE aims to provide innovative, trustworthy, and cooperative human resources services that support the achievement of the Institute's goals.
- x. LIHE regularly reviews and adjusts staffing levels to accommodate changes in student enrolment, course requirements, institutional staff profile and evolving educational practices.

D. Recruitment and Selection Process

LIHE will ensure that its recruitment processes are fair, equitable, respectful, transparent, consistent, and confidential. All processes are to be timely and compliant with legislative requirements. The process aims to encourage applications from a wide range of candidates meeting the selection criteria. There are five stages of LIHE recruitment and selection process.

- i. Position description, justification and approval

- a. Conduct an evaluation of needs to recruit for a new or current position, as appropriate, considering business needs, budget implications, and an analysis of available student load data and trends.
- b. Prior to proposing a position for approval by the Dean, it must be evaluated to validate the position meets the strategic and operational requirements.
- c. The current, or new, position description is reviewed or a new one drafted. The position description provides candidates with clear description of the position's key responsibilities and any associated selection criteria, as these factors enable merit-based selection.

ii. Selection Criteria

The Manager, in consultation with Dean, should develop appropriate selection criteria for the vacant position.

For academic staff, the applicant must meet the following selection criteria:

- a. Hold a qualification at least one AQF level higher than the course being taught and in the same or similar field or demonstrate professional equivalence;
- b. Hold recent or current, documented and relevant professional experience;
- c. Criteria related to key skills and responsibilities.

iii Advertising

The relevant Manager prepares a job advertisement in consultation with the Dean. The job advertisement is promoted to assure that LIHE attracts the best pool of candidates for the role.

E. Shortlisted Candidates

The Manager, in consultation with the Dean will, consider all applications and apply a merit-based selection process to create a shortlist based on applicants who meet key selection criteria. The unsuccessful candidates will be advised via email within 2 weeks regarding the outcome of their application.

- a. Short-listed candidates must be provided with adequate notice of scheduled interviews.
- b. Interviews will be conducted ensuring that relevant questions are asked of each candidate.
- c. The successful candidate's qualifications including certificates and academic documents and their references will be validated before advising them of their appointment.
- d. The preferred candidate will be sent a written offer of employment.

i. Appointment

- a. Once a decision has been finalised and sent to the Dean, a contract of appointment is drafted and sent to the successful candidate.
- b. The successful candidate is required to return the signed contract of appointment along with any relevant documentation.
- c. A staff record folder is created which includes all documents relating to their application and appointment.

ii. Induction

- a. The Institute will provide an organisational induction program for new staff to better understand their role and responsibility. This program includes all relevant information regarding the Institute's vision, mission, goal, core values, policy framework and policies, and organizational structure.
- b. The relevant Manager and/or the Dean will provide training, guidance and development in core competencies or skills necessary for new staff.
- c. In addition, Course Directors and academic staff in leadership positions will guide, supervise and support academic staff during first year of their employment, particularly if they are observed to have performed below expected performance levels. Continuous below par performance of a staff member will be managed in accordance with this Policy.

F. Procedures

- i. LIHE staff management practices and arrangements are driven by strategic and operational needs and sector best practice. These are reviewed regularly.
- ii. Annual Performance Appraisal
 - a. For performance appraisal, staff are required to fill the academic performance or administrative performance appraisal form prior to completion of their probation period and their appraisal interview.
 - b. The staff are required meet with the Dean and their manager for their performance appraisal interview.
 - c. Following performance appraisal, any documents (including a report) are placed in the staff file and referenced in subsequent performance appraisals.
- iii. LIHE will arrange ongoing learning and development for all staff, providing opportunities for staff to achieve and improve skill and performance in teaching, research, leadership, administration, and staff management.
- iv. LIHE will maintain adequate staffing levels aligning with student enrolment, ensuring that the Institute can adequately cater to the evolving needs of its student body. Please refer to the Workforce Plan for further details, including the staff to student ratio.
- v. LIHE will systematically allocate time for teaching, research, scholarship, and staff development based on the employment status, such as part-time, full-time, or sessional academic positions.
- vi. LIHE is committed to offering comprehensive details regarding the workload allocation which can be referenced in the employment contract including the breakdown of time allocation for staff emphasising teaching, research, scholarship and administration/service.

G. Professional Development

LIHE will provide professional development opportunities to all staff to develop and extend their range of professional skills relevant to their roles and responsibilities. Professional development (PD) activities will be based on the proficiency and experience of individual staff. PD provides opportunities for staff to gain new knowledge, new qualifications and endorsements to benefit the individual, group and organisational learning and skills.

Professional development procedures include the following:

- i. Maintaining the appropriate level of training for the skills, knowledge and qualifications of the LIHE staff;
- ii. Investigating relevant development opportunities that meet the needs of the individual staff members and the collective staff body;
- iii. Providing mandatory compliance training and leadership development programs;
- iv. Promoting and providing education support for staff, that might include fee remission and scholarships;
- v. Mentoring and sharing ideas, skills, and knowledge with other LIHE staff.

LIHE is dedicated to defining roles and responsibilities, enhancing academic oversight, and ensuring effective coordination of student placements by implementing a structured mentorship program designing comprehensive assessment protocols.

These measures collectively aim to ensure a well-defined academic staff profile, strengthen academic oversight, and foster effective communication channels, and provide ongoing training and professional development.

H. Time Allocation

i. Teaching

A significant portion of an academic staff member's time is dedicated to delivering high-quality instruction to our students. Based on staff position and area of responsibility, approximately 50-60% of academic staff time is allocated to teaching responsibilities, which includes class time, preparation, and student engagement.

ii. Research and Scholarship

While LIHE is primarily teaching focussed, it recognises the importance of academic staff contributing to advancements in their areas of expertise. Based on staff position and area/level of administrative or leadership responsibilities 20-40% of staff time is dedicated to research and scholarly activities, fostering an environment of intellectual curiosity and academic growth.

iii. Staff Development

Continuous professional development is vital for maintaining the excellence of academic courses. Considering the level of supervisory responsibilities, 10-20% of time is allocated to staff development initiatives, ensuring staff members stay abreast of the latest educational methodologies and technological advancements.

iv. Teaching Staff Level and Academic Oversight:

The proposed teaching staff level is designed to maintain a favourable student-to-staff ratio, promoting personalised attention and fostering a conducive learning environment. LIHE will ensure it has an appropriate level/number of teaching staff members to effectively handle the academic workload in line with the *Workforce Plan*.

v. Academic Oversight

In terms of academic oversight, LIHE places a strong emphasis on quality assurance and continuous improvement.

LIHE has designated Course Directors for each major, responsible for overseeing academic courses and curriculum development, and ensuring adherence to educational standards within the Bachelor of Business course.

For the Early Childhood course, WIL Practitioners, including the Professional Experience Coordinator (PEC) and Supervisor, collaborate closely with the designated Classroom Educator at each site. They are responsible for designing, implementing, and evaluating the WIL experiences that provide students with opportunities to gain practical experience and develop professional skills.

Furthermore, the institution fosters effective academic oversight through regular staff meetings and professional development sessions. These forums serve as platforms for collaborative discussions and the exchange of best practice among the academic staff.

I. Casual/Sessional Staff

- i. Prospective casual staff must accept an approved offer of casual employment and complete their onboarding requirements prior to the commencement of their employment at the LIHE.
- ii. Casual staff may be employed and paid on an hourly basis.
- iii. All necessary pre-employment checks must be completed prior to the commencement of employment.
- iv. Casual staff should complete aspects of the workplace induction that are relevant to the staff member's role at the Institute.
- v. Casual staff should be chosen based on merit, through a fair process that is competitive and transparent and in accordance with LIHE policy.
- vi. Casual staff are not entitled to paid leave. However, if they provide notification and submission of a medical certificate or other appropriate documents, they are entitled to unpaid leave.
- vii. Casual staff may be entitled to Long Service Leave (LSL) related to continuous service.

J. Staff Grievances

The Institute provides a fair, safe and productive work environment and LIHE takes all responsible measures to ensure that staff are treated fairly and with dignity and respect while working at LIHE. Any disclosure of dissatisfaction or grievance is addressed fairly, consistently and in a timely manner complying with all legal obligations. All staff involved in a complaint or grievance resolution procedure are encouraged to uphold the principles of natural justice and procedural fairness. The grievance may include (but is not limited to):

- i. Complaints raised by staff about workload or other work-related issues;
- ii. Complaints raised against their line manager or other senior staff;
- iii. Complaints of discrimination, bullying and harassment raised against other staff working at LIHE.

K. Grievance Handling Procedures

- i. If the relevant manager is not the subject of the complaint, they will first meet the staff member making the complaint to obtain detailed information about their complaint and explain how the grievance will be investigated and resolved.

- ii. The manager then determines the best course of action for staff grievance management. This may include gathering information and conducting a formal investigation.
- iii. When a decision for the grievance is resolved, the decision outcome will be confirmed in writing to all parties in the grievance. However, if the decision results in action that affects other staff, the action will be explained to them while being careful to ensure the confidentiality of the complainant.
- iv. Where a grievance cannot be resolved or if it takes more than 10 days to resolve, the matter will be referred to the Dean along with information regarding resolution steps that have been taken to date.
The Dean will consider all the relevant information and may request additional information for further investigation. The Dean will issue a written report of the final result, including any further steps that are required to resolve the complaint, to the staff and other members who are party to the grievance.

L. Appeals

If staff believe that there was a procedural or administrative error in the process, they may appeal a decision by writing to the Grievance Review Committee (GRC) within 10 working days from the date of decision. The GRC consists of the following:

- i. Chair or a member of Governing Council (Chair of GRC);
- ii. A member of Academic Board;
- iii. A staff member nominated by the Chair of the Governing Council who is not related to the matter being appealed.

Within 10 days of receiving the appeal, the GRC will meet with all parties to offer the opportunity to further explain the grievance. The Committee will consider all available evidence. The Committee's decision will be final and will be communicated to all parties.

If the aggrieved staff member remains dissatisfied with the decision of the Committee, they are able to seek grievance management through an external mediator.

Version	Approved by	Approval Date
2	Governing Council	20 February 2024
Next Review	Custodian	Effective Date
Refer to the <i>Policy Documents Review Schedule</i>	Dean	20 February 2024
Related Documents	Dictionary of Terms Work Health and Safety Staff Code of Conduct Policy Academic Freedom Policy	
References and Legislations	Australian Qualification Framework (AQF) Higher Education Standards Framework (Threshold Standards) 2021 (Cth) Tertiary Education Quality and Standards Agency Act 2011 Fair Work Act 2009 Workplace Gender Equality Act 2012 Copyright Act 1968 Employment Protection Act 1982	