



IONA COLLEGE
TRINITY

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Human Resource Management Policy and Procedure

Approved by the Board of Directors on 24 February 2022

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1. Purpose

This policy and procedure sets out a process for Iona Trinity College of Higher Education (the College) to:

- recruit appropriately qualified and experienced academic and non-academic staff
- manage the complement and profile of staff to ensure the College can meet the educational, administrative and academic needs of students, and
- support staff in order that they are equipped for their roles.

2. Scope

This policy applies to:

- all staff (full-time, part-time, casual or contract), and
- members of the College's Governing Bodies.

3. Policy

3.1 Principles

The following principles will apply to College's approach to staff recruitment, management and support:

- The management of staff will support the College's key objectives for scholarly, academic and operational excellence
- Staff appointments are to be based on merit
- Efforts will be made to attract applicants from diverse cultural backgrounds and to seek an appropriate gender balance
- Academic staff are appropriately qualified and experienced in accordance with the requirements of the *Higher Education Standards Framework (Threshold Standards) 2021* and the responsibilities of their roles.
- At induction, new staff will be made aware of the College's policies and legislative and regulatory obligations, including under the *Tertiary Education Quality and Standards Agency Act 2011* and the *Education Services for Overseas Students Act 2000* and their subordinate instruments, the *Higher Education Standards Framework (Threshold Standards) 2021* and the *National Code for Providers of Education and Training to Overseas Students 2018*
- Existing staff's knowledge of the College's policies and legislative and regulatory obligations will be kept current through professional development, as required
- All staff will have equitable access to benefits and services, including staff with a disability, with reasonable adjustments made to accommodate their disability
- All staff have professional development opportunities appropriate to their role
- Staff performance is monitored and feedback is provided to enable continuous improvement

- Staff should be aware of the expectations under the *Staff Code of Conduct* and any alleged breaches will be investigated and responded to fairly in accordance with this Policy and Procedure and relevant industrial agreements
- Staff have access to appropriate, fair and transparent grievance mechanisms.

4. Procedure

4.1 Recruitment process for ongoing staff

To fill an ongoing position, approval from the Principal must first be obtained.

If approved, the position description must be checked to ensure the statement of duties are current and the selection criteria are relevant.

For the recruitment of staff with academic oversight and/or teaching roles, the following criteria must be added to the selection criteria:

- knowledge of contemporary developments in the discipline, as demonstrated by evidence of continuing scholarship, research or advances in practice
- skills in contemporary and cross-cultural teaching, learning and assessment principles relevant to the discipline and the role
- knowledge and skills in pedagogical principles and practices to facilitate and support teaching, learning and assessment delivered online
- a qualification one Australian Qualifications Framework (AQF) level above the course they are teaching into (e.g. a Masters qualification if the academic staff is recruited to deliver a Bachelor level (AQF level 7) course
- applicants without a qualification one AQF level above the course to be taught must be able to demonstrate equivalent experience, as outlined in the *Equivalence of Academic Staff Qualifications Policy*.

To attract an adequate pool of the most qualified persons from which to be shortlisted and selected, all ongoing positions must be advertised, including on the College's website.

4.1.1 Applications and shortlisting

Job applicants will be acknowledged and unsuccessful candidates will be advised as soon as a shortlist of candidates has been established.

In order to ensure that at all stages of the selection process partiality is preserved, a Selection Panel will be constituted to shortlist candidates by assessing the applicants against the selection criteria.

4.1.2 Selection

Interviews with shortlisted candidates will be conducted either in person, via telephone, video conference or another online medium (e.g. Microsoft Teams or Zoom)

The Selection Panel will compile a list of interview questions based on the position description and selection criteria.

In addition to the interview, other forms of selecting the appropriate candidate may be considered, including seminars (for academic appointments) or skill assessment tests.

Upon completion of interviews with all shortlisted candidates:

- the Selection Panel must rank the candidates in order of preference and identify the preferred candidate
- a reference check must be conducted on the preferred candidate, using the referees nominated by the preferred candidate
- Chair of the Selection Panel must prepare a report setting out the reasons how the successful candidate meets the selection criteria in the position description and
- the unsuccessful candidates are to be advised of the outcome and the reasons.

If the preferred candidate holds an overseas qualification, that qualification must be assessed for equivalence to Australian qualifications by using:

- the [Country Education Profiles](#) prepared by the Department of Education, Skills and Employment, or
- the [National Academic Recognition Information Centres \(NARIC\) database](#).

4.1.3 Appointment

The successful candidate will receive a written contract of employment which they are to sign and return to the College.

Certified copies of highest relevant qualifications claimed by the successful candidates must be sighted. The staff member sighting the documents must make copies of sighted documents and place a copy on staff file.

4.2 Recruitment process for casual staff

Casual staff are recruited to cover ad hoc and/or short- to medium-term vacancies, where a clear need for the work to be completed has been established, for example, to address temporary peak in workloads or to cover short-term staff absences.

To engage casual staff, approval from the Principal must be obtained.

The relevant staff member requesting approval to engage casual staff must provide:

- justification for the engagement;
- duties, classification and period of the engagement; and
- relevant skills, knowledge, experience and qualification required.

If the engagement of casual staff is approved, an open and merit-based process should be followed, similar to that for the recruitment for ongoing staff.

4.3 Induction

New staff (ongoing or casual) must attend an induction program, which is designed to familiarise new staff with:

- work health and safety requirements
- the College's IT systems and software
- the College's policy framework, including academic integrity requirements and the *Staff Code of Conduct*, and
- their entitlements to professional development and performance feedback.

New staff must sign an Induction Program Checklist to indicate they have completed the induction program, which their supervisor will verify has been undertaken and which will then be placed on the staff's personal file.

New staff must endeavour to complete the induction program within 14 days of commencing employment at the College.

4.4 Performance planning and review

All staff are required to participate in the relevant performance planning and review process appropriate to their employment classification.

A supervisor will meet at least annually with each staff member who reports to them to discuss individual performance goals, work plans and individual professional development plans.

Performance reviews of academic staff, including casual staff, will include review of student feedback and of scholarly activities.

Annual performance reviews will encompass the following process:

- **Goal setting:** in consultation with their supervisor, and having regard to the College's strategic goals and the staff member's position description, each staff must set proposed performance objectives, associated metrics, and a development plan (including planned scholarly activities for academic staff) for the year.
- **Annual progress feedback and review:** each staff member meets with their supervisor to discuss their performance over the year, including initial and revised objectives, and agrees on new and adjusted objectives and any required corrective action. The supervisor will provide constructive feedback collated from a variety of sources, including student and peer feedback as applicable.

Supervisors will document the performance review process and are also expected to hold regular discussions with employees on their performance and ensure that performance issues are resolved as they arise where appropriate.

4.4.1 Performance issues

Ongoing performance issues will be managed by the supervisor and reported to the Principal.

Underperformance will be managed as per the following stages:

- **Identify and assess the underlying issue:** the supervisor will identify the performance issue and, where possible, its cause. Common performance issues is outlined at Appendix 1.
- **Meeting:** the supervisor will meet with the staff member to discuss the issue. The staff member will be made aware of the purpose of the meeting in advance to allow for adequate preparation and advised that they are allowed to bring a support person to the meeting. At the meeting, the supervisor will clearly explain what the issue is and its impact on the business.
- **Action plan prepared:** The supervisor and the staff member will agree on an action plan, including, as appropriate, performance standard and expectations, timeframes, roles and responsibilities, and required development and support. A date will be set for another meeting to review progress.

- **Monitor performance:** the supervisor monitors the staff member's performance and provides regular and constructive feedback.
- **Conclude:** the supervisor organises a meeting with the staff member to review progress in order to formally finalise the performance management process.

If underperformance continues, the supervisor will escalate the matter to the Principal who will implement unsatisfactory performance provisions in accordance with the relevant industrial agreement.

4.5 Professional development

Staff members and their supervisors should consider a range of professional development activities that enhance organisational and individual development and capabilities. Academic staff must also ensure that they are meeting the requirements of the *Staff Scholarly Activity Policy and Procedure*.

The performance planning and review processes is the primary means of aligning the professional development needs of a staff member and the College's organisational plans and priorities.

The College will ensure there is equitable access to professional development programs and resources and support.

The College's support for staff professional development is provided through:

- allocation of funding (to attend internal and/or external professional development courses and conferences)
- career development within the College (e.g. internal vacancies or temporary appointment to a higher classified position)

Individual professional development plans will be developed and reviewed as part of the Performance Planning and Review process for staff, as set out in this Policy and Procedure.

Staff members, with the support of their supervisor and senior management, will actively implement their individual development plans and summarise progress and outcomes of the plan at the annual planning and review meeting.

5. Grievance principles and procedures

All College staff are entitled to a fair and respectful work environment. During the course of their employment, staff may have grievances that the College aims to resolve in accordance with the following provisions.

5.1 Principles for managing grievances

The College will manage all staff grievances guided by the following principles:

- Grievances will be addressed sensitively, promptly and in accordance with the principles of natural justice
- All reasonable steps will be taken to respect the confidentiality of the people involved in a grievance
- All parties to a grievance will be treated with fairness and impartiality and grievances will be regarded as allegations until properly investigated and a determination made
- Appropriate records will be maintained throughout the resolution process

- Any staff who lodge a grievance will be protected from victimisation or reprisal, and will be kept regularly informed of the progress of the matter
- All parties to a grievance will be advised of the outcome of the investigation, including any actions that are to be taken as a consequence and of their right to appeal.

5.2 *Grievance management procedures*

5.2.1 Informal resolution options

A staff member who has a concern about any work-related issue has the following informal options available to them:

- speak directly to the person responsible for the problem and inform them that their behaviour was unfair, offensive or discriminatory, and the grounds for this
- speak to their immediate supervisor or, if that is not appropriate, a senior manager about their grievance.

5.2.2 Formal grievances

If the matter remains unresolved after informal steps, the staff member or supervisor should submit a formal grievance in writing to the Principal.

A Responsible Officer will be appointed to investigate the matter.

The Responsible Officer will:

- provide opportunities for any involved parties to make a submission and determine whether the grievance is substantiated
- make a recommendation about the grievance, and
- submit a report and recommendations for the Principal to action.

Recommendations may include:

- the appointment of an external mediator, as agreed between relevant parties, where appropriate
- advising the staff member about their reported behaviour and the findings made as a result of the investigation
- disciplinary action in accordance with the relevant staff employment agreement
- some other form of appropriate action, or
- no further action.

The Principal will consider the recommendations and may:

- confirm the actions
- vary the actions, or
- set the action aside and substitute a new action.

All parties to the grievance will be notified of the outcome, including the right to appeal.

Staff may also wish to seek the assistance of the Fair Work Ombudsman throughout this process.

All records of grievances are to be maintained in accordance with the *Records Management Policy and Procedure*.

The Principal will submit de-identified reports of grievance investigations and outcomes to the Board of Directors with recommendations in relation to any systemic issues.

If a grievance concerns the Principal, the grievance should be submitted in writing to the Chair of the Board of Directors who will determine the appropriate course of action in accordance with this Policy and Procedure.

5.3 Misconduct

Where a supervisor or manager has concerns about a staff member's conduct a disciplinary interview will be conducted to provide an opportunity to discuss the issues of concern.

The staff member will have the right to be supported by a person of their choosing and will have the right to respond to the allegations of misconduct put to them. This meeting will be witnessed, confirmed in writing and acknowledged by the staff member concerned.

The warnings procedure will normally include a series of verbal, written and witnessed warnings that set out to the staff member who is being warned, the basis of the warning and the ways that the staff member can and must improve their behaviour. It must also identify what action or actions will occur if there is no improvement within the time frames set down. Such actions could include termination of employment.

Cases of serious and wilful breaches of the *Staff Code of Conduct* can result in instant dismissal.

5.4 Appeals

5.4.1 Appeals against other decisions made under this Policy

A staff member may appeal against a decision made under this Policy and Procedure. The grounds for appeal are that the decision is inconsistent with this Policy and Procedure.

Appeals must be made in writing and lodged with the Principal within five (5) working days of the staff receiving written notification of the decision. Where the Principal has been involved with the original decision appeals must be submitted to the Chair of the Board of Directors.

The Principal/Chair will undertake whatever enquiries deemed necessary to investigate the matter, including consulting with the staff member lodging the appeal and the original decision maker.

The Principal/Chair will confirm or vary the decision and respond in writing to the appeal within ten (10) working days.

All decisions made by the Principal/Chair in relation to appeals will be reported to the Academic Board and/or the Board of Directors, as appropriate, with due consideration of requirements for confidentiality.

5.4.2 External appeals

If a staff member remains dissatisfied with the outcome of their grievance or appeal they have the right to lodge an external appeal with:

- the Australian Human Rights Commission for matters relating to discrimination and breaches of human rights, or
- the Fair Work Ombudsman for matters relating to their employment contract and conditions
- the Fair Work Commission for matters relating to dismissal and bullying.

6. Definitions

There are no definitions in this Policy and Procedure.

7. Version history

Version #	Changes	Approval Body	Approval Date
1.0	Original Version	Board of Directors	24/02/22

8. Additional Information

Policy Status	Approved
Policy Owner	Principal
Next Review Date	3 years from Approval Date
Associated Internal Documents	Equivalence of Academic Staff Qualifications Policy Records Management Policy and Procedure Staff Code of Conduct Staff Scholarly Activity Policy and Procedure
Higher Education Standards Framework (Threshold Standards) 2021	Standards 3.2.3 to 3.2.4 and 5.3.6
National Code of Practice for Providers of Education and Training to Overseas Students 2018	Not applicable
Other Applicable Legislation and Instruments	Fair Work Ombudsman, Best Practice Guide: Managing Underperformance Tertiary Education Quality and Standards Agency Act 2011

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Appendix 1. Common Performance Issues

The following table is adapted from the Fair Work Ombudsman's *Best Practice Guide: Managing Underperformance*.¹

Issue	Possible causes	Actions
<p>Employee does not undertake work as required, showing signs of apathy and laziness</p> <p>Employee does not appear to understand job requirements or directions</p>	<p>Job content & design</p> <p>Inappropriate job fit</p> <p>Personal or external issues</p>	<p>Begin with informal performance discussion</p> <p>Be clear about the performance requirements and expected contribution of the role to the College</p> <p>Focus on interest in work tasks, and how they might be improved</p> <p>Explore options for opportunities in other areas of the College, if possible</p> <p>Refer to counselling service if personal circumstances are impacting performance</p>
<p>Employee will not follow directions or perform tasks as required</p>	<p>Failure to understand what is required</p> <p>Inability to perform tasks</p> <p>Personal issues</p>	<p>Begin performance improvement process starting with informal discussions around what is required in the position.</p> <p>Look at possible options for training and development if a skill deficit is identified</p> <p>Commence formal performance management process if no improvement forthcoming</p>
<p>Employee fails to acknowledge they are underperforming</p>	<p>Performance issues have not been adequately explained</p> <p>Process has not been adequately applied</p> <p>Employee does not accept supervisor assessments</p>	<p>Re-establish expected outcomes, use evidence of how performance has failed to meet expected standards, explain the impact of this on the success of the business</p> <p>If necessary commence formal performance management process</p>

¹ Fair Work Ombudsman, Best Practice Guide: Managing Underperformance (Link: <https://www.fairwork.gov.au/tools-and-resources/best-practice-guides/managing-underperformance>)

Issue	Possible causes	Actions
Employee does not complete work tasks to the required standard	Lacks the required skills and capabilities	<p>Identify training and development opportunities as part of performance improvement plan</p> <p>If employee fails to develop required skills, progress through performance management process to possible options such as reassignment of duties, or transfer to another area to achieve a better job fit where possible</p> <p>Review recruitment practices to ensure appropriate selection decisions are being made</p>