Recruitment, Selection, Appointment and Induction Policy

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1.0 Purpose

The purpose of this policy is to define the framework for the EIT management team in undertaking the selection, appointment and induction of administrative and academic staff with integrity, dignity and professionalism.

2.0 Scope

This policy applies to all higher education administrative and academic staff being recruited and inducted into EIT and the staff undertaking those recruitment and induction functions. It also includes processes for the probationary period.

3.0 Objectives

Based on the well established position that one of the most important elements of a higher education institution is to be able to effectively source outstanding committed staff, a clearly understood policy on appointment of academic and administrative staff is vital.

4.0 Implementation

4.1 Recruitment, Selection and Appointment of Staff

The selection and appointment of administration staff for EIT includes the following:

- Employment duties, salary, advertisement and required qualifications and experience are determined by the Dean for all administrative and academic staff positions.

- An internal advertisement, within EIT, and its sister company, or an external advertisement in a newspaper, on a job website or though an employment agency, are used to attract appropriate staff.

- A selection panel of at least two persons will be created for each position. This panel will be composed of the Dean of Engineering and/or the relevant Department Manager, the Human Resources (HR) Manager and/or another person depending on the position vacant and diversity of gender.

- The selection panel is responsible for preparing a short list, arranging and conducting interviews as required.

- The Human Resources Manager is responsible for obtaining referee reports on the selected candidate.

- Appointment recommendations are to be accompanied by certified copies, or the original sighted by the HR Manager, of all certificates or testamurs claimed by the applicant to ensure verification of qualifications.

- Appointment of Academic Leaders are to be finally approved (or "signed off) by the Academic Board.

- All other higher education positions are to be decided by the selection panel, in association with the Dean, if he/she has not been part of the selection panel. The Dean will be the final decision-maker, unless academic staff have not fully met the qualifications requirements of the position description, in which case the Academic Board will be the final decision-maker.

4.2 Induction

All staff

Both administrative and academic staff are to be provided with a relevant induction program on processes and procedures at EIT along with additional information on professional development. This falls mainly within two categories, namely professional development for academic staff and managerial and administrative leadership.

The formal induction program for all staff will cover:

1. An overview of all relevant EIT policies and procedures that relate to the staff member's required duties.
2. An overview of Occupational Health and Safety Guidelines.
3. A set of copies of, or access to, all EIT policy documents.
4. Any required training on the use of teaching and delivery technologies currently in use.
5. The appointment of a mentor who will provide ongoing advice on standards and performance.
6. A formal meeting with each member of staff (where possible) to understand their tasks and perspectives.

The induction program with regard to managerial and administrative leadership for non-academic staff is developed to improve supervision, resources management, administrative skills and leadership potential. It is primarily developed through sponsored attendance at executive training sessions relating to leadership and teaching and learning in higher education.

Academic Staff

The induction program with regard to professional development for academic staff is developed primarily through:

- regular communication with academic staff where updates to course units are discussed with feedback and input from academic staff
- support and encouragement offered to academic staff to pursue further study opportunities in higher qualifications. Such support can be provided through study leave and financial assistance, such as through EIT Academic Scholarships
- encouragement offered to academic staff to pursue rewarding academic research and other scholarly activities
- support offered to academic staff to participate in external professional conferences and events.

4.3 Staff Performance during probationary period

New staff will be assisted through the probationary period to perform as per the originally defined requirements.

The Dean of Engineering and/or Deputy Dean and/or relevant Department Manager, will monitor new administrative staff performance during the four month probationary period and will provide counselling where necessary. In the case of unsatisfactory performance, the new staff member's employment will be terminated if at least two formal counselling sessions have been held and extensive ongoing assistance and counselling has been provided.

New Academic Staff performance is assessed through the use of the following:

- Reports prepared by the E-learning Manager/College Manager and/or Deputy Dean on a regular basis from knowledge obtained during the normal management of administrative and teaching operations.
- Results obtained from Student Feedback surveys (for academic staff only).

Where a new academic staff member's performance fails to meet the required standards the issues identified are communicated to them. To remedy the problems and to assist with improving the situation, a supervisor/mentor is added to his/her schedule. Depending on the weakness identified the supervisor will:

- Become an 'observer' in a series of classroom sessions/webinars/lab sessions to ensure presentation and/or student management problems are addressed
- Moderate assessment and comments on student work to ensure that accuracy and fairness is applied

The feedback from this will be communicated to the Dean and the academic staff member's independence reinstated or notification of suspension given. If the latter is deemed necessary, options available to the academic staff member are discussed. At least two formal counselling sessions will be held before the academic staff member is terminated.

5.0 Definitions

Nil

6.0 Related policies and procedures

The following policies and procedures are related to this policy:

- Recruitment, Selection, Appointment and Induction Procedure
- Academic Staff Promotions Policy and Criteria
- Staff Performance Review Policy and Procedure
- Staff Performance Review Guide
- Staff Development Policy

7.0 Accountabilities

The Governance & Academic Board is responsible for review and approval of this policy.

The policy is to be implemented via induction and training of staff and distribution to students and EIT's community via the website and other publications.