Adelaide Central School of Art

Recruitment and Selection Policy

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Threshold Standard	6.2
Responsible person/s	Chief Executive Officer

1. Introduction

Adelaide Central School of Art (ACSA) is committed to fair, transparent, merit-based and equitable recruitment and selection practices that support effective governance, academic integrity and institutional sustainability.

This Policy is informed by and complies with relevant legislation and standards, including but not limited to:

- Age Discrimination Act 2004 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Equal Opportunity Act 1984 (SA)
- Fair Work Act 2009 (Cth)
- Higher Education Standards Framework (Threshold Standards) 2021
- Privacy Act 1988 (Cth)
- Racial Discrimination Act 1975 (Cth)
- Sex Discrimination Act 1984 (Cth)
- Work Health and Safety Act 2012 (SA)

2. Purpose

This Policy ensures that staffing decisions:

- Support the achievement of ACSA's mission, strategic objectives and educational quality.
- Ensure ACSA has staff with the appropriate qualifications, skills, experience and capacity to deliver and support its programs.
- Are made through robust governance processes with clear accountability and delegated authority.
- Uphold public confidence in ACSA as a registered Institute of Higher Education.

This Policy ensures that recruitment and selection processes:

- Are consistent with principles of equity, diversity and inclusion.
- Comply with relevant legislation and regulatory requirements.
- Are based on merit and aligned with organisational needs.
- Support a positive, ethical and professional workplace culture.

3. Scope

This Policy applies to all recruitment and selection activities for:

- Academic staff
- Professional and administrative staff
- Casual staff and contractors where applicable
- This Policy does not apply to student admissions or engagement of enrolled students as part of coursework requirements.

4. Policy

4.1 Recruitment and Selection Principles

Recruitment and selection at ACSA is guided by the following principles:

Merit-based selection: Appointment decisions are based on demonstrated skills and capabilities, qualifications, experience and history of work performance, potential relevant to the role, cultural fit, and ability to contribute to the institution.

Governance and accountability: Recruitment decisions are made within approved delegations and are subject to appropriate oversight, documentation and review.

Equity, diversity and inclusion: Recruitment processes promote equal opportunity employment and are free from discrimination, supporting a diverse and inclusive workforce.

Transparency and fairness: Recruitment processes are clear, consistent, documented and applied impartially to support defensible decision-making.

Risk management: Recruitment practices identify and manage risks related to staffing capability, conflicts of interest and compliance.

Confidentiality and integrity: Applicant information is handled ethically, confidentially and in accordance with privacy obligations.

4.2 Equity, Diversity and Inclusion

ACSA is committed to creating an inclusive workplace and encourages applications from individuals of diverse backgrounds, including Aboriginal and Torres Strait Islander peoples, people with disability, culturally and linguistically diverse communities, and people of all genders and sexual orientations.

Reasonable adjustments will be made to recruitment processes where required in support of equal employment opportunity.

4.3 Confidentiality and Privacy

All recruitment records and applicant information are managed confidentially and in accordance with privacy legislation and ACSA's Privacy Policy.

4.4 Workforce Planning and Approval

Recruitment decisions must be based on an identified organisational need and approved in accordance with ACSA's governance framework and delegations of authority. Workforce planning considers:

- Course accreditation and delivery requirements.
- Student numbers and support needs.
- Financial sustainability and resource allocation.
- Academic leadership and professional capability.

5. Roles and Responsibilities

Clear roles and responsibilities support effective governance and accountability.

5.1 Board of Governors

- Provides oversight of workforce capability and staffing risk
- Approves senior appointments where required
- Monitors compliance with governance, staffing and quality assurance obligations

5.2 CEO & Academic Director

- Ensures recruitment and selection practices align with ACSA's strategic objectives and governance framework
- Exercises delegated authority for appointments in accordance with approved delegations
- Ensures adequate staffing capability to deliver accredited courses and meet regulatory requirements
- Identifies staffing needs aligned with course delivery, student support and organisational priorities
- Prepares and maintains accurate position descriptions and selection criteria
- Ensures recruitment processes comply with this Policy and associated procedures

5.3 Selection Panel

- Assesses applicants objectively against published selection criteria
- Declares and manages actual, potential or perceived conflicts of interest
- Maintains confidentiality and documents assessment and recommendations

5.4 Administration

- Supports compliant recruitment processes and record keeping

- Ensures employment, privacy and right-to-work obligations are met

6. Procedures

6.1 Recruitment

6.1.1 Position Description

A current position description must be developed or reviewed prior to recruitment and include:

- Role purpose and key responsibilities.
- Required qualifications, skills and experience.
- Selection criteria aligned with course delivery and institutional needs.
- Employment type, reporting lines and conditions.

Position descriptions for academic roles must comply with the Academic Staff Qualifications and Equivalency Policy, which supports compliance with the Higher Education Standards Framework 2021.

6.1.2 Identified First Nations Positions

ACSA may identify positions that require a First Nations person to fulfil the duties of that position. Applicants for identified First Nations positions must provide evidence of their First Nations identity as part of the pre-employment screening process (see Item 8.1).

6.1.3 Recruitment Strategies

ACSA will seek to publicly advertise vacancies. Alternate methods of appointment may be undertaken based on the nature of the position, provided they support the principles of equal employment opportunity.

Recruitment strategies that may be considered include:

- Public advertising
- Internal advertising
- Direct appointment

Recruitment strategies are required to:

- Support transparency and fair access to employment opportunities
- Attract a suitably qualified and diverse applicant pool
- Clearly communicate role requirements, selection criteria and governance expectations

A direct appointment, where a competitive selection process is not applied, may be made in cases where a person has been identified based on their specialist knowledge, experience, skills, or qualifications and it is considered that:

- No other suitable candidate would be identified, or
- The identified candidate will assist ACSA to achieve its strategic goals, or
- The identified candidate is an internal employee and has been selected based on their performance history.

6.2 Selection

6.2.1 Selection Panels

Selection panels will:

- Comprise a minimum of two and maximum of four members, with appropriate expertise and seniority
- Include a diverse representation of gender and background, where possible
- Include an Aboriginal and/or Torres Strait Islander panel member for Identified First Nations positions.
- Include academic representation for academic appointments
- Declare and manage conflicts of interest in accordance with ACSA policy

The selection panel will undertake the following selection process:

6.2.2 Shortlisting

Applicants are shortlisted by the selection panel based on assessment of written applications against the published selection criteria.

6.2.3 Interviews

Shortlisted applicants will be interviewed by the selection panel.

6.2.4 Referee Checks

A minimum of two referee checks are conducted for up to three preferred candidates and focus on verifying suitability for the role. Consent must be obtained prior to contacting referees.

6.2.5 Pre-employment Screening Checks

Additional pre-employment screening of the preferred candidate may be required, depending on the requirements of the position. This includes, but is not limited to, verification of:

- Identity (all prospective employees), 100 points or identity, right to work
- First Nations identity (Identified First Nations Positions only), which can be:
  a. A letter of confirmation of Aboriginal and/or Torres Strait Islander identity from an incorporated Aboriginal and/or Torres Strait Islander organisation, or
  b. A statutory declaration made by the candidate.
- Qualifications for any position that specifies qualification requirements.
- Working with Children Check with a 'cleared' outcome for prescribed positions as per the Child Safety Policy and Procedures.

6.2.6 Recommendation for appointment

Selection decisions are based on demonstrated merit against the selection criteria and the principles outlined in 5.1 of this policy.

Academic appointments must also comply with the qualification requirements outlined in the Academic Staff Qualifications and Equivalency Policy.

The rationale for decisions must be documented.

6.2.7 Outcome Notification

All applicants will be notified on the outcome of their application and provided with feedback upon request.

6.3 Appointment and Onboarding

6.3.1 Offer of Employment

Offers of employment are made in writing and are subject to the completion of relevant pre-employment screening.

6.3.2 Induction

All new staff participate in an induction process to support:

- Understanding of ACSA's mission, values and policies.
- Compliance with academic, professional and safety obligations.

6.4 Record Keeping

Accurate and complete records of recruitment and selection activities are maintained to demonstrate compliance with governance, accountability and quality assurance requirements. Records may include:

- Approved position descriptions and advertisements
- Shortlisting and assessment documentation
- Conflict of interest declarations
- Selection panel recommendations and approvals

Records are retained in accordance with legislative requirements and ACSA's records management practices and Privacy Policy and Procedure.

7. Related Documents

- Academic Staff Qualifications and Equivalency Policy
- Child Safety Policy and Procedure
- Diversity, Inclusion and Equal Opportunity Policy
- Freedom of Speech and Academic Freedom Policy and Procedure
- Privacy Policy and Procedure
- Delegations of Authority Policy