

HUMAN RESOURCES POLICY

Approving authority	Governing Board
Purpose	<p>This policy is designed to ensure the Institute recruit appropriately skilled, qualified and competent staff able to fulfil the Institute objectives.</p> <p>The Institute aims to fully comply with all relevant legal obligations including minimum award provisions and legislation.</p>
Responsible Officer	President and CEO
Next scheduled review	February 2031
Document Location	R:\Managers\OIHE\Policies
Associated documents	<p>Human Resources Procedure (Manual)</p> <p>Academic Integrity Policy and Procedure</p> <p>Academic Staff Professional Development Policy and Procedure</p> <p>Anti-Bullying and Harassment Policy and Procedure</p> <p>Anti-Discrimination Policy and Procedure</p> <p>Conferral of Academic Qualifications Policy and Procedure</p> <p>Conferral of Academic Titles Policy and Procedure</p> <p>Diversity and Equity Policy and Procedure</p> <p>Equivalence of Professional Experience and Academic Qualifications Policy</p> <p>Occupational Health and Safety Policy</p> <p>Privacy Policy and Procedure</p> <p>Professional Staff Professional Development Policy and Procedure</p> <p>Records Management Policy and Procedure</p> <p>Sexual Assault and Sexual Harassment Policy and Procedure</p> <p>Social Media Policy and Procedure (Staff)</p> <p>Student Code of Conduct Policy and Procedure</p> <p>Staff Code of Conduct Policy and Procedure</p> <p>Use of Information Technology Facilities and Services Policy and Procedure (Staff)</p> <p>Employee Employment Agreement</p>

1. PRINCIPLES

Ozford Institute of Higher Education (hereafter referred to as the “Institute”) attracts and retains high performing staff to achieve its strategic goals and who are aligned to the values and ethos of its missions

and visions. The Institute achieves the alignment of the Institute and staff utilising principles outlined in this **Human Resources Policy**.

This Policy simultaneously ensures the Institute meets all legislative and regulatory obligations including the Higher Education Standards Framework (Threshold Standards), in the provision of well-managed operations, a culture of excellence and a workforce mix and profile appropriate to its business needs and sustainability.

The Institute is committed to recruiting and retaining staff with appropriate skills and experience. This requires a consistent and timely recruitment and staff selection processes to ensure that all applicants for positions receive fair and equitable consideration:

- maintaining the principle of open competition to appoint the best candidates;
- ensuring that selection procedures are timely and effective;
- verifying bona fides of all qualifications of staff; and
- maintaining applicant confidentiality.

2. SCOPE

The Policy applies to all sessional, continuing and fixed term appointments of Academic and Professional Staff.

3. DEFINITIONS

Academic Staff

Academic Staff means all staff with academic leadership and oversight responsibilities, and all staff with teaching and/or supervisory roles in higher education courses and units of study.

Academic Misconduct

Academic Misconduct as set out in the ***Academic Integrity Policy and Procedure*** is where employees and contractors:

- claim possession of qualifications that have not been awarded;
- give pass grades or above to student work that is known to be not authentic (copied, someone else's work, plagiarised, colluded with others, exam cheating) or not correct;
- accepts any form of gift or money or services for favourable grades or admission;
- provides information (questions and/or responses) about assessments or examinations to students or third parties that gives students unfair advantage, uses assessment examination material that is not original (i.e has been used before);
- fails to check the authenticity of students submitted assessments prior to awarding a pass grade, fabricates or alters student assessment or examination results;
- claims publication or research or academic work history that is not true;
- fabricates or falsifies findings of own research; or
- publishes work that has been plagiarised or undertaken by someone else (including students) without acknowledgement.

Candidate:

A Candidate is a person who applies for the advertised vacant position at the Institute.

Cultural safety

Cultural safety is the positive recognition and celebration of cultures. It is more than just the absence of racism or discrimination and more than 'cultural awareness' and 'cultural sensitivity'. It empowers people and allows them to contribute and feel safe to be themselves.

Delegated Authority

Delegated Authority means the person or body with delegated authority to approve.

Disciplinary Actions

Disciplinary Actions means performance management measures taken by the Institute in relation to unsatisfactory performance, misconduct or serious misconduct and includes but is not limited to:

- formal counselling of an employee by an appropriate supervisor or internal or external counsellor;
- giving an employee a written warning (including where appropriate, a final warning);
- suspension with or without pay;
- withhold of an increment or payment of an invoice that is related to the incident being considered;
- removal from Office while remaining an employee of the Institution;
- termination of employment or contract agreement.

General misconduct

General misconduct is where employees and contractors:

- act dishonestly;
- bully or harass other employees and contractors;
- interfere with other employees' and contractors' work;
- prevent or disrupt learning;
- disobey/fail to comply with contractual or legal requirements;
- misuse, damage or steal Institute's property or the property of others;
- alter/deface the Institute documents or records;
- prejudice the good name of the Institute, or
- an action(s) that breaches the ***Staff Code of Conduct Policy and Procedure***.
- otherwise act in an improper manner.

Head of Department

The Head of Department will be one of the following:

- the President and CEO
- the Head of Marketing (currently the Director of Marketing & Student Recruitment)
- the Academic Dean
- the Director of Operations (Brisbane)

Inclusive environment

An inclusive environment:

- value all students
- respect their rights
- challenge all forms of discrimination
- understand and respond to the needs and capabilities of all students
- adjust their approaches to ensure all students feel safe, welcome and can participate.

Institute Environments

Physical environments are the physical places where an organisation operates or conducts activities, such as a building, facility or space and includes physical environments operated by third parties such as student advocates and homestay accommodation.

Online environments are any technological platforms which an organisation uses or controls, such as computers, phones, websites, intranet, email, social media and video conference facilities regardless of where such platforms may be accessed by students.

For the Staff Code of Conduct, Institute Environments means any environment where Institute business takes place. This includes any work travel and events on or off campus.

Internal advertising

Internal advertising means advertising in media that is accessible only by internal applicants. It includes advertising on the Institute's vacancies website as a vacancy "open only to current Institute employees" and may also include drawing advertised vacancies to the attention of existing staff (including fixed term and casual/sessional staff) through the intranet or a staff meeting.

Position Description:

A Position Description defines the expectations and requirements for a role.

Professional Staff

Professional Staff -means an employee employed in a capacity other than as an academic staff and includes employees engaged in clerical, administrative and technical work.

Selection Committee

Selection Committee means either a professional staff or an academic staff panel convened in accordance with this procedure, to make a recommendation to the Delegated Officer about filling a vacant position.

Senior Academic Appointment

Senior Academic Appointment means the Academic Dean or any position where the title of Professor will be used by the appointee.

Serious misconduct

Serious misconduct includes but not limited to

- Acting dishonestly including any fraud in respect to the Institute, students or stakeholders;
- Knowingly making any false or misleading representation;
- Harassing or intimidating a student, a member of staff, a visitor to the Institute, or any other person, because of race, ethnic or national origin, sex, marital status, sexual preference, disability, age, political conviction, religious belief or for any other reason;

- Misuse of the facility in a manner which is illegal, or which is or will be detrimental to the rights or property of others. This includes the misuse, in any way, of any computing or communications equipment or capacity to which the employee has access at or away from the Institute premises while acting as an Institute employee, in a manner which is illegal, or which is or will be detrimental to the rights or property of others;
- Theft or an action to steal, destroy or damage a facility or property of the Institute or for which the Institute is responsible.
- Any form of physical violence against a student, staff member or stakeholder of the Institute that is substantiated;
- A child abuse incident where the allegation is substantiated; or
- Being under the influence of alcohol or drug of dependence in any Institute environment that poses a serious risk to health and safety .

Shortlisting:

Shortlisting is developing a pool of candidates who meet the requirements of the job criteria based on the initial assessment.

Staff or Employee

Means any person who is employed by the Institute. This includes full-time, part-time, sessional academic and casual staff and contractors.

4. POLICY

Employment Obligations

- 4.1. All Commonwealth and State Legislation relevant to the Institute's employer obligations must be observed. Common law responsibilities also apply, as do the current organisation employment policies. The Institute will fully comply with all relevant legal obligations including:
- Fair Work Act;
 - Modern Awards;
 - Payroll Tax
 - PAYG withholding tax, Superannuation, Leave and other deductions and entitlements;
 - Equal Opportunity and Anti-discrimination;
 - Work Cover;
 - Occupational Health and Safety;; and
 - Privacy.

Recruitment and Selection

- 4.2. The Institute appoints high performing staff using a competitive process underpinned by the principles of merit, equity, and transparency. In doing so, the Institute practices ethical, fair and impartial staff selection procedures, free from conflict of interest, and characterised by confidentiality and respect for the privacy of an applicant's personal information.
- 4.3. Academic teaching staff are selected on the basis of demonstrated commitment to the scholarship of teaching and learning, that academic staff are expected to be active in scholarship which informs their teaching in all fields in which courses are offered.
- 4.4. The President and CEO will have oversight of all recruitment.
- 4.5. All academic staff appointed by the Institute must meet the qualification requirements set out in the *Equivalence of Professional Experience and Academic Qualifications Policy*.
- 4.6. Academic staff are selected on the basis of demonstrated academic qualifications, skills, experience and evidence of good character and conduct, all of which is expected to be current, therefore they are encouraged to join relevant groups or professional associations relevant to their area of academic discipline. This may include membership of a journal editorial board, peer review panels or an academic society with any costs subsidised by the by Ozford Professional Development Budget with the approval of the Academic Dean.
- 4.7. All stages of the recruitment and selection process must meet the requirements of various Equal Opportunity and other employment related legislation.
- 4.8. All positions have a Position Description that describes the inherent requirements of the position to be performed. Selection Criteria describe the qualifications, competencies skills, knowledge, experience, and evidence of good character conduct, required to perform the inherent requirements of the position. Selection Criteria therefore form the basis of assessment of a candidate's capability to perform the inherent requirements of the position through the short-listing, interview and referee checking process.
- 4.9. Appointment is based on merit assessed against the Position Description Selection Criteria. At the point of shortlisting, the Selection Committee must be satisfied that candidates are capable of

performing the inherent requirements of the position through a comparative assessment of each candidate against the selection criteria.

- 4.10. The President and CEO has oversight of all appointments and is responsible for the appointment of the Management team.
- 4.11. The President and CEO or relevant Head of Department will sign the offer letter.

Probation

- 4.12. All new staff must undergo a probationary period relevant to their type and level of appointment, unless they are employed on a sessional basis.

Induction

- 4.13. An Induction process will be conducted for all new staff. Induction at the Institute is regarded as an ongoing process rather than an event. It is the responsibility of the relevant supervisor to ensure new staff receive an Induction.
- 4.14. The purpose of the Institute's induction program is to ensure that all new staff :
 - understand and embrace Institute's mission and values;
 - gain an appreciation of the TEQSA Compliance Frameworks;
 - acquire the information required to undertake their work effectively;
 - make the professional adjustment as smoothly as possible;
 - understand the framework in which appraisals can be carried out.

Academic Staff

- 4.15. Academic teaching staff must have a demonstrated commitment to the scholarship of and excellence in teaching and learning. All academic staff are expected to be active in scholarship which informs their teaching in all fields in which courses are offered.
- 4.16. Academic staff are expected to perform to a satisfactory standard while carrying out their responsibilities including:
 - teaching in accordance with the curriculum for the topic for which they are engaged;
 - facilitating ways for students to express their views, participate in decision-making and raise their concerns;
 - attending promptly to administrative and assessment requirements of the topic;
 - complying with defined expectations with regard to student consultation;
 - ensuring that they undertake professional development and are active in scholarship which informs their teaching in their relevant subjects, including course design, student assessment, course reviews, monitoring student progress, graduate outcomes and promotion of academic honesty; and
 - meeting all compliance and regulatory requirements including the TEQSA Compliance Frameworks Record keeping and Reporting obligations.

- 4.17. All academic staff members will be required to undertake student evaluation of teaching for each unit of study delivered. The results will be made available to the staff member's supervisor.

Professional staff

- 4.18. Professional staff must be committed to maintaining and enhancing their skills and capabilities to support the operation of the Institute. Professional Staff are expected to perform to a high standard while carrying out their responsibilities including:
- meeting the requirements of their position description;
 - complying with defined expectations with regard to student support;
 - facilitating ways for students to express their views, participate in decision-making and raise their concerns;
 - ensuring that they undertake professional development relevant to their role; and
 - meeting all compliance and regulatory requirements including the TEQSA Compliance Frameworks Record keeping and Reporting obligations.
- 4.19. Student surveys will include all aspects of the Institute's operations. The results will be made available to staff.

Staff Management, Performance and Development Reviews

- 4.20. The Institute will evaluate the performance of staff and provide feedback progressively through regular discussions with the relevant Head of Department.
- 4.21. Positive feedback and concerns about a staff member's performance and/or conduct will be addressed as they arise.
- 4.22. All staff are expected to engage with the Institute's staff performance and development review process which will normally take place on an annual basis. For casual/sessional staff, the performance and development review will normally be in the period shortly before or after the end of each contracted period.
- 4.23. The staff performance and development review will be undertaken in the context of the individual's career development including their professional development needs and approached in a manner that is fair, open and transparent, consistent with the values of the Institute.
- 4.24. The outcomes of the staff performance and development review will be documented and recorded in the staff member's file.
- 4.25. Concerns and unsatisfactory performance will be managed through a process of structured counselling. All staff will be assessed to confirm suitability for child connected work on an ongoing basis and if any concerns arise will be immediately addressed with as set out in the ***Human Resources Procedure (Manual)***.

Termination of Employment

- 4.26. Resignations must be given in writing and staff must provide the required period as set out in the Employment agreement or the relevant Award.. The Head of Department will confirm the Notice Period on receipt of the resignation.
- 4.27. The Institute will acknowledge resignations in writing.
- 4.28. The President and CEO or their delegated authority has the right to dismiss any staff member without notice for conduct that justifies instant dismissal, including malingering, inefficiency, and neglect of duty or serious and wilful misconduct. Such acts include, but are not limited to:
 - theft;
 - fraud;
 - physical violence against a staff member or service user of the Institute;
 - a child abuse incident
 - staff members under the influence of alcohol or drug of dependence during working hours.

Staff Complaints and Grievances

- 4.29. The Institute supports the right of every employee to lodge a grievance about the Institute and its operations. The Institute will take grievances seriously and act promptly to resolve the matter.

Staff Records Management

- 4.30. Staff records will be administered as set out in the *Records Management Policy and Procedure* and the *Privacy Policy and Procedure*.

Reporting and Monitoring

- 4.31. The President and CEO will report to the Governing Board on staff management and any staff incidents and concerns as part of the regular report to the Governing Board.

5. QUALITY ASSURANCE

To ensure that this policy is fit for purpose and meets the requirements of the TEQSA Compliance Frameworks the policy will be:

- 5.1 internally endorsed by the Executive Management team on development or review, prior to approval by Governing Board or other delegated authority;
- 5.2 externally reviewed as part of any independent review of the TEQSA Compliance Frameworks approved by the Governing Board;
- 5.3 internally reviewed by the Responsible Officer every five years from the date of approval (if not earlier).
- 5.4 referenced to the applicable TEQSA Compliance Frameworks requirement(s) and/or other legislation/regulation.

6. FEEDBACK

Feedback or comments on this policy is welcomed by the listed Responsible officers of the Institute.

7. ACKNOWLEDGEMENT

This policy was developed with reference to the following:

- Ozford College of Business Human Resources Policy and Procedure (see Ozford website)
- Australian Government Department of Education, Education Services for Overseas Students (ESOS) Framework and resources, extracted August 2023 ([Education Services for Overseas Students \(ESOS\) Framework - Department of Education, Australian Government](#))
- Fair Work Ombudsman National Employment Standards and resources, extracted August 2023 ([National Employment Standards - Fair Work Ombudsman](#))
- The University of Queensland Policy and Procedures Library, 5. Human Resources, September 2021 ([5. Human Resources - Policies and Procedures Library - The University of Queensland, Australia \(uq.edu.au\)](#))

8. VERSION CONTROL

Version	Date approved	Description	Approved by
1.0	June 2014	Initial Issue	GB
2.0	May 2017	Internal Review	GB
3.0	September 2018	Internal Review	GB
4.0	December 2020	Internal Review	GB
5.0	September 2023	Internal Review The Staff Recruitment and Selection Policy, Staff Performance and Development Review Policy and Staff Induction Policy have been merged into this Policy.	GB
6.0	February 2026	Internal Review an inclusion of QLD requirements	GB
6.1	February 2026	Internal Review to remove under 18 student obligations after change in policy	EMT

<p>Related legislation/ regulation/standard</p>	<p>Commonwealth</p> <p>Tertiary Education Quality and Standards Act 2011</p> <p>Higher Education Standards Framework (Threshold Standards) 2021</p> <p>Education Services for Overseas Students Act (ESOS) 2000</p> <p>Education Services for Overseas Students Regulations 2019</p> <p>The National Code of Practice for Providers of Education and Training to Overseas Students 2018 Standards</p> <p>Age Discrimination Act 2004 (Cth)</p> <p>Australian Human Rights Commission Act 1986 (Cth)</p> <p>Crimes Act 1914 (Cth)</p> <p>Disability Discrimination Act 1992 (Cth)</p> <p>Disability Standards for Education 2005 (Cth)</p> <p>Fair Work Act 2009 (Cth)</p> <p>Fair Work Regulations 2009 (Cth)</p> <p>Privacy Act 1988 (Cth)</p> <p>Racial Discrimination Act 1975 (Cth)</p> <p>Sex Discrimination Act 1984 (Cth)</p> <p>Sexual Offence Crimes Act 1958 (Cth)</p> <p>Workplace Gender Equality Act 2012 (Cth)</p> <p>Victoria</p> <p>Accident Compensation (Occupational Health and Safety) Act 1996 (Vic)</p> <p>Charter of Human Rights and Responsibilities Act 2006</p> <p>Charter of Human Rights and Responsibilities (General) Regulations 2017</p> <p>Competition and Consumer Act 2010 (Vic)</p> <p>Compliance Code Psychological Health (Vic)</p> <p>Crimes Act 1958 (Vic)</p> <p>Disability Act 2006 (Vic)</p> <p>Equal Opportunity Act 2010 (Vic)</p> <p>Gender Equality Act 2020</p> <p>Health Records Act 2001 (Vic),</p> <p>Long Service Leave Act 2018 (Vic)</p> <p>Mental Health and Wellbeing Act 2022 (Vic)Occupational Health and Safety Act 2004 (Vic)</p> <p>Occupational Health and Safety Regulations 2017 (Vic)</p>
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	<p>Occupational Health and Safety (Psychological Health) Regulations 2025 (Vic)</p> <p>Payroll Tax Act 2007 (Vic)</p> <p>Privacy and Data Protection Act 2014 (Vic),</p> <p>Public Holidays Act 1993 (Vic)</p> <p>Public Records Act 1973 (Vic)</p> <p>Racial and Religious Tolerance Act 2001 (Vic)</p> <p>Spent Convictions Act 2021 (Vic)</p> <p>Workplace Injury Rehabilitation and Compensation Regulations 2024 (Vic)</p> <p>Workplace Injury Rehabilitation and Compensation Act 2013 (Vic)</p> <p>Queensland</p> <p>Anti-Discrimination Act 1991 (Qld)</p> <p>Crime and Corruption Act 2001 (Qld)</p> <p>Disability Services Act 2006 (Qld)</p> <p>Domestic and Family Violence Protection Regulation 2023 (Qld)</p> <p>Domestic and Family Violence Protection Rules 2014 (Qld)</p> <p>Fair Work (Commonwealth Powers) and Other Provisions Act 2009 (Qld)</p> <p>Health and Wellbeing Queensland Act 2019 (Qld)</p> <p>Holidays Act 1983 (Qld)</p> <p>Human Rights Act 2019 (Qld)</p> <p>Human Rights Regulation 2020 (Qld)</p> <p>Information Privacy Act 2009 (Qld)</p> <p>Information Privacy Regulation 2025 (Qld)</p> <p>Payroll Tax Act 1971 (Qld)</p> <p>Payroll Tax Regulation 2019 (Qld)</p> <p>Work Health and Safety Act 2011 (Qld)</p> <p>Work Health and Safety Regulation 2011 (Qld)</p> <p>Work Health and Safety and Other Legislation Amendment Act 2024 (Qld)</p> <p>Workers' Compensation and Rehabilitation Act 2003 (Qld)</p> <p>Workers' Compensation and Rehabilitation Regulation 2025 (Qld)</p>
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Note:

GB = Governing Board

EMT = Executive Management team