

Department	Vocational Education & Training		Author	RTO CEO	
Quality Controlled Document No. & Title	18.0	Recruitment and Staffing Policy	Approved	RTO CEO	
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SRTOs 2015	Standards 1.3, 1.13 – 1.24		Distribution	Internal	RTO Manager RTO Staff
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1.0 Preamble

Marriott Academy acknowledges that delivery and assessment of nationally recognised Vocational Education and Training in Australia is constantly changing in response to changes in industry and, therefore, seeks to create a recruitment policy framework which:

- 1.1 Sustains and develops Marriott Academy as a place to work
- 1.2 Creates work conditions which are professionally and personally enriching
- 1.3 Employs staff who will further the strategic directions of Marriott Academy
- 1.4 Supports equal opportunity, inclusive of gender, ethnic origin or age
- 1.5 Provides opportunities for advancement and a competitive remuneration package

Marriott Academy is a stimulating and satisfying place to work for the following reasons:

- 1.6 Marriott Academy works as a community with a shared vision and common goals
- 1.7 The quality of our training programs and Learner support programs
- 1.8 Our record of achievement
- 1.9 The culture of high expectation amongst staff and earners
- 1.10 The quality and responsiveness of our Learners
- 1.11 Access to high quality facilities and resources
- 1.12 Our emphasis on achievement according to ability, and the professional development of staff
- 1.13 Our readiness to innovate and to implement innovative initiatives
- 1.14 A friendly and supportive environment

The following policy seeks to reflect the direction of Marriott Academy in the current industry and community context.

2.0 Recruitment and Staffing Policy

The effectiveness of our trainers plays a critical role in sustaining and developing the quality of the training we offer. The following broad principles inform the recruitment process at Marriott Academy:

- 2.1 Marriott Academy is an equal opportunity employer and endeavours to maintain a staff profile that is inclusive of gender, ethnicity and age
- 2.2 Non-discriminatory procedures are followed in the recruitment of staff
- 2.3 It is usual practice for a selection panel to be set up to assist the CEO in the selection of candidates
- 2.4 In addition to the staff member's ability to meet the criteria for the specific position, his or her capacity to contribute to the fuller life of Marriott Academy community will be taken into account
- 2.5 Applications from current staff, as appropriate

We aim to appoint staff who are:

- 2.6 Ongoing Learners
- 2.7 Conceptual thinkers and creators
- 2.8 Experts in their area(s) (both discipline and pedagogy)
- 2.9 Skilful in their interpersonal relations and intrapersonal capacities
- 2.10 Active in developing the intellectual character of Learners
- 2.11 Passionate about what they train
- 2.12 Flexible and open thinkers
- 2.13 Reflective practitioners
- 2.14 Proactive and creative in their use of ICT
- 2.15 Knowledgeable about the broader context of education and training
- 2.16 Collegial and collaborative in their approach
- 2.17 Supportive of Marriott Academy and its directions
- 2.18 Willing contributors to the pastoral care of Learners and to the life of Marriott Academy
- 2.19 Excellent role models

3.0 Individual Staff Support and Professional Development

Marriott Academy seeks to provide an environment where staff can flourish personally and professionally through:

- 3.1 The provision of clear expectations of the role of each member of staff
- 3.2 The provision of a range of professional development opportunities
- 3.3 Mentor support during a staff member's first year
- 3.4 Feedback to staff (e.g from Management) as appropriate
- 3.5 A regular appraisal process linked to professional development
- 3.6 A regular review process in the case of positions of responsibility
- 3.7 A performance review if a staff member is experiencing continuing professional difficulties
- 3.8 Spreading of positions of responsibility and opportunities for involvement
- 3.9 Encouraging the acquisition of further qualifications
- 3.10 Fostering exchange and networking opportunities for staff
- 3.11 Professional development to support teaching and learning practices and program development

4.0 Staff Welfare

- 4.1 Marriott Academy has implemented occupational health and safety policies and procedures in accordance with legislative obligations and regulatory authority requirements.
- 4.2 All RTO staff will be encouraged to communicate openly with RTO Management in all matters that concern the provision of services by Marriott Academy.

5.0 Qualifications of RTO Training Staff and Professional Development

- 5.1 Employment of RTO Trainers shall comply with Standards for RTOs 2015.
- 5.2 In accordance with the Standards for RTOs, Marriott Academy's training and assessment is delivered only by persons who have:
 - a) vocational competencies at least to the level being delivered and assessed;
 - b) current industry skills directly relevant to the training and assessment being provided; and
 - c) current knowledge and skills in vocational training and learning that informs their training and assessment, and
 - d) hold the TAE40116 Certificate IV in Training and Assessment from the TAE Training and Education Training Package, or equivalent, or
- 5.3 (e) work under the direct supervision of a person who has the competencies specified in (i) above, and
 - i) holds the training and assessment credential specified in Item 6 of Schedule 1.
 - ii) has vocational competencies at least to the level being delivered and assessed; and
 - iii) has current industry skills directly relevant to the training and assessment being provided.

Note: *Direct supervision is achieved when a person delivering training on behalf of Marriott Academy has regular guidance, support and direction from a person designated by Marriott Academy who has the trainer competencies in (i), (ii), (iii) or (iv) above and who monitors and is accountable for the training delivery. It is not necessary for the supervising person to be present during all training delivery.

- 5.4 All other staff must have a recognised qualification with specialisation in the area in which they have been employed and, in the case of trainers, must be able to demonstrate expertise and current knowledge in their related field.
- 5.5 All staff must complete a Professional Development (PD) Plan (RTO document 21.1 Register of Professional Development v 1.0) completing at least ten (10) hours PD directly related to their program industry area and at least ten (10) hours related to vocational education and training practices.
- 5.6 Where staff may be in contact with Learners under the age of 18 in the course of executing their duties, they must have provided evidence of a current Working with Children Check.

6.0 Newly Appointed Staff

- 6.1 All new staff will:
 - 6.1.1 be mentored by an experienced staff member
 - 6.1.2 attend an orientation and induction session prior to the beginning of duties
 - 6.1.3 read and familiarise themselves with Marriott Academy Staff Induction Manual and key policies and procedures that may impact on the performing of their duties and as a member of RTO staff
 - 6.1.4 undergo a police check
- 6.2 All newly-appointed permanent staff members will undergo a performance appraisal in their first year
 - 6.2.1 The performance appraisal will normally occur early in October (unless the staff member starts midway in the year, when it will occur towards the end of the first semester of their employment)
 - 6.2.2 The performance appraisal will be carried out by the CEO in conjunction with other senior member(s) of staff as appropriate.

- 6.2.3 The CEO is also responsible for seeking feedback on all aspects of the professional activity of the new staff member.
- 6.2.4 The staff member will be personally briefed by the CEO of the outcomes of the review and, if necessary or requested, a written report shall be provided to the member of staff.

7.0 Fixed Term Contract Employment

A contract position will usually be either a replacement position for a staff member on leave or a temporary position when Marriott Academy is uncertain about the length of tenure of the position.

- 7.1 The same work conditions apply as for permanent members of staff in terms of co-curricular involvement, leave and load
- 7.2 If a position is (re)structured into a permanent structured position (full or part-time), it will be advertised internally and externally and the incumbent may apply

8.0 Part-Time Staff

Marriott Academy recognises that employees may have times in their lives when working part-time is a better option for them. We would like to support their aspirations at the same time as we must meet the needs of our Learners. We therefore have set the following guidelines:

- 8.1 The level of part-time staffing will be determined by Marriott Academy's need to function effectively.
- 8.2 Efforts will be made to meet the particular needs of part-time staff in respect of their training, pastoral and other responsibilities (eg, in relation to those staff with young children and childcare arrangements to make). However, part-time hours often involve being present on the campus every day in order to meet the needs of the Learners.
- 8.3 Marriott Academy believes that professional development is important for all staff so that they can enhance their own learning and understand the directions of Marriott Academy. All staff at Marriott Academy are required to attend staff professional development activities and other relevant meetings.
- 8.4 Appropriate consultation will always take place with the part-time staff member.

9.0 Support for Successful Applicants

For staff relocating to Melbourne:

- 9.1 Partial or full removal costs will be met by Marriott Academy, at the discretion of the CEO.
- 9.2 A package will be forwarded to successful candidates, providing general information about the local area, including real estate, lifestyle, maps and useful website addresses. Further assistance regarding specific requirements will be available upon arrival.
- 9.3 Mention will be made that salary packaging is available.

10.0 Recruitment and Staffing Procedures

10.1 Advertising

- 10.1.1 Permanent positions of responsibility will normally be advertised internally and may be advertised externally
 - 10.1.2 Permanent and contract members of staff may apply for such positions
 - 10.1.3 The CEO reserves the right to appoint a member of staff to certain positions of trust or where particular skills are required
- 10.2 External advertisements should explicitly seek staff who are able to drive Marriott Academy's strategic Directions and therefore, contain descriptors such as *passionate, reflective, open-minded, flexible, collaborative, intellectual, creative, ethical, environmentally focussed*, as appropriate.

11.0 Alternative Advertising

Each RTO vacancy will be considered on an individual basis and particular strategies may need to be used in the case of positions that are known to be difficult to fill.

The ways in which staff may be recruited to Marriott Academy include:

- 11.1 Through our Website on our employment page.
- 11.2 Through newspaper advertisements, advertisements in industry association newsletters and through RTO newsletters.
- 11.3 Supporting 'word of mouth' applications and encouraging staff to use their networks to seek out new staff.
- 11.4 Through discreetly approaching suitable candidates.
- 11.5 Through internships.
- 11.6 Through a range of incentives in key or difficult-to-fill positions, including payment of removal allowances; a one-off grant; a special responsibility allowance; a residential allowance in the first year; a travel grant.

12.0 Role Descriptions

- 12.1 Role descriptions sent out to potential candidates must contain some general information about Marriott Academy and particular information about the physical and professional environments in which they aspire to work.
- 12.2 This should be followed by a precise description of the role, outlining the specific functions the successful applicant will be expected to fulfil.

13.0 Application Process

Appropriate objective and non-discriminatory recruitment procedures will be followed:

- 13.1 All material to be forwarded to applicants (e.g., general information, job descriptions) must be approved by the CEO and should be received in its final form by the CEO by the day before the advertisement appears.
- 13.2 All applicants should have their applications acknowledged within a day of receipt of the application.
- 13.3 The CEO will carry out the short-listing; the CEO may direct other RTO staff to assist in this process.
Where required, Selection Panels are to be recommended and approved by the CEO.
- 13.4 The CEO will convey the selection panel's recommendations to RTO Management.
- 13.5 Interviews will normally take place within a fortnight of the deadline for applications
- 13.6 The CEO will follow up the referees. Referees should be contacted around the time of the final interviews. Except in the most exceptional of circumstances, they must include the current employer.
- 13.7 The CEO in consultation with RTO Management will make the final choice of candidate and negotiate the terms of employment.
- 13.8 All referee comments should be summarised, dated, signed and placed in the employee's file, should he or she be successful in their application.

14.0 Application Form

- 14.1 All applicants should fill in an application form and include their CV *and* academic transcripts.

15.0 Selection of Candidates

Candidates should be selected carefully. In short-listing, the interviewers should note:

- 15.1 The quality of the presentation of applications.
- 15.2 The candidates' work record - where they have worked and how often they have changed jobs.
- 15.3 Their academic records from university and school.
- 15.4 The positions of responsibilities they have held and for how long.
- 15.5 Committees in which they have played a part.
- 15.6 Voluntary activities they have undertaken.
- 15.7 Other career paths which might have given them 'life experience'.
- 15.8 Unusual aspects to their applications which may reflect creativity.
- 15.9 The referees they have chosen (*the current employer is required*).
- 15.10 The quality of their personal statement about education.

16.0 Selection of Staff with Special Responsibilities

- 16.1 All applications will be acknowledged as soon as they arrive.
- 16.2 Candidates should show leadership potential for the area.
- 16.3 Short listing will be undertaken by the CEO in consultation with RTO Management.
- 16.4 The CEO will make recommendations, who will normally interview a few short-listed candidates.
- 16.5 The CEO in consultation with RTO Management will make the final selection and follow up referees, or
- 16.6 Rejection letters will be sent to unsuccessful applicants as soon as the successful candidate has formally accepted.
- 16.7 All referee comments should be summarised, dated, signed and placed in the employee's file, should he or she be successful in their application.

17.0 Interviewing of Candidates

- 17.1 Interviews should normally occur in the RTO CEO's office.
- 17.2 Interview Questions

We wish to give applicants an equal opportunity in the interview process, which means asking them the same (or similar) questions to enable them to reveal their particular expertise. These questions, which will be decided beforehand, will be open-ended, explore the qualities we are seeking and contain "stepping off points" to enable the applicants to elaborate on their particular experience and strengths.

General Questions (some examples)

- 17.2.1 What made you apply for this position?
- 17.2.2 What would you say are your achievements in your present position?
- 17.2.3 How can you improve your work performance?
- 17.2.4 What have you learnt in the last year?
- 17.2.5 How do you enable Learners to become effective participants?
- 17.2.6 How do you enable Learners to understand how they learn?
- 17.2.7 How do you build reflection into your job?
- 17.2.8 The telling questions are the ones that pertain to the role they are undertaking. For example: If you were trying to deliver a first aid unit to Learners where English is their second language, how would you enable them to understand the medical terminology?
- 17.2.9 What do you think are the most difficult things for Learners to grasp in "methods of cookery"? How would you enable them to understand and to own the key concepts?
- 17.2.10 How would you engage a Learner with low literacy skills?
- 17.2.11 How do you differentiate learning in your classroom to enable all Learners to participate?
- 17.2.12 What do you know about learning theory?
- 17.2.13 Interviewers should be aware of the thinking capacity of the applicants and be wary of clichés. In certain cases, it may be important to get the applicants to prepare a training session.

18.0 Checking Referees

- 18.1 It is critical to check referees and to have a number of questions to ask. Referees will generally tell you the truth but they will not tell you things which you do not ask.

Some Suggested Questions

- 18.1.1 Are there any problems you can think of which might make it difficult for this person to carry out this job effectively?
- 18.1.2 What are the positive characteristics about this applicant? What are his or her weaknesses?
- 18.1.3 What about his/her capacity to be ongoing learners?
- 18.1.4 How do they relate to parents, Learners and colleagues?
- 18.1.5 What kind of feedback have you had from Learners about this trainer?