

# Staff Recruitment Procedures

## Section 1 - Overview

(1) These Procedures provide guidance on the application of the [Staff Recruitment Rule](#).

## Section 2 - Scope

(2) These Procedures apply to the Recruitment of all staff, with the exception of casual staff. The Rule must be read in conjunction with relevant legislation, the current Collective Agreements and related policies. This rule applies to all University Representatives.

## Section 3 - Procedures

### Overview

(3) There are five main stages to recruitment and selection at UNE:

- a. Pre-recruitment;
- b. Recruitment;
- c. Selection;
- d. Appointment; and
- e. Induction and orientation.

### Five Stages of Recruitment and Selection

#### Pre-recruitment

(4) Evaluation of needs:

- a. The Hiring Manager will conduct a review of the need to recruit a new or current position, taking into consideration the business needs, budget implications and, where relevant, analysis of student load data and trends.

(5) Develop/Review Position Statement (Professional staff appointments):

- a. The Hiring Manager or Head of Cost Centre reviews the current, or prepare a new, position statement, including selection criteria. The position statement provides applicants and Selection Panel members with a clear description of the key responsibilities and relevant selection criteria as these factors enable selection on merit. It is recommended that selection criteria does not exceed six (6). Position statements which have not been classified in the past two (2) years are submitted to People and Culture for a classification review.

(6) Establish a Recruitment Strategy:

- a. The Hiring Manager, in collaboration with a Recruitment Consultant, determines the best strategy for filling the position, taking into account the term and nature of the position, which may include:
- Redeployment (Professional staff only): A Recruitment Consultant will refer to the University Redeployment list in the first instance and advise the Hiring Manager if there are suitable candidates. Suitably qualified staff are to be considered for the position prior to advertising, in accordance with the relevant redeployment clause in the University's Collective Agreements;
  - Transfer on Grade: The Director People and Culture, or nominee, may approve the transfer of a continuing staff member to a continuing position at the same grade, in accordance with the relevant clause in the University's Collective Agreements;
  - Secondment: A vacant position may create a secondment opportunity for current University staff. Secondments must be from two (2) to twelve (12) months duration, except where the Vice-Chancellor and Chief Executive Officer or Director People and Culture approves a longer period, and will be advertised internally through an Expression of Interest. Such appointments must follow the normal selection process to ensure applicants are assessed on merit. A secondment of up to six months may be exempt from the requirement to advertise if sourced through the Secondment Register or Redeployment list. The release and return of a seconded staff member should be negotiated on a case-by-case basis between the releasing and accepting business unit and the staff member;
  - Non-advertised recruitment: In some circumstances, the business unit may need to make a short-term appointment, up to twelve (12) months without advertisement or selection. The Business Relationship Manager should be consulted prior to proceeding with a non-advertised, short-term appointment;
  - Advertised Recruitment: All vacancies of twelve months or more are advertised both internally and externally. An exception to this is Academic Level A or B positions; and
  - Where a suitable field of casual employees exists, vacant Level A and B positions will be advertised initially as an Expression of Interest within the relevant School or Directorate. Only academic staff within the School or Directorate who hold an existing casual appointment or have been employed casually within the previous 12 month period will be eligible to apply. Normal merit selection processes will apply. Where an appointment is not made following this process, the position may be advertised externally. Where it can be demonstrated that a suitable field of casual employees is not available within the relevant School or Directorate, the position may be externally advertised immediately. A suitable field will be three or more casual academic staff, with the qualifications and experience recognised as appropriate for the relevant discipline area.

(7) Determine Selection Panel, the following provides guidelines for the composition of Selection Panels:

Position for recruitment	Panel recommended
Academic Positions:	
Level E (Professorial)	Chair, appointed by Vice-Chancellor and Chief Executive Officer, Relevant Head of School, UNE Professor (or senior academic) from the discipline, External Professor from the discipline, Council member — if requested by Vice-Chancellor and Chief Executive Officer, Chair/Deputy Chair of the Academic Board - if requested by Vice- Chancellor.
Level A,B,C and D	Head or Deputy Head of School(Chair), Academic staff representative from the discipline, Academic staff representative from a cognate School.
Professional Positions:	
Up to HEO 5	The panel should include at least two (2) people and not more than three (3), and should include the direct supervisor (Chair) and a client or user of the services of the directorate/unit
HEO 6 to HEO 10	The panel should include at least three (3) people and not more than five (5), and should include the direct supervisor (Chair), a client or user of the services of the directorate/unit, and one person external to the directorate/unit.

- a. The Hiring Manager, in consultation with the Recruitment Consultant, confirms membership of the Selection Panel.
- b. In determining the membership of the Selection Panel, the Hiring Manager considers the composition of a mix of people so that as a whole it has:
  - i. An understanding of how the role contributes to the business area (normally the direct supervisor);
  - ii. A member with the expertise or relevant knowledge on the same, or similar field, as the vacant position;
  - iii. Include staff at and above the level of the position being recruited;
  - iv. At least two people, including the Chair, who have the relevant formal selection panel training (or relevant recruitment/selection experience as determined by the Director People and Culture delegate)
  - v. Include a person external to the Cost Centre of the role being recruited;
  - vi. Gender representation; and
  - vii. A person from a particular culture or group for positions that require knowledge and/or membership of that particular culture of target group.
- c. Membership of a Selection Panel cannot change once the shortlisting meeting has been held, except where a member has stood down due to a conflict of interest that has emerged. All panel members must take part in both the shortlisting and interview process. Exceptional circumstances should be referred to the Recruitment Team, People and Culture.
- d. Professorial appointments only: The membership of the Panel shall be determined by the Vice-Chancellor and Chief Executive Officer on the advice of the Chair. One additional person may be co-opted at the discretion of the Vice-Chancellor and Chief Executive Officer.

(8) Request to Recruit approval - When the position description has been developed, the Hiring Manager seeks approval from relevant University approvers.

## Recruitment

(9) A Recruitment Consultant will be assigned to each recruitment process to assist the Chair and Selection Panel with the recruitment process. The Recruitment Consultant will partner with the Hiring Manager to ensure the recruitment strategy engaged, attracts and recruits high quality candidates.

(10) Establish Advertising Strategy:

- a. When the approved Request to Recruit documentation are received, the Recruitment Consultant, in consultation with the Hiring Manager will develop a job advertisement, ensuring consistency with the position statement. An advertising strategy is developed to ensure that the advertisement is placed on relevant job boards to attract the best pool of candidates for the role. The Hiring Manager will approve the final job advertisement.
- b. Factors to be considered include:
  - i. The time from the first appearance of the advertisement to the closing date for applications will normally be at least ten (10) calendar days; and
  - ii. Positions that may be filled by non-Australian citizens must meet the criteria as determined by the Department of Immigration and Border Protection. Please refer to the Visa Guidelines [www](http://www.immigration.gov.au).

(11) Selection Panel processes:

- a. The Selection Panel conducts all selection processes for a vacancy up to and including making an appointment recommendation to the relevant People and Culture officer.
- b. The Chair will take overall responsibility for the selection process and ensure all Selection Panel members:
  - i. are provided access to the [Staff Recruitment Rule](#) and Procedures as well as other relevant policies and

procedures;

- ii. agree on the recruitment process and determining selection techniques appropriate to the position that provide the opportunity for candidates to demonstrate evidence of their ability to perform the duties required;
  - iii. review the quality, quantity and diversity of the field;
  - iv. are involved in shortlisting and other particular tasks such as reading articles or attending seminars / presentations. This may be undertaken by a sub-group of the Selection Panel, provided that at least two members make an assessment of merit;
  - v. act in a professional manner, including declaring and properly manage any conflicts of interest; and
  - vi. exercise independent judgement by recommending the preferred and other appointable candidate/s to the relevant People and Culture officer.
- c. Should a panel member become unavailable during the process, the Recruitment Consultant will determine whether a replacement member should be appointed.
- d. The Chair may exercise discretion in accepting late applications by taking into consideration the circumstances put forward by the applicant, the impact on timelines and fairness of the recruitment process. The Chair is not bound to consider late applications.
- e. To ensure consistency, the same selection process will be applied to all applicants. Where the selection process arrives at two closely matched applicants, additional steps may be used to distinguish between them.

## Selection

### (12) Shortlisting:

- a. The Chair must ask all Selection Panel to declare any conflict of interest prior to the shortlisting meeting.
- b. Using Web Kiosk, Selection Panel members can view the applications online.
- c. When assessing an application, the panel needs to consider all documentation provided. This will include the applicant's Curriculum Vitae and, where provided, their response to the selection criteria. Where an applicant does not specifically respond to the selection criteria, the panel needs to consider whether the information provided in the Curriculum Vitae is sufficient to demonstrate the applicants' capability.
- d. The merits of an application must be assessed against the selection criteria as a whole. Generally an applicant is expected to demonstrate capability in each selection criteria. However, an applicant may be shortlisted notwithstanding that not every selection criteria is met where the panel determines that the application overall is strong enough to warrant shortlisting.
- e. For academic staff, other factors that may be considered against the selection criteria include publication list and grant income; review of student experience survey results for teaching and courses; peer review of teaching; and analysis of significant work undertaken. It is also important to ensure that Higher Education Standards (specifically PA. 3.2.3) are considered. For guidance, please refer to the Recruitment Consultant. Please note:
  - i. Staff with responsibilities for academic oversight and those with teaching and supervisory roles in courses or units of study are equipped for their roles, including having:
    - knowledge of contemporary developments in the discipline or field, which is informed by continuing scholarship or research or advances in practice.
    - skills in contemporary teaching, learning and assessment principles relevant to the discipline, their role, modes of delivery and the needs of particular student cohorts, and
    - a qualification in a relevant discipline at least one level higher than is awarded for the course of study, or equivalent relevant academic or professional or practice-based experience and expertise, except for staff supervising doctoral degrees having a doctoral degree or equivalent research experience.

- f. The Selection Panel will determine the mode of interview, e.g. teleconference or videoconference for interstate or international candidates.
- g. The Chair of the Selection Panel is responsible for arranging the interviews with the successful candidates.
- h. Candidates should be notified of details of their interview at least four (4) calendar days prior to the interview date.
- i. The University may fund travel and accommodation for candidates to attend a selection interview. The cost will normally be borne by the business unit. The Recruitment Consultant is responsible for making the necessary arrangements with the candidates involved.
- j. Where a seminar is to be conducted as part of the selection process, the Panel will decide on the topic and format for the seminar and have a clear understanding of what is to be assessed (may include teaching ability and/or research capability). Candidates must be informed of the topic and format for the seminar when advised they have been shortlisted.
- k. When only two staff members apply for a position that has been advertised internally only, the Selection Panel should interview both, unless one is manifestly unsuitable with respect to the selection criteria. Where there is doubt about the suitability of a preferred internal candidate, and to ensure selection of the best person for the job, the position should be advertised externally.
- l. The Chair of the Selection Panel will confirm with People and Culture the applicants shortlisted for interview. All other applicants will be notified by People and Culture that their application has not been successful.
- m. All shortlisted candidates are to be advised of the membership of the Selection Panel prior to interview.
- n. Professorial/Executive appointments only:
  - i. The Head of School/Director/Executive will ensure that shortlisted candidates have the opportunity to meet with key staff of the School. The Head of School/Director/Executive should ensure that, through these meetings, candidates become familiar with the accommodation, infrastructure and administrative support in the School, School plans and key research activities; and
  - ii. Staff from the School/Directorate may subsequently convey their views individually and/or collectively to the Selection Panel through the School/Directorate representative or by email to the Chair directly. The Selection Panel will take these views into consideration.

### (13) Reference Checks:

- a. Academic Staff: The Chair of the Selection Panel is responsible for obtaining verbal or written referee reports, prior to or following the interview, for appointable candidates. The referee will be provided with the relevant documentation to gain an understanding of the requirements of the position to provide informed comments with respect to the candidate's suitability;
- b. Professional Staff: The Chair of the Selection Panel is responsible for obtaining verbal or written references for the first ranked candidate following the interview;
- c. Referees should normally include at least one person who has been the applicants' direct supervisor. The Chair of the Selection Panel may ask a candidate to nominate further referees or request a referee's report from someone not nominated by the candidate, noting point e. below;
- d. Selection Panel members must not agree to act as a referee for any applicant. If an applicant does nominate a member of the selection panel as their referee, the applicant must be asked to nominate a replacement referee;
- e. Reference information must only be obtained from referees nominated by the candidate. If additional information is required, the candidate must be asked to nominate additional referee/s. Where the candidate does not provide additional relevant referee/s the Panel may decide to not proceed with consideration of the candidate;
- f. In all cases, the consent of the candidate is required before contact is made with referees;
- g. The Chair of the Selection Panel must obtain People and Culture approval where the Selection Panel determines

references are not required; and

- h. Where the preferred candidate is an internal candidate, and the members of the selection panel are familiar with the candidate's performance and capability to perform successfully in the role, referee reports are not required.

(14) Selection Decision:

- a. A semi-structured interview should be conducted, with the same questions asked of each candidate. Additional specific questions for each candidate should also be considered, but without limiting the chance for Panel members to pursue issues with individual candidates arising from their responses to questions;
- b. Selection Panels have discretion in the relative weighting of selection criteria, the judgement of the merits of candidates against those criteria and in the assessment of potential or ability to perform other duties. A candidate may not meet one of the selection criteria, but more than compensates with strengths in others and, accordingly, will still be able to make a significant contribution. Panels should deliberate and apply collective judgement, rather than develop a strictly mathematical approach to weighting criteria and methodically assessing compliance;
- c. The Selection Panel will base its decision on the principles outlined in the Staff Recruitment Rule, on assessment of the candidate against the selection criteria and all information gathered as part of the process (incorporating the application, interview, referee reports and seminars, where relevant);
- d. A Selection Panel will normally make its decision on the basis of consensus, however where this is not possible, the Chair may make a determination based on the majority of members; and
- e. The Chair of the Selection Panel will provide People and Culture with the completed Selection Panel Report.

(15) Seminars:

- a. Shortlisted applications for academic/executive appointments will normally present a seminar as an integral part of the selection process as a means of demonstrating their knowledge and skills. Seminars can be presented as closed or open seminars, as determined by the Chair;
- b. Seminars should be conducted prior to the interview and must not be attended by other candidates;
- c. Candidates may be exempted by the Vice-Chancellor and Chief Executive Officer (or delegate) from a requirement to deliver a seminar as part of the recruitment process on the grounds of confidentiality. To facilitate such approval, an explanation must be provided to the Director People and Culture; and
- d. Academic staff of the School/Centre may attend and provide feedback on candidates' seminar to the Selection Panel prior to interview. Confidentiality must be scrupulously observed. The Selection Panel will take this advice into account along with the other information available to it.

## **Appointment**

(16) Making an Offer of employment:

- a. When the Selection Panel Report has been approved by People and Culture, the Chair of the Selection Panel may advise the successful candidate that a formal offer of employment will be forthcoming.
- b. Prior to this approval, the Chair may verbally advise the preferred candidate that they have been recommended for the position, subject to People and Culture approval, in order to commence negotiations.
- c. All negotiations must be made on the clear understanding that they do not commit the University until the formal written offer of employment is made.
- d. Professorial appointment only:
  - i. P&C will submit the Selection Panel Report to the Vice-Chancellor and Chief Executive Officer, or delegated officer, for approval; and

- ii. On acceptance of an offer of appointment, Council will be advised and provided with the appointee's summary CV. When the offer has either been accepted or has lapsed, Council will be informed of the outcome before any announcement is made.

(17) Issuing an Offer:

- a. must issue all offers of employment over the signature of the Vice-Chancellor and Chief Executive Officer, or delegated officer; and
- b. The University reserves the right not to make an appointment and to invite applications from other persons.

(18) Declined Offers:

- a. If the preferred candidate declines the offer of employment, on direction of the Chair, an offer may be made to the next appointable candidates (noting referee checks must be completed prior to such an offer). The University is not bound to make an offer to the next appointable candidate.

(19) Communicating with Candidates:

- a. The Chair of the Selection Panel is responsible for communicating the outcome of the process with all interviewed candidates once the Selection Panel Report is approved by People and Culture;
- b. Where a selection process is prolonged or delayed, the Chair will ensure that affected candidates are advised of the likely timeframes; and
- c. Once the Selection Panel Report is approved, People and Culture will provide formal confirmation of the outcome of the recruitment process to unsuccessful but appointable candidates and non-appointable candidates.

(20) Valid period of Selection Panel Report:

- a. The recommendations of the Selection Panel Report will normally remain valid for a period of six (6) months so that further appointments may be made.

## **Induction and Orientation**

(21) The Hiring Manager is responsible for implementing an effective induction and orientation program, in collaboration with relevant People and Culture staff.

(22) Timelines - The following P&C timescale is included as a guide for the recruitment and selection process:

- a. Step 1: Completed Request to Recruit form received in People and Culture, including attachments and relevant approvals to the position being advertised = up to 5 working days;
- b. Step 2: Position advertised to closing date = minimum 10 calendar days;
- c. Step 3: Closing date to shortlisting meeting = minimum 3 working days;
- d. Step 4: Shortlisting meeting to interviews = minimum 4 calendar days;
- e. Step 5: Interviews to Selection Panel Report submitted to P&C for approval = up to 3 working days;
- f. Step 6: Completed Selection Panel Report received in P&C to Report approved and offer of employment made = up to 3 working days;
- g. Step 7: Offer of employment made to acceptance of offer received = 7 calendar days (14 days for Common Law Contracts); and
- h. Note: this is provided as a guide only. Where additional approvals, or steps such as reclassification, additional days need to be factored in for planning purposes.

## Roles and Responsibilities

Recruitment Stage	Role	Responsibilities
Pre-recruitment	Hiring Manager	Review the current position, taking into account business needs, budget implications and analysis of student load data, where relevant; Prepare the Position Statement; Establish a recruitment strategy in collaboration with the Recruitment Consultant; Determine the Selection Panel; Raise the Request to Recruit Form attaching all relevant documentation and ensure that all levels of approval are obtained; and Awareness of legislation and policies relating to employment and people with disabilities See clauses 23 -25 below.
	Recruitment Consultant	In collaboration with the Hiring Manager, establish a recruitment strategy; Classification of the Position Statement, where relevant; Provide professional recruitment advice and support; and Draft Advertisement.
Recruitment	Hiring Manager	Approve final job advertisement and Consider recruitment strategies in consultation with the Recruitment Consultant;
	Recruitment Consultant	Develop a recruitment strategy, partnering with the Hiring Manager; Finalise job advertisement; Actively source suitably qualified candidates; Advise unsuccessful candidates following shortlisting meeting; and Drive the entire recruitment process in partnership with the hiring manager. Arrange all elements for the interviews, including travel and accommodation, where relevant.
	Chair, Selection Panel	Takes responsibility for the selection process with all Selection Panel members; Ensures potential conflicts of interest are declared by Selection Panel members prior to shortlisting; Ensures obligations under the Recruitment Guidelines for staff with a disability are met,- see clause 26 below; Advise HRS of the outcome of the shortlisting meeting; Contact referees and obtain verbal references — arrange written references where relevant; and Complete the Selection Panel Report for HRS approval
Appointment	Recruitment Team	Review the Selection Panel Report and ensure the process meets relevant policy/procedures and industrial instruments; Prepare and issue offers of employment; Advise the Chair/Hiring Manager the offer of employment has been accepted, or otherwise; Evaluate, monitor, report and seek feedback from stakeholders on the recruitment and selection process; and Engage in a process of ongoing improvements of recruitment and selection activities.
	Chair, Selection Panel	Advise the preferred candidate of proposed recommendation for appointment; Negotiate any conditions of appointment for the successful candidate on the clear understanding that they do not commit the University until the formal written offer of employment is made from HRS; and Provide feedback to unsuccessful candidates.
Induction and Orientation	Hiring Managers	Arrange induction and orientation activities for new staff, including outlining performance expectations; Organise any resources that the new staff member requires to perform their role effectively; Confirm commencement of employment with HRS; and Assist new staff to transition into the University.
	HRS	Assist the Hiring Manager through the induction and orientation activities

(23) The University will not require a current/prospective staff member to provide information related to disability, if the purpose of the request is to unlawfully discriminate against the staff member, or if staff who do not have disability would not be required to provide the information in circumstances that are not materially different.

(24) The University may require information relevant to disability to determine any reasonable adjustments, or to determine the staff member's or prospective staff member's ability to perform the inherent requirements of the position.

(25) Where the Chair of a Selection Panel is uncertain about the suitability of an applicant with a disability, either because of the nature of the disability or restrictive barriers in the workplace, advice should be sought from Human



Resource Services in or to avoid the possibility of making a decision which may be discriminatory.

(26) All staff have a responsibility to ensure that people with disabilities have equitable access to employment. Chairs of Selection Panels have particular responsibilities, these include:

- a. all Position Statements should be examined to remove any requirements which are not essential or desirable to job performance;
- b. members of selection panels should receive training and/or information on awareness of relevant disability issues relating to job selection and application processes;
- c. application and selection procedures are to accommodate special needs relating to an applicant's disabilities; and
- d. where required, information about the range of facilities available to assist people with disabilities in the workplace can be obtained from Human Resource Services.

## Equity

(27) One of the principles of the [Staff Recruitment Rule](#) is that recruitment and selection will be based on the principles of equity.

(28) At the request of an applicant or selection panel member or where, in the opinion of the Chair, equity issues are likely to arise, People and Culture will nominate an EEO representative to attend any part of the selection process as an observer.

## Record Keeping

(29) All files relating to the recruitment and selection procedures will be recorded in accordance with the UNE [Records Management Rule](#).

## Authority and Compliance

(30) The Rule Administrator, the Director People and Culture, pursuant to the University's [Staff Recruitment Rule](#), makes these procedures.

(31) UNE Representatives must observe these Procedures in relation to University matters.

(32) These Procedures operate as and from the Effective Date.

(33) Previous Procedures relating to Staff recruitment are replaced and have no further operation from the Effective Date of this new Procedure.

# Section 4 - Definitions

(34) Child-related Employment means employment of certain kinds that primarily involves direct contact with children (under the age of 18) where that contact is not directly supervised by a person having the capacity to direct the person in the course of their employment as defined in Section 33 of the Commission for Children and Young People Act 1998.

(35) Collective Agreements means the [UNE Academic and English Language Teaching Staff Enterprise Agreement 2020-2022](#), the [UNE Professional Staff Enterprise Agreement 2019-2022](#), each as extended or varied from time to time, and is taken to include any agreement that replaces or varies one or more of these documents.

(36) Early Career Academic appointment means an appointment under Clauses 9.2 and 11.1 of the [UNE Academic and](#)

(37) Head of Cost Centre normally means the Head of School or Director (as the case may be) of the relevant School or Directorate. Where it is not appropriate for the Head of School or Director to act, or where the circumstances relate to a position reporting directly to a Senior Executive, the Head of Cost Centre will be taken to mean the relevant Senior Executive. Where the matter relates to a Senior Executive, the Head of Cost Centre will be the Vice-Chancellor and Chief Executive Officer (VC&CEO).

(38) Hiring Manager normally means the staff member from the relevant School or Directorate responsible for the recruitment process.

(39) Merit selection - means a formal selection process that is designed to find and select the most capable candidate for the position being recruited. In determining the most capable candidate, regard should be had to the nature and duties of the position and the abilities, qualifications, experience and standard of work performance of the candidate that are relevant to the performance of those duties. Note: In this Rule, internal expressions of interest, in accordance with clause 6 of the Rule, are permitted within the definition of merit selection, and are permitted only in relation to Early Career Academics and appointments for less than 12 months.

(40) Recruitment means the process of sourcing, selecting and appointing the best qualified candidate for an open position and includes analysing the requirements of a position, attracting applicants, screening and selecting applications, hiring and integrating the new employee into the University.

(41) Selection criteria means an appropriate statement of the skills, knowledge, experience and attributes considered essential for the position.

(42) Supervisor means the role to whom a position reports to.

(43) UNE Act means the [University of New England Act 1993 No 68 \(NSW\)](#).

## Status and Details

<b>Status</b>	Current
<b>Effective Date</b>	13th October 2016
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## Glossary Terms and Definitions

**"UNE Representative"** - Means a University employee (casual, fixed term and permanent), contractor, agent, appointee, UNE Council member, adjunct, visiting academic and any other person engaged by the University to undertake some activity for or on behalf of the University. It includes corporations and other bodies falling into one or more of these categories.

**"Head of Cost Centre"** - Normally means the Dean of Faculty or Director (as the case may be) of the relevant Faculty or Directorate. Where it is not appropriate for the Dean or Director to act, or where the circumstances relate to a position reporting directly to a Senior Executive, the Head of Cost Centre will be taken to mean the relevant Senior Executive. Where the matter relates to a Senior Executive, the Head of Cost Centre will be the Vice- Chancellor and Chief Executive Officer.

**"School"** - Is an organisational unit comprising academic staff in related fields of study who are responsible for teaching and research in those academic fields together with support staff. Each School also has lead management for the design and delivery of the courses within its responsibility.

**"Effective Date"** - means the Rule/Policy takes effect on the day on which it is published, or such later day as may be specified in the policy document.