

1. Purpose

- 1.1 The purpose of the Workforce Management Policy and Procedure is to establish clear guidelines for the effective and strategic management of human resources at the Central Australian Institute of Technology Higher Education (CAIT Hi-Ed).
- 1.2 This policy ensures staffing levels, employee scheduling, and resource allocation are aligned with the institution's operational and academic objectives. It provides mechanisms to manage absenteeism, overtime, and skill shortages while minimising institutional risks.

2. Scope

- 2.1 This policy applies to all CAIT Hi-Ed personnel, including academic faculty, administrative staff, support personnel, adjunct instructors, student employees, and consultants. While academic recruitment and experience matters are governed by the Academic Qualification, Experience and Recruitment Policy and Procedure, academic staff are still subject to the provisions of this Workforce Management Policy regarding scheduling, attendance, performance management, wellbeing, and institutional conduct requirements. It covers all academic and operational units involved in workforce planning, scheduling, and resource management.

3. Policy

- 3.1 The Workforce Management Policy establishes a framework for aligning staffing, scheduling, and resource deployment with the institution's strategic and operational goals. It supports productivity, staff wellbeing, and compliance with legislative requirements.

4. Principles

- 4.1 The policy enshrines the principle of fairness and equity in the treatment of all employees, thereby fostering a respectful, inclusive, and collaborative work environment.
- 4.2 It mandates the alignment of workforce deployment and scheduling with institutional strategic imperatives and operational exigencies.
- 4.3 The policy advocates for the efficient allocation of resources with the dual aim of enhancing productivity and reducing superfluous expenditure.
- 4.4 It establishes unambiguous standards concerning attendance, leave entitlements, and performance expectations, thereby ensuring consistency and accountability across the institution.
- 4.5 Flexibility and responsiveness are embedded within the policy to accommodate dynamic workforce requirements and evolving institutional priorities.
- 4.6 The policy affirms CAIT Hi-Ed's commitment to ongoing professional development, providing avenues for upskilling, reskilling, and career progression across all staff cohorts.
- 4.7 It promotes open, transparent communication and active collaboration between management and staff to cultivate shared ownership of institutional goals.

5. Procedures

5.1 Workforce Planning.

- 5.1.1 Workforce planning ensures CAIT Hi-Ed is adequately resourced, considering capacity, skill shortages, and projected needs.
- 5.1.2 For further detail, refer to the CAIT Hi-Ed Workforce Plan.

5.2 Recruitment and On boarding

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- 5.2.1 Recruitment under this policy applies to administrative staff, support personnel, consultants, and other non-academic employees.
- 5.2.2 Recruitment and experience processes for academic faculty are governed by the Academic Qualification, Experience and Recruitment Policy and Procedure, which sets out standards for qualifications, professional experience, and academic appointment.
- 5.2.3 For non-academic staff, recruitment will:
 - Clearly define role requirements, including essential qualifications, competencies, and experience.
 - Use inclusive and equitable practices to attract diverse, high-calibre candidates.
 - Apply multi-step selection processes such as structured interviews, competency testing, and reference checks.
 - Involve relevant stakeholders (e.g., department heads, peers, HR representatives) in candidate evaluation.
- 5.2.4 A structured on boarding framework will be provided to all new employees, including:
 - Institutional orientation.
 - Role-specific support.
 - Access to mentoring and training to enable effective integration

5.3 Scheduling and Resource Allocation

- 5.3.1 Staffing reviewed in line with academic calendars and enrolment cycles.
- 5.3.2 Departments to submit forecasts for scheduling.
- 5.3.3 Flexible work arrangements may be approved where operationally viable.
- 5.3.4 Scheduling will prioritise equitable workload distribution and adequate coverage during peak periods.
- 5.3.5 Resources allocated based on enrolment projections.
- 5.3.6 Digital systems used for efficiency.

5.4 Attendance and Leave Management

- 5.4.1 A centralised system will record staff attendance.
- 5.4.2 Attendance and leave entitlements will be communicated to staff.
- 5.4.3 HR will analyse attendance patterns and address issues.
- 5.4.4 Leave management will be automated and legally compliant.
- 5.4.5 Contingency measures, including backup rostering, will ensure service continuity.

5.5 Performance Management

- 5.5.1 Role-specific performance criteria established.
- 5.5.2 Performance reviews will occur on a six-monthly basis.
- 5.5.3 Continuous feedback and coaching encouraged.
- 5.5.4 Underperformance addressed through support plans or PIPs.
- 5.5.5 Outstanding performance recognised through professional development and incentives.

5.6 Training and Development

- 5.6.1 Training needs analysis conducted regularly.
- 5.6.2 Development programs aligned with strategic goals.
- 5.6.3 Includes technical, pedagogical, leadership, and compliance training.
- 5.6.4 Ongoing professional learning, including CPD, is required.
- 5.6.5 Digital learning platforms to enhance accessibility.
- 5.6.6 Mentorship programs included.
- 5.6.7 Training outcomes evaluated and refined.

5.7 Employee Well-being and Coverage

- 5.7.1 Integrated wellbeing strategy across physical, psychological, and social health.
- 5.7.2 EAP, counselling, and wellness programs offered.
- 5.7.3 Flexible working arrangements supported.
- 5.7.4 Workplace culture emphasises respect and collegiality.
- 5.7.5 Regular workload assessments to prevent burnout.
- 5.7.6 Wellbeing initiatives monitored via feedback mechanisms.

5.8 Compliance and Legal Adherence

- 5.8.1 Comply with all relevant Commonwealth and State workplace legislation (e.g., Fair Work Act, Equal Opportunity, Anti-Discrimination, WHS).
- 5.8.2 Review workforce policies regularly to ensure legal and regulatory alignment.
- 5.8.3 Ensure contracts with external providers include enforceable compliance clauses.
- 5.8.4 Maintain accurate records, secure data handling, and audit readiness.

5.9 Feedback and Continuous Improvement

- 5.9.1 Provide staff with feedback mechanisms, including anonymous options.
- 5.9.2 Analyse feedback systematically to inform workforce planning and improvement.
- 5.9.3 Communicate action plans transparently with timelines.
- 5.9.4 Embed a culture of continuous improvement supported by data-driven decision making.
- 5.9.5 Use professional feedback processes (e.g., peer or 360-degree reviews) to support staff development.

5.10 Documentation and Communication

- 5.10.1 Use standardised templates and digital documentation systems for consistency.
- 5.10.2 Maintain HR records securely in compliance with Australian Privacy Principles.
- 5.10.3 Ensure workforce policies are easily accessible to staff.
- 5.10.4 Communicate clearly through digital platforms, staff meetings, and direct manager briefings.
- 5.10.5 Protect confidentiality and data security in all communications.

6. Roles and Responsibilities

6.1 Human Resources (HR) Manager

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- Develop, implement, and maintain workforce management policies.
- Ensure compliance with employment legislation and regulatory updates.
- Oversee recruitment, on boarding, training, and development.
- Monitor employee performance, conduct, and attendance.
- Manage compensation, benefits, and personnel records securely.
- Handle employee relations, grievances, and disciplinary processes.
- Forecast staffing needs and coordinate workforce scheduling.
- Analyse workforce data and provide reports for strategic planning.

6.2 Managers/Supervisors

- Implement workforce policies in their departments.
- Ensure staff meet scheduling, training, and performance requirements.
- Conduct performance evaluations and manage underperformance.
- Liaise with HR on workforce needs and workload distribution.
- Approve leave, manage contingencies, and provide projections for workforce planning.

6.3 Team Leaders

- Support supervisors in monitoring team performance.
- Allocate tasks and track timelines for delivery.
- Provide feedback to managers and assist in improvement plans.
- Address minor issues and reinforce organisational protocols.

6.4 Employees/Staff

- Comply with institutional policies on attendance, conduct, and standards.
- Participate in training and development programs.
- Follow health and safety protocols.
- Notify HR or managers promptly of absences or availability changes.
- Raise scheduling or operational concerns constructively.

6.5 Payroll Administrator

- Process payroll accurately in line with legislation and institutional policy.
- Maintain records of hours, leave, overtime, and entitlements.
- Apply employment-related changes (e.g., promotions, terminations).
- Ensure compliance with taxation, superannuation, and reporting requirements.

6.6 IT/Systems Administrator

- Maintain workforce management systems and resolve technical issues.
- Provide user support and implement system upgrades.
- Safeguard data integrity and cybersecurity compliance.

6.7 Health & Safety Officer

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- Ensure compliance with occupational health and safety (OHS) legislation.
- Conduct risk assessments, safety audits, and emergency training.
- Address safety concerns promptly and maintain incident records.

6.8 Compliance Officer

- Monitor and enforce adherence to labour laws and regulations.
- Review and update workforce policies to meet compliance needs.
- Advise HR and leadership on legislative changes.
- Oversee internal audits and prepare for external compliance assessments.

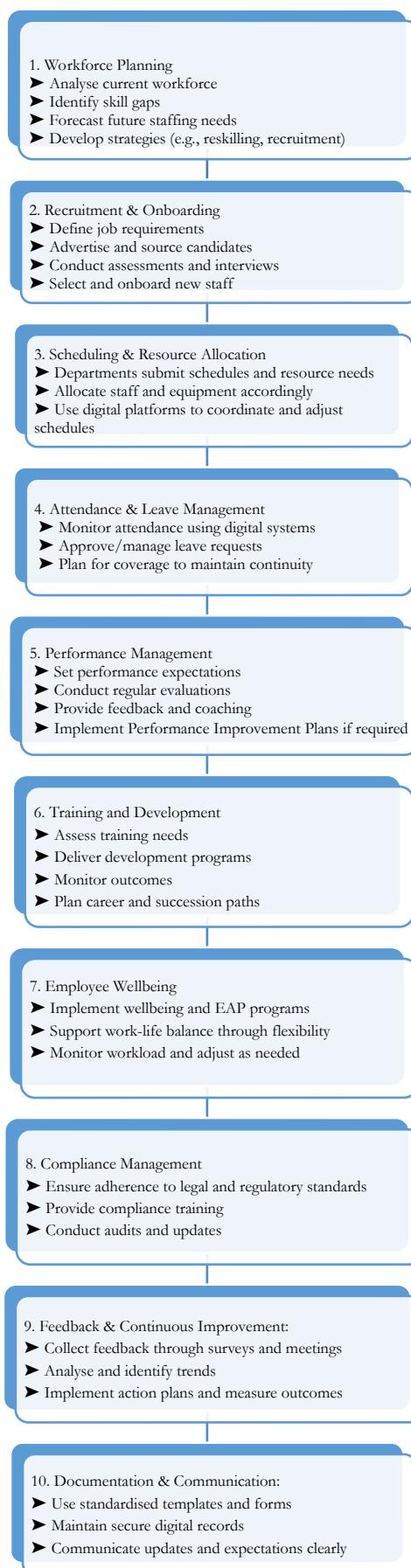
7. Authority and Compliance

File Number	HEP106
Status	Current
Approval Authority	Governance Board
Legislative Compliance	<ul style="list-style-type: none"> ● Fair Work Act 2009 (Cth) ● National Employment Standards (NES) ● Work Health and Safety Act 2011 (Cth) ● Equal Opportunity Act 2010 (Vic) ● Privacy Act 1988 (Cth) ● Australian Human Rights Commission Act 1986 (Cth) ● Sex Discrimination Act 1984 (Cth) ● Racial Discrimination Act 1975 (Cth) ● Disability Discrimination Act 1992 (Cth) ● Age Discrimination Act 2004 (Cth) ● Fair Work Regulations 2009 ● Superannuation Guarantee (Administration) Act 1992 (Cth) ● Long Service Leave Acts (State/Territory specific) ● Paid Parental Leave Act 2010 (Cth) ● Australian Privacy Principles (APPs) under the Privacy Act ● Education Services for Overseas Students Act 2000 (Cth) (if applicable) ● Higher Education Standards Framework (Threshold Standards) 2021 (Cth)
Supporting Documents	<ul style="list-style-type: none"> ● Employee Handbook ● Workforce Plan ● Workforce Scheduling Templates ● Employee Performance Review Forms ● Employee Feedback Form ● Employee On boarding Form ● Flexible Work Arrangement Request Form ● Professional Development Request Form ● Performance Improvement Plan (PIP) Template ● Job Description Template ● Interview Evaluation Template

CAIT Hi - Ed Workforce Management Policy and Procedure

	<ul style="list-style-type: none"> • Workforce Planning Forecast Template • Training Needs Analysis Template • Induction Checklist Template • CAIT Hi-Ed Key Performance Indicators • Recruitment and Selection Guidelines • On boarding and Induction Guidelines • Performance Management Guidelines • CAIT Hi-Ed Workforce Plan • Staff Capability and Development Framework • Succession Planning Framework • CAIT Hi-Ed Academic Leaders Position Description • CAIT Hi-Ed Support Staff Position Description • CAIT Hi-Ed Managers Position Description
Related Documents	<ul style="list-style-type: none"> • CAIT Hi-Ed Academic Qualifications and Experience Policy and Procedure • CAIT Hi-Ed Academic Quality, Standards and Integrity Policy and Procedure • CAIT Hi-Ed Privacy Policy and Procedure • CAIT Hi-Ed Work Integrated Learning and Placement Policy and Procedure • CAIT Hi-Ed Diversity, Equity and Inclusion Policy and Procedure • CAIT Hi-Ed Staff Code of Conduct • CAIT Hi-Ed Workplace Health and Safety Policy and Procedure
Higher Education Standards Framework (Threshold Standards) 2021	<ul style="list-style-type: none"> • Standard 2.2; ss 1 - 2 • Standard 2.3; ss 1 - 3 • Standard 3.2; ss 1 – 2 • Standard 5.3; ss 1 - 2 • Standard 6.1; ss 1 – 3 • Standard 6.2; ss 1 – 2 • Standard 6.3; ss 1 - 2 • Standard 7.2; ss 1 - 2
Education Services for Overseas Students (ESOS Act) and National Code of Practice for Providers of Education and Training to Overseas Students 2018	<ul style="list-style-type: none"> • Standard 6; ss 1, 5 & 6 • Standard 8; ss 1, 3 & 5 • Standard 13; ss 1 – 2 • Standard 14; ss 1 - 3
Responsible Officer	Human Resource Manager
Responsible Executive	CEO.
Enquiries Contact	Human Resource Manager
Effective Date	
Expiry Date	Not applicable
Next Review	3 Years from the effective date

8. Appendix 1: Workforce Management Process Flow



9. Review Schedule

This policy will be reviewed by the Governance Board every three years.

Version History			
Version No	Approved by	Approval Date	Revision Notes
1.0	Governance Board	1/8/2025	