GLENCOE INSTITUTE OF HIGHER EDUCATION



STAFF

HANDBOOK

TEQSA Provider ID: TBA | CRICOS Provider Code: TBA

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ACKNOWLEDGEMENT OF COUNTRY

Glencoe Institute of Higher Education respectfully acknowledges the Traditional Custodians of the land on which our campus stands in Perth, Western Australia, the Whadjuk Noongar people. We recognise and honour their enduring cultural, spiritual and historical connection to land, waters and community.

We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples. We acknowledge the deep knowledge systems, resilience and stewardship of First Nations peoples, whose custodianship has sustained these lands for millennia.

As an academic community, we affirm our commitment to respect, inclusion and reconciliation, and to valuing the cultures, knowledge and contributions of Australia's First Peoples.

WELCOME MESSAGE

Associate Professor Brendan Boyle

Chair, Governing Council

Welcome to **Glencoe Institute of Higher Education**.

It is a pleasure to welcome you to our academic community. We are committed to delivering high-quality, industry-informed education grounded in academic excellence, integrity, and inclusivity.

Our *Strategic Plan* guides our vision to foster excellence in learning and teaching and to graduate students who are knowledgeable, skilled, and ethically aware. Through strong governance oversight and a structured quality assurance framework, we ensure our courses, support services, and operations meet national standards and uphold the integrity of Australian higher education.

We are equally committed to providing a supportive and respectful learning environment, supported by comprehensive academic and wellbeing services. Our culture reflects professionalism, accountability, and mutual respect across all levels of the Institute.

On behalf of the Governing Council, I wish you every success in your studies and look forward to celebrating your achievements.

Warm regards,

Associate Professor Brendan Boyle
Chair, Governing Council



ABOUT

GLENCOE INSTITUTE OF HIGHER EDUCATION

Glencoe Institute of Higher Education is currently progressing through the formal application process for initial registration and course accreditation with *Tertiary Education Quality and Standards Agency (TEQSA)*. The Institute is committed to delivering high-quality education under a structured framework of academic integrity, accountability, and continuous improvement, aligned with the *Higher Education Standards Framework (Threshold Standards) 2021*.

The Institute operates in alignment with Australia's national regulatory environment, including:

- Higher Education Standards Framework (Threshold Standards) 2021;
- Tertiary Education Quality and Standards Agency Act 2011;
- Education Services for Overseas Students Act 2000 (where applicable);
- National Code of Practice for Providers of Education and Training to Overseas Students 2018 (where applicable).

Through structured academic governance and quality assurance processes, the Institute ensures that its courses, subjects, and student services consistently meet Australian higher education standards.



VISION

To be a distinguished higher education provider fostering excellence in learning and teaching, and industry-informed engagement, empowering graduates with the knowledge, skills, and ethical awareness to contribute meaningfully to society.

MISSION

To provide inclusive, innovative, and student-centred higher education that upholds academic excellence, integrity, and industry engagement, delivering transformative learning experiences that build critical thinking, professional capability, and lifelong learning.

The mission will be realised through the Institute's commitment to:

- Fostering innovation and continuous improvement in teaching and learning;
- Integrating emerging technologies to enhance learning outcomes;
- Collaborating with industry and community partners for relevance and impact;
- Supporting scholarship, reflective practice, and professional growth; and
- Promoting ongoing professional development to strengthen academic and operational excellence.



CORE VALUES

The Institute values underpin all academic and operational practices and are embedded across its teaching, learning, governance, and workforce initiatives:

EXCELLENCE

Striving for high standards in education, scholarship, and professional practice.

INTEGRITY

Upholding ethical conduct, transparency, and accountability in all institutional activities.

INCLUSIVITY

Fostering respect, diversity, and equity for all students and staff.

INNOVATION

Embracing creativity, technology, and continuous improvement to enhance educational outcomes.

COLLABORATION

Strengthening partnerships across academia, industry, and community sectors.

SUSTAINABILITY

Promoting environmental, social, and financial responsibility to ensure long-term institutional success.



REGULATORY STATUS & GOVERNANCE ALIGNMENT

Glencoe Institute of Higher Education operates in full compliance with the Australian higher education legislative and regulatory framework. The Institute's *Governance Framework*, Academic Governance structures, and quality assurance system are designed to ensure ongoing conformity with the *Higher Education Standards Framework (Threshold Standards) 2021* and associated legislative instruments.

This **Staff Handbook** forms part of the Institute's broader governance and quality architecture and should be read in conjunction with the *Governance Framework, Risk Management Plan, Human Resource Management Policy and Procedure, Staff Code of Conduct, Workforce Plan* and *Quality Assurance Policy and Procedure*. Collectively, these instruments ensure accountability, regulatory compliance, and continuous institutional enhancement.

CAMPUS LOCATION

Level 2, 100–104 Murray Street, Perth, WA 6000, Western Australia

Glencoe Institute of Higher Education operates from its Perth campus, located within the central business district (CBD). The campus location supports convenient access for staff, students, and stakeholders, while enabling effective delivery of academic, administrative, and support services.



Accessibility and Transport

The campus is positioned within walking distance of major public transport infrastructure, including:

- Perth Station and Perth Underground Station (approximately 5–10 minutes' walk), providing access to metropolitan and regional rail services;
- Multiple bus routes operating along Murray Street and Wellington Street, including free Central Area Transit (CAT) bus services within the CBD;
- Perth Busport and central interchange facilities servicing the broader metropolitan area;
- Elizabeth Quay Ferry Terminal (approximately 10–15 minutes' walk), providing access across the Swan River.



Surrounding Facilities

The campus is located near:

- Murray Street Mall and Hay Street Mall retail precincts;
- Cafés, supermarkets, banks, and essential services;
- Public facilities and commercial offices.

The central location facilitates ease of access to transport, professional services, and essential amenities, supporting the operational efficiency of the Institute and the wellbeing of staff and students.

GLENCOE Education

CAMPUS
HOURS OF OPERATION

Campus Operating Hours

Monday to Friday
8:30 - 17:30

Computer Laboratory Operating Hours

Monday to Friday
8:30 - 17:30

Physical library access operates in accordance with approved campus operating hours.

Digital library and ICT resources are available online through the Institute's authorised institutional systems.



GOVERNANCE STRUCTURE

GOVERNING COUNCIL
Associate Professor Brendan Boyle (Chair)
Associate Professor Michael Seamer
Associate Professor Maria Estela Varua
Professor Gary Bryan Mage
Professor Jun Gu
Dr Azeem Mohammad (Dean)

ACADEMIC BOARD
Associate Professor Michael Seamer (Chair)
Professor Ashish Malik
Dr Azeem Mohammad (Dean)
Dr Peter Dalmaris
Dr Song Ee Hahn

RISK AND AUDIT COMMITTEE
Mr Ronald Day (Chair)
Mr Andrew Crawford
Associate Professor Maria Estela Varua

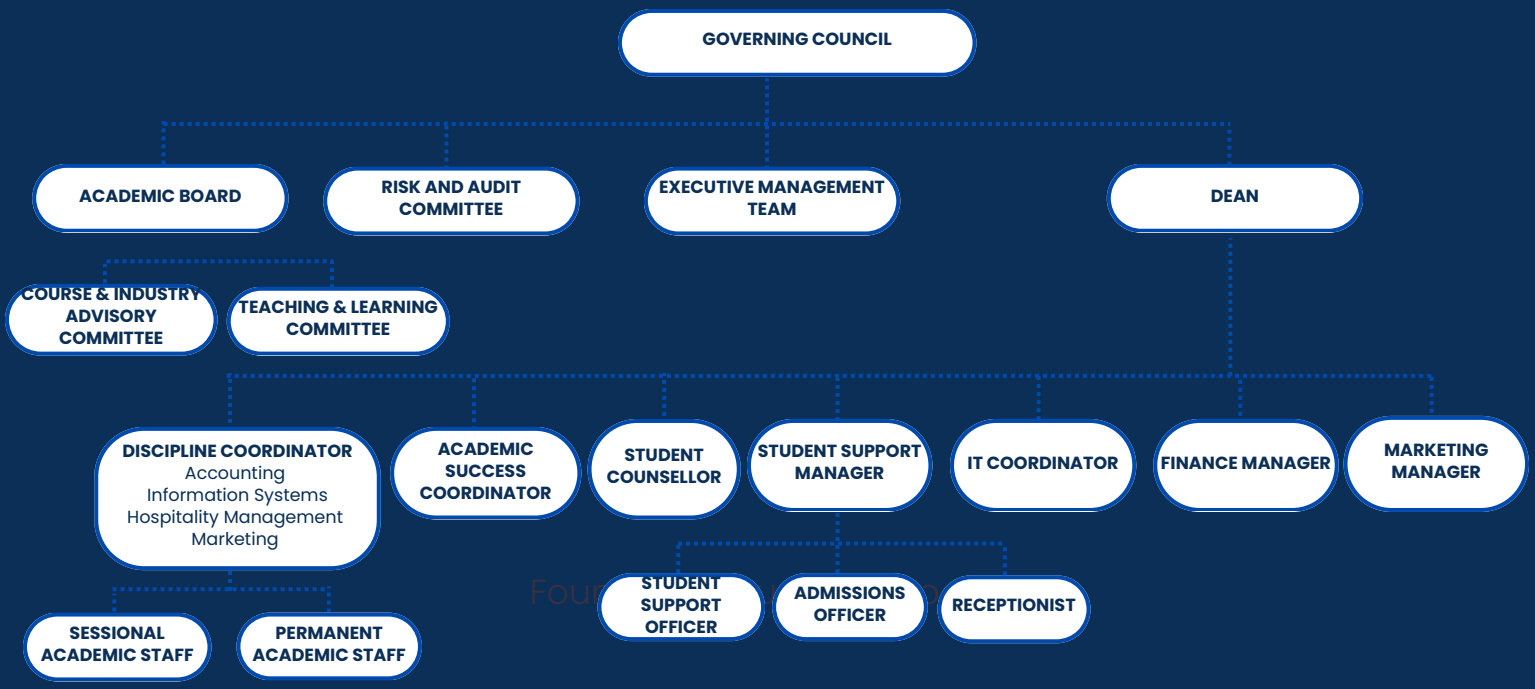
EXECUTIVE MANAGEMENT TEAM

COURSE & INDUSTRY ADVISORY COMMITTEE
Professor Ashish Malik (Chair)
Dr Azeem Mohammad
Dr Jie Gao
Dr Eric Howard
Dr Lucy Hoang
Dr Claudia De Luca

TEACHING & LEARNING COMMITTEE



ORGANISATIONAL CHART





WORKFORCE STRUCTURE & EMPLOYMENT FRAMEWORK

Employment at Glencoe Institute of Higher Education is governed by the *Human Resource Management Policy and Procedure*.

Employment Types

Striving for **high standards in education, scholarship, and professional practice**.

The Institute engages staff under structured categories, including:

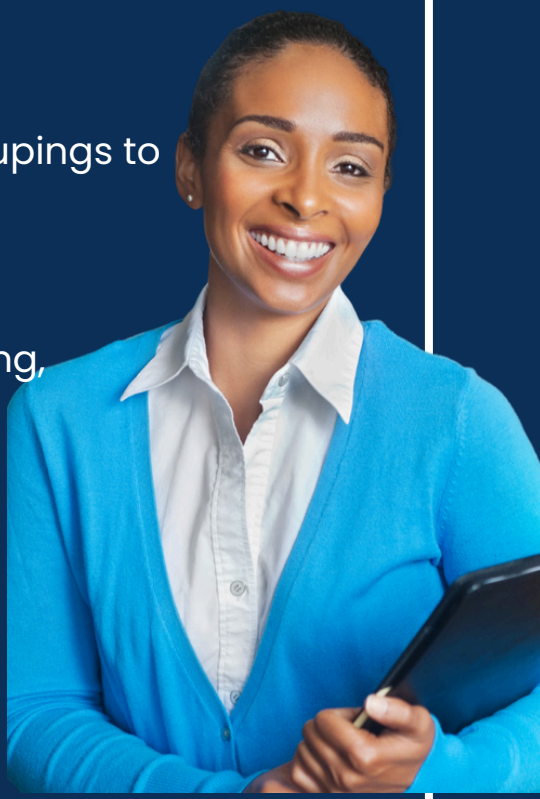
- Full-time employment
- Part-time employment
- Casual/Sessional academic appointments
- Contract-based roles

All employment arrangements comply with:

- Fair Work Act 2009
- Western Australian employment legislation
- Institutional HR policies

Staff Categories

The Institute recognises two primary staff groupings to ensure **clear accountability and effective governance alignment**.



- **Academic Staff** are responsible for teaching, assessment, curriculum development, and scholarly engagement;
- **Professional (Non-Academic) Staff** support governance, administration, student services, ICT, quality assurance, and operational functions

Both staff categories collectively uphold the Institute's **academic standards, regulatory compliance, and continuous improvement framework**.

STAFF ONBOARDING

All new staff undertake structured onboarding including:

- Staff induction
- WHS training
- Academic integrity orientation
- Policy familiarisation
- IT and data security briefing

Onboarding ensures **compliance with institutional quality and regulatory obligations**.



STAFF
CODE OF CONDUCT

All staff are expected to **uphold the highest standards of professional and ethical conduct** in their interactions with students, colleagues, stakeholders, and external parties.

Staff must:

- Act with integrity, honesty, and professionalism;
- Treat all individuals with dignity, fairness, and respect;
- Avoid conflicts of interest and disclose any actual or perceived conflicts;
- Maintain confidentiality and comply with privacy obligations;
- Uphold academic integrity and institutional governance standards;
- Use institutional resources lawfully and responsibly.

Failure to comply with these standards may result in disciplinary action, including termination of employment.

All conduct matters are managed in accordance with the *Human Resource Management Policy and Procedure*.



PERFORMANCE DEVELOPMENT & REVIEW

The Institute maintains a structured annual performance development cycle to support **staff capability, professional growth, accountability, and institutional quality assurance**.

Performance discussions may include:

- Role expectations and professional responsibilities;
- Teaching quality and student feedback (where applicable);
- Research and scholarly activity expectations (for academic staff);
- Professional development planning and training needs;
- Contribution to governance and institutional initiatives.

Performance outcomes are documented and managed in accordance with the *Human Resource Management Policy and Procedure.*



PROFESSIONAL STANDARD & COMPLIANCE

All staff are required to **uphold the Institute's professional standards, governance requirements, and regulatory obligations**.

Academic Staff must:

- Deliver teaching in accordance with approved course and subject outlines;
- Ensure constructive alignment between learning outcomes and assessment tasks;
- Participate in pre and post-assessment moderation processes;
- Apply approved marking criteria consistently and fairly;
- Uphold academic integrity and assessment governance standards.

Professional (Non-Academic) Staff must:

- Support institutional compliance, governance, and quality assurance processes;
- Maintain accurate and secure records in accordance with the Institute's policies and procedures;
- Protect confidential and sensitive information;
- Comply with ICT, data security, and operational procedures;
- Contribute to a safe, inclusive, and professionally managed environment.



Together, all staff contribute to the Institute's commitment to **academic excellence, regulatory compliance, and continuous quality improvement**.

INTELLECTUAL PROPERTY, **COPYRIGHT & PRIVACY**

All staff must, at all times, uphold the Institute's obligations relating to **intellectual property, copyright compliance, information security, and privacy protection**.

Intellectual Property and Copyright

Staff obligations are governed by the *Intellectual Property Policy and Procedure*, which requires staff to:

- Respect intellectual property rights in teaching, scholarly activity, research, and administrative work;
- Use the Institute's ICT systems, library resources, learning materials, and institutional assets responsibly and only for authorised academic and operational purposes;
- Comply with copyright legislation and licensing agreements when using, reproducing, or distributing materials;
- Refrain from reproducing or sharing copyrighted content without appropriate permission or licence.

Privacy and Confidentiality

Staff must:

- Protect the confidentiality of student, staff, and institutional information;
- Handle records securely and in accordance with approved retention and storage requirements as per the Institute's *Records Management Policy and Procedure*;
- Comply with privacy legislation, including the *Privacy Act 1988 (Cth)* and relevant Western Australian laws;
- Not disclose personal or sensitive information without proper authorisation, except where required by law.



EQUAL OPPORTUNITY & ANTI-DISCRIMINATION

The Institute is committed to maintaining a **fair, respectful, and legally compliant workplace and learning environment**, in accordance with its *Equality, Diversity and Inclusion Policy and Procedure.*

The Institute operates in Western Australia and complies with applicable anti-discrimination and equal opportunity legislation, including but not limited to *Equal Opportunity Act 1984 (WA), Sex Discrimination Act 1984 (Cth), Racial Discrimination Act 1975 (Cth), Disability Discrimination Act 1992 (Cth), Fair Work Act 2009 (Cth)* and, *Work Health and Safety Act 2020 (WA)*.

Compliance obligations are operationalised through institutional policies, governance oversight, and staff training.

The Institute upholds:

- Equal opportunity in recruitment, promotion, and academic decision-making;
- Merit-based and lawful employment practices;
- Non-discrimination in all academic and professional activities;
- A workplace free from harassment, bias, and victimisation;
- Compliance with applicable Commonwealth and Western Australian anti-discrimination legislation.



CONFLICTS OF INTEREST, GIFTS & BENEFITS

The Institute requires all staff to maintain independence, transparency, and professional objectivity in all institutional activities.

Conflict of Interest Obligations

Staff must:

- Disclose any actual, potential, or perceived conflicts of interest as soon as they arise;
- Avoid participating in decisions where personal, financial, academic, or relational interests may compromise impartiality;
- Submit conflict disclosures in accordance with the Staff Code of Conduct and Human Resource Management Policy and Procedure;
- Update disclosures where circumstances change.

Conflicts may arise in areas including recruitment, procurement, assessment, research supervision, admissions, external consulting, and governance roles.

Gifts and Benefits

Staff must not solicit or accept gifts, hospitality, or benefits that:

- Influence or appear to influence professional judgement;
- Create a sense of obligation;
- Compromise fairness or institutional integrity.

Modest and token hospitality may only be accepted where consistent with institutional policy and declared where required.

Governance Oversight

- All disclosures are recorded and managed in accordance with the *Records Management Policy and Procedure*.
- Breaches may result in disciplinary action under the *Staff Code of Conduct*.

DIVERSITY, EQUITY & INCLUSION

The Institute fosters an **inclusive and culturally safe institutional environment** supported by structured policy and governance oversight.

The Institute promotes:

- Cultural respect and inclusive engagement;
- Accessibility and reasonable adjustments where required;
- Equity in learning, employment, and participation;
- A zero-tolerance approach to harassment and discriminatory conduct;
- Alignment with institutional wellbeing and inclusion commitments.



SEXUAL ASSAULT & SEXUAL HARASSMENT

The Institute adopts a **zero-tolerance approach** to sexual assault and sexual harassment and ensures all reports are handled **promptly, fairly, and confidentially** in accordance with institutional Policy.

Response procedures Include:

- **Confidential Reporting Pathways** – Reports may be made to the Student Support Manager or Dean, with provision for anonymous reporting where appropriate;
- **Timely Acknowledgement** – Formal acknowledgment of complaints within two (2) working days of receipt;
- **Structured Investigation Process** – Initial meeting within 5–10 working days and written outcome normally within twenty (20) working days, subject to procedural fairness requirements;
- **Escalation Protocols** – Matters involving the Dean are escalated to the Chair of the Governing Council for independent oversight;
- **Protection from Victimisation** – Strict prohibition of retaliation against any individual who reports, supports, or participates in an investigation;
- **Confidential Record Management** – Secure handling of all reports in accordance with institutional privacy and records management obligations.

These procedures operate in alignment with the *Mental Health, Wellbeing and Sexual Harassment Strategy Plan* and relevant grievance management and governance frameworks.



WORKPLACE HEALTH & SAFETY (WHS)

The Institute is committed to providing a **safe and healthy working and learning environment** in compliance with the *Work Health and Safety Act 2020 (WA)* and the *Work Health and Safety (General) Regulations 2022 (WA),* and institutional risk management frameworks.

Staff Responsibilities

All staff are required to:

- **Participate** in mandatory WHS training and emergency preparedness programs;
- **Familiarise** themselves with campus-specific emergency plans, including evacuation routes and assembly points;
- **Participate** in annual emergency drills and critical incident simulations;
- Report hazards, incidents, injuries, or near-misses **immediately** to the appropriate supervisor or the Dean;
- **Comply** with safety directives and operational protocols issued during critical incidents;
- **Support** a culture of proactive risk identification and mitigation in accordance with institutional policies.

WHS compliance forms part of the Institute's broader *Critical Incident and Emergency Management framework* and governance oversight processes.



STAFF INDUCTION & MANDATORY COMPLIANCE TRAINING

All new staff are required to **complete structured staff induction** to ensure institutional compliance and operational readiness. This includes:

- Work health and safety obligations
- Academic integrity and assessment integrity expectations
- Privacy and records management requirements
- Critical incident and reportable incident procedures
- Equal opportunity and anti-discrimination training

Completion records are maintained by Human Resources and monitored through governance oversight processes.



ACADEMIC INTEGRITY & STAFF RESPONSIBILITIES

The Institute is committed to academic integrity grounded in honesty, trust, fairness and respect. All staff are expected to uphold these principles and support the consistent application of the *Academic Integrity Policy and Procedure*.

The **Academic Integrity Module (AIM)** is a mandatory module for students. While it is not a compulsory module for staff, staff are expected to be familiar with its purpose and requirements so they support students appropriately.

Staff are responsible for:

- Promoting academic honesty and good academic practice;
- Supporting students to understand academic integrity expectations and misconduct;
- Directing students to relevant support, including AIM and academic skills workshops; and
- Identifying and responding to suspected academic misconduct in accordance with Policy.



EMERGENCY CONTACTS & SUPPORT SERVICES

Immediate Emergency

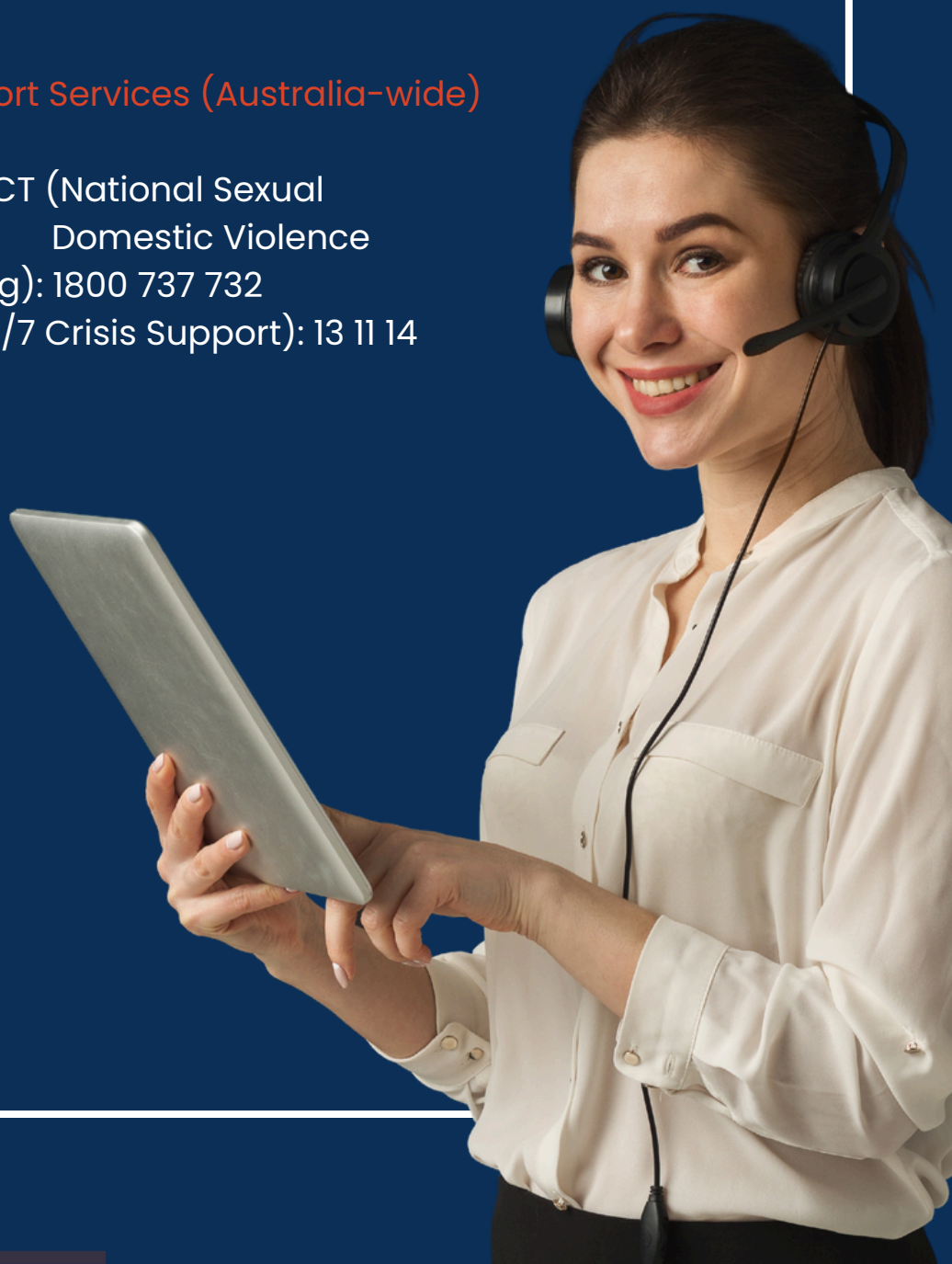
- Emergency Services (Police, Fire, Ambulance): 000

Internal Contacts

- Student Support Officer: TBA
- Student Support Manager: TBA
- Student Counsellor: TBA
- Dean: TBA

External Support Services (Australia-wide)

- 1800RESPECT (National Sexual
- Assault & Domestic Violence
- Counselling): 1800 737 732
- Lifeline (24/7 Crisis Support): 13 11 14



CRITICAL INCIDENT MANAGEMENT PLAN

The Institute operates a structured *Critical Incident and Emergency Management framework* to ensure its **safety, wellbeing, and operational continuity**. The framework is aligned with the H*igher Education Standards Framework (HESF 2021), the National Code 2018,* and the *Work Health and Safety Act 2020 (WA*).

Three-Phase Model



1. Planning and Preparedness

- Proactive risk identification and mitigation;
- Annual WHS training and emergency drills;
- Clear reporting pathways and escalation protocols;
- Integration with the Institute's risk management and quality assurance systems.



2. Immediate Response

- Activation of emergency procedures and, where required, contact with WA emergency services (**000**);
- Dean-led coordination of response activities;
- Appointment of a Critical Incident Team (as required);
- Timely communication to affected staff, students, and relevant stakeholders.



3. Post-Incident Recovery

- Immediate welfare support for affected individuals;
- Business continuity measures to restore campus operations;
- Formal incident analysis and documentation;
- Reporting to the Risk & Audit Committee and Governing Council for oversight and continuous improvement.

WHS compliance forms part of the Institute's *Critical Incident and Emergency Management Policy and Procedure*, as well as its broader governance oversight processes.

MEDICAL & EMERGENCY FACILITIES

The Institute is committed to ensuring the safety and wellbeing of staff, students, and visitors at all times. Emergency response procedures operate in accordance with the *Critical Incident and Emergency Management Policy* and the *Work Health and Safety Act 2020 (WA)*.

In the Event of a Medical or Safety Emergency:

- Call **000** immediately (Police, Fire, or Ambulance – Western Australia);
- Notify campus reception, the Dean, or the most senior staff member on site without delay;
- Follow evacuation or lockdown procedures as directed by authorised personnel;
- Provide reasonable assistance to emergency responders where safe to do so.

Campus Safety Measures *i*nclude:

- Clearly displayed evacuation diagrams and assembly points;
- Annual emergency drills and preparedness training;
- Designated first-response coordination led by the Dean;
- Escalation to a Critical Incident Team where required.

Reporting and Documentation

All incidents, including injuries, hazards, or near-misses, must be formally reported. Critical incident documentation, analysis, and governance reporting are managed in accordance with institutional policy and overseen by the Risk and Audit Committee and Governing Council.



NATIONAL CODE OF **PRACTICE & REGULATORY FRAMEWORK**

The Institute operates within Australia's higher education regulatory framework and complies with:

- Higher Education Standards Framework (Threshold Standards) 2021 (HESF 2021)
- Tertiary Education Quality and Standards Agency Act 2011 (TEQSA Act).
- Education Services for Overseas Students Act 2000 (ESOS Act 2000)
- National Code of Practice for Providers of Education and Training to Overseas Students 2018 (National Code 2018)

These frameworks govern academic standards, international student protection, governance, and institutional accountability.

Staff Responsibilities Under the Regulatory Framework

All staff must understand and comply with obligations relating to:

- **International student welfare and support**, including safety and wellbeing requirements;
- **Accurate and transparent information provision** in marketing, admissions, assessment, and academic communication;
- **Fair, consistent, and non-discriminatory treatment** of students;
- **Regulatory reporting and documentation requirements**, including compliance with approved policies and procedures.

Compliance Monitoring

Regulatory compliance is monitored through the Institute's structured quality assurance system, including governance oversight, internal review, risk monitoring, and reporting to the Academic Board and Governing Council.



INSTITUTIONAL RULES & REGULATIONS

All staff must comply with the Institute's governance and policy framework to ensure **academic integrity, regulatory compliance, and institutional accountability**.

Staff must adhere to:

- **Academic governance policies**, including course development, assessment, and moderation requirements;
- **Assessment integrity and quality assurance processes**, ensuring fairness, constructive alignment, and academic standards;
- **Records management and information security protocols**, including secure storage and lawful handling of institutional records;
- **Privacy and confidentiality obligations**, consistent with Commonwealth and Western Australian legislation;
- **Campus conduct and operational standards**, governing professional behaviour, workplace expectations, and use of Institute facilities.

EMPLOYEE BENEFITS & SUPPORT

The Institute fosters a **supportive and professionally enriching workplace environment** aligned with its Quality Assurance and Wellbeing, and Governance frameworks.

The Institute supports staff through:

- Structured professional development opportunities to enhance teaching, governance, and operational capability, with mandatory training in WHS, academic integrity, privacy, and critical incident protocols;
- Scholarly activity engagement consistent with academic quality expectations, research ethics, and compliance with the *Research Ethics Policy and Procedure*;
- A respectful and inclusive workplace culture, supported by wellbeing, harassment prevention strategies, and alignment with the *Equality, Diversity, and Inclusion Policy and Procedure*;
- Clear grievance and complaint pathways, ensuring procedural fairness, transparency, and access to both internal and external escalation options for complaints (including the National Student Ombudsman for international students).

These support mechanisms contribute to staff w**ellbeing, institutional integrity, and regulatory compliance**, including adherence to *Fair Work Act 2009 (Cth)*, WHS regulations, and National Code standards.



GLENCOE Education



PERFORMANCE & CAREER DEVELOPMENT

The Institute implements structured performance and development processes to **promote excellence, accountability, and continuous improvement**.

Performance frameworks include:

- Annual performance reviews, aligned with role expectations and institutional objectives;
- Professional development planning, linked to strategic and academic priorities;
- Teaching quality monitoring and peer review processes, supporting academic standards;
- Scholarly activity reporting and reflection, contributing to academic governance and quality assurance.

Performance outcomes inform **institutional reporting, governance oversight, and Quality Assurance monitoring processes**.

WORKPLACE RIGHTS & RESPONSIBILITIES

The Institute is committed to maintaining a fair, respectful, and accountable workplace environment consistent with institutional policy and applicable legislation.

Staff Rights

All staff are entitled to:

- Fair and equitable treatment in employment and academic matters;
- Access to transparent grievance and complaint procedures;
- Procedural fairness in performance or disciplinary processes;
- Confidential handling of complaints and personal information.

Staff Responsibilities

All staff are required to:

- Maintain professional and ethical standards of conduct;
- Comply with institutional governance decisions and approved policies;
- Perform duties in accordance with role expectations and employment contracts;
- Contribute to a culture of continuous improvement and quality assurance.



PRIVACY & RECORDS **MANAGEMENT**

The Institute maintains strict information governance standards in accordance with its *Records Management Policy and Procedure* and relevant privacy legislation.

All Staff must:

- Protect personal, academic, and sensitive institutional information;
- Maintain secure storage of digital and physical records;
- Comply with approved retention and disposal schedules;
- Ensure documentation is accurate, complete, and audit-ready;
- Report data breaches or security risks promptly.

These obligations operate under the Institute's records management and quality assurance framework.



RECORD RETENTION & CONFIDENTIALITY

The Institute is committed to maintaining accurate, secure, and compliant records management practices in accordance with the *Records Management Policy and Procedure,* the *Privacy Act 1988 (Cth*), and applicable Western Australian legislation.

Staff Responsibilities

All staff must:

- Create and maintain accurate records of academic, administrative, and governance activities;
- Ensure records are stored securely in approved institutional systems;
- Protect confidential and personal information from unauthorised access, disclosure, or misuse;
- Comply with approved retention periods and disposal schedules;
- Not remove, alter, or destroy institutional records without authorised approval;
- Report any suspected data breach or records misuse immediately in accordance with institutional procedures.

Retention and Disposal

- Records must be retained in accordance with the Institute's approved retention schedule and governance requirements.
- Secure disposal (including shredding or certified digital deletion) must occur only after authorised review.
- Academic, student, staff, financial, and governance records are subject to controlled retention periods under institutional policy.
-

Governance Oversight

- The Institute maintains a controlled master records system.
- Compliance is monitored through governance oversight and internal audit processes.
- Breaches of records management obligations may result in disciplinary action under the *Staff Code of Conduct*.

EMPLOYMENT **POLICIES**

The Institute maintains employment policies that promote a **fair, safe, and respectful working and learning environment** for all staff and students.

These policies support compliance with Australian workplace legislation and higher education regulatory requirements.

Key principles include:

- Equal opportunity and non-discrimination in employment and workplace practices
- Respectful professional conduct in accordance with the Institute's Code of Conduct
- Work Health and Safety (WHS) obligations to maintain a safe campus environment
- Protection of privacy and confidential information in accordance with applicable legislation
- Clear processes for workplace grievances and conflict resolution

Employment matters are governed through the Institute's *Human Resource Management* Policy *and Procedure, Workforce Plan* and institutional governance frameworks.

Students interacting with staff can expect **professional, respectful, and ethical conduct at all times**.



GRIEVANCES & APPEALS

The Institute provides structured and transparent internal grievance and appeals processes to ensure **procedural fairness, confidentiality, and timely resolution**.

Staff may lodge grievances in accordance with institutional policy. Processes include:

- Clearly defined reporting pathways and escalation procedures
- Encouragement to resolve matters informally in the first instance through discussion with the relevant person or immediate supervisor
- Submission of a formal written grievance where informal resolution is unsuccessful
- Acknowledgment of grievances within prescribed timeframes
- Fair and impartial investigation processes, including gathering relevant information, interviewing involved parties, and reviewing documentation
- Written outcomes and documentation of decisions
- Right of appeal within 5 working days of receiving the outcome
- Monitoring through the Institute's Quality Assurance framework

All grievances are handled **confidentially and recorded** in accordance with institutional records management requirements.

Staff grievances are managed under the *Human Resource Management Policy and Procedure*. Student-related complaints must follow the *Student Grievance Management Policy and Procedure*.

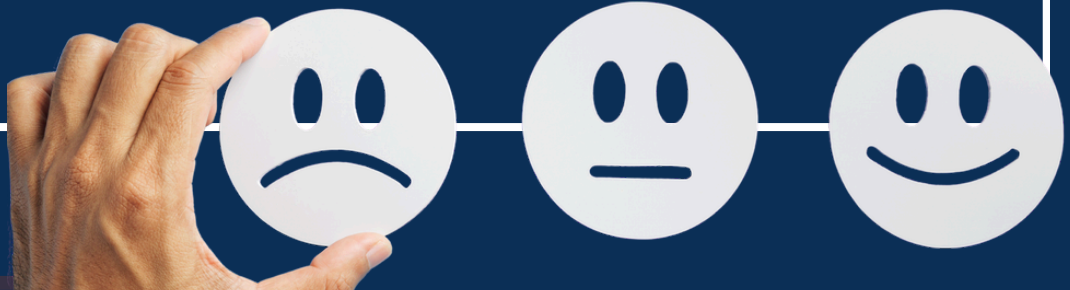
External Escalation – Grievances and Appeals

Where internal resolution mechanisms have been exhausted, staff may access **external mediation services** in accordance with the *Human Resource Management Policy and Procedure*.

External escalation may include:

- Referral to an external mediator

Such escalation does not limit the Institute's ongoing commitment to internal resolution, procedural fairness, and compliance with governance obligations.



STAFF GRIEVANCE & APPEALS PROCESS

The Institute is committed to resolving staff concerns in a fair, transparent, and timely manner, consistent with principles of procedural fairness and natural justice. Staff may raise grievances through the following process:

Stage 1 – Informal Resolution

Staff are encouraged to resolve concerns informally by discussing the matter directly with the person involved or their immediate supervisor. This approach aims to achieve a prompt and amicable resolution.

Stage 2 – Formal Grievance

If the matter is not resolved informally, staff may submit a formal written grievance to their immediate manager or the Dean.

Grievances involving the Dean must be submitted to the Chair of the Governing Council.

An investigation will commence within 5 working days of receipt and will include gathering relevant information and reviewing the matter impartially.

A written outcome will be provided within 10 working days following resolution of the grievance.

Stage 3 – Internal Appeal

If dissatisfied with the outcome, staff may lodge an appeal with the Dean within 5 working days of receiving the decision. The Dean will review the matter and make a final determination.

Stage 4 – External Resolution

If the staff member remains dissatisfied following the internal appeal, the matter may be referred to an external mediator.

All grievance processes will be handled confidentially, and records will be maintained in accordance with the *Records Management Policy and Procedure.*

TECHNOLOGY & DATA **SECURITY**

The Institute maintains secure ICT systems and information governance practices to **protect institutional data and ensure operational continuit**y.

All Staff must:

- Protect institutional, academic, and personal data from unauthorised access or disclosure;
- Use IT systems, email, and digital platforms responsibly and for authorised purposes;
- Comply with cyber security, password management, and access control requirements;
- Report suspected data breaches, system vulnerabilities, or cyber incidents immediately;
- Adhere to privacy and confidentiality obligations under institutional policy and legislation.

Significant ICT disruptions or cyber incidents are managed under the Institute's Critical Incident and Emergency Management framework.





ICT & CAMPUS **FACILITIES**

The Institute provides secure and professionally managed ICT systems and campus facilities to support a**cademic delivery, governance, and operational functions**.

Staff are granted authorised access to:

- Learning Management Systems (LMS) for teaching, assessment, and academic communication;
- Student management systems for enrolment, progression, and compliance reporting;
- Secure digital file storage and institutional databases, subject to access controls;
- Library and academic resources, including licensed digital databases and learning materials.

All ICT usage must comply with the Institute's *Library Services and ICT Usage Policy and Procedure*, particularly in relation to information security, data protection, acceptable use, and regulatory compliance. Misuse of systems may result in disciplinary action.



CONTACTS & RESOURCES

Students have access to a range of **academic, administrative, and wellbeing support services** throughout their studies.

Key Institute contacts:

- **Dean** – Academic leadership and governance oversight
- **Student Support Manager and Student Support Officer**– Student wellbeing, general support, and referrals
- **Academic Success Coordinator** – Academic skills support and study guidance
- **Admissions Officer** – Admissions and enrolment enquiries
- **IT Support** – Learning systems and technical assistance

Student Services

Student Services can assist with:

- Academic progression advice;
- Student policies and procedures;
- Enrolment and administrative matters;
- Wellbeing and support services;
- Referrals to external support services.

External Support Services (Australia-wide)

Students may also access confidential external support services when required:

- Lifeline (24/7 crisis support): 13 11 14
- Beyond Blue (mental health support): 1300 224 636
- Mental Health Emergency Response Line – WA: 1300 555 788

Students are encouraged to seek assistance early to ensure timely support and positive academic outcomes. These services complement the Institute's Student Support Services framework.

KEY EXTERNAL SUPPORT SERVICES

Staff and students may access the following **free and confidential** external support services, which **operate independently** of the Institute and are available across Western Australia.

Crisis & Mental Health Support

- Lifeline (24/7 Crisis Support & Suicide Prevention): 13 11 14
- Mental Health Emergency Response Line (WA) – 24/7: Metro: 1300 555 788 | Peel: 1800 676 822
- 1800RESPECT (24/7 Sexual Assault, Domestic & Family Violence Counselling): 1800 737 732
- Sexual Assault Resource Centre (SARC WA): (08) 6458 1828 (24/7)

Legal & Human Rights Support

- Legal Aid Western Australia – Free Legal Advice: 1300 650 579
- Equal Opportunity Commission WA – Discrimination Advice & Complaints: (08) 9216 3900
- Australian Human Rights Commission (AHRC): 1300 656 419

Counselling & Family Support

- Relationships Australia WA – Counselling & Mediation Services: (08) 6164 0200
- Pregnancy, Birth & Baby Helpline (National – 7 Days): 1800 882 436

Health & Lifestyle Support

- Quitline (Smoking Cessation – National): 13 78 48

Emergency Services (Western Australia)

- Western Australia Police Force: 131 444 (Non-urgent Police Assistance & Reports) | 000 (Emergency – Police, Fire, Ambulance)
- Department of Fire and Emergency Services (DFES WA): 13 3337 (General Enquiries) | 132 500 (SES Assistance) 000 (Emergency)
- St John Ambulance WA: (08) 9334 1222

External Employment & Regulatory Bodies

- Fair Work Ombudsman: 13 13 94
- Commonwealth Ombudsman: 1300 362 072



QUALITY ASSURANCE & **CONTINUOUS IMPROVEMENT**

The Institute maintains a structured quality assurance system aligned with the *Quality Assurance Policy and Procedure*. Institutional performance indicators, stakeholder feedback, and quality assurance dashboard reports are consolidated and reviewed each semester by the Academic Board, Risk and Audit Committee, and Governing Council, while audit outcomes and risk registers are monitored and reviewed on a regular basis.

Continuous improvement actions arising from staff feedback, grievances, audits, and performance monitoring are documented, tracked, and reported through governance committees.



REVIEW & UPDATES TO THIS HANDBOOK

This *Staff Handbook* forms part of the Institute's formal governance and quality assurance documentation and is maintained under structured review processes.

The *Handbook*:

- Is reviewed at least every two (2) years in accordance with institutional policy review cycles;
- May be amended earlier in response to legislative, regulatory, or institutional policy changes;
- Remains aligned with current approved institutional policies, procedures, and governance decisions;
- Is subject to oversight, endorsement, and version control through the Institute's governance framework;
- Review and approval authority rests with the Governing Council following recommendation from the Executive Management Team.

All review and amendment processes are undertaken in accordance with the Institute's *Quality Assurance Policy and Procedure* and continuous improvement principles.

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