



## Human Resource Management Policy

### Aims

- A. To ensure staff with the relevant skills and alignment to the Values and Philosophy of the school are attracted, retained and provided opportunities for growth and development.
- B. To provide a framework to support the application of best practices in human resource management at KSCS, encompassing:
  - 1. Equity and diversity in the workplace
  - 2. Staff management, including induction, appraisal, provision of entitlements
  - 3. Leave management and relief
  - 4. Management of employee injury, illness and disability
  - 5. Professional learning
  - 6. Recruitment, selection, appointment, appraisal and resignation/termination
  - 7. Ongoing staff management.

### Scope and Application

This policy applies to all employees of the school.

### Definitions

- A. **Professional learning** - Opportunities for training/further learning.
- B. **Performance appraisal/staff development discussion** - the process of collecting information about a person's work performance in a systematic, reliable and valid way so as to make informal decisions that will lead to the achievement of shared personal and institutional goals.
- C. **Performance management** - A formal process enacted in response to a lack, or perceived lack, in performance below the expectations of the role and the contract.
- D. **Discrimination** - is treating one person less favorably than another in the same circumstances. Discrimination takes many forms, all of which are unlawful, including:
  - 1. **Disability discrimination** –is the unlawful discrimination against a person because of a disability. It can be either direct, where someone is treated less favourably because of their disability, or indirect, which occurs when a person with a disability is required to comply with a requirement or condition that: those

without a disability would be able to comply; it is not reasonable for the person to have to comply; and the person cannot comply.

- 2. Sexual harassment and discrimination (including sexual orientation)** – sexual discrimination, which can be direct or indirect, occurs when a person is treated less fairly than another person because of their sex (or sexual orientation), marital status or because they are pregnant or potentially pregnant. It also includes being dismissed from employment because of family responsibilities. Sexual harassment is unwelcome sexual conduct, remarks or innuendo aimed at an individual or a group of people that creates an uncomfortable environment for the recipient.
  - 3. Racial harassment and discrimination** – racial discrimination can be direct (where someone is treated less favourably because of their race, colour, descent, national origin or ethnic origin) or indirect (where a policy or a rule that treats everyone in the same way has an unfair effect on people of a particular race, colour, descent, national origin or ethnic origin, unless it can be justified). Racial harassment occurs when a person threatens, abuses, insults or taunts another person because of their race, and that other person is disadvantaged, or has reasonable grounds for believing that they will be disadvantaged, by taking objection.
  - 4. Other:** gender identity, age, religion, pregnancy, family, political.
- E. Direct discrimination** - is when a person is treated less favorably than another because of a certain characteristic such as sex, sexual orientation or disability, e.g., not employing a male teacher because he is male.
  - F. Indirect discrimination** - is when a condition is set that is more easily fulfilled by people of one group than another, e.g. 'It could be indirect disability discrimination if the only way to enter a public building is by a set of stairs because people with disabilities who use wheelchairs would be unable to enter the building'.
  - G. Equal opportunity** - Equal Employment Opportunity can be defined as the process of identifying and removing discriminatory policies and practices that hinder the full and equal participation of all minority groups. It includes special measures that may be needed to overcome disadvantage caused by past discrimination.
  - H. Job-Share Arrangement** - A voluntary arrangement in which two or more people take the responsibility for one position, dividing work, pay and other benefits between them according to the time they work. A job-share arrangement will require the negotiation of working arrangements between job sharers.
  - I. Part-Time Working** - That mode of employment where an employee works less than the ordinary full-time weekly hours and where conditions and entitlements accrue on a pro rata basis.
  - J. Induction** - the formal process of familiarising employees with their roles, responsibilities, and entitlements and introducing them to their applicable workplace and organisational policies, resources and support services. The induction process is about helping new staff get to know the culture of the school and how staff are expected to conduct themselves.
  - K. Refresher training** - the formal process of reminding employees of their roles, responsibilities, and entitlements and to update them with any changes that have been

made to those roles, responsibilities and any changes to policies and/or procedures that they must comply with.

**L. Orientation** – covers the practical aspects of working at the school.

**M. Awards-** See WAIRC and FWC. Award content relates to:

1. wages and salaries
2. hours of duty
3. overtime
4. annual leave
5. sick leave
6. paternity/maternity leave
7. special leave
8. leave without pay
9. leave loading
10. calculation of holiday entitlements
11. temporary appointments
12. travel allowances
13. promotion allowances
14. location allowances
15. applicability of qualifications for salary increases
16. redundancy and dismissal
17. superannuation.

## **Principles**

- A.** As per the School Education Act (Section 236), the Board invests in the Principal the authority to engage, dismiss, promote and otherwise manage staff. Duties may also include: recruitment and selection; promotion; evaluation of performance; training, education and development; classification and remuneration; and grievance resolution.

## **Equity and Diversity in the workplace**

- A.** KSCS is committed to diversity and equal opportunity in the workplace, where the rights of individuals are upheld and everyone is treated with respect, fairness, equality and dignity. Any forms of discrimination or harassment in the working environment in accordance with the KSCS Non-Discrimination and Anti-Harassment policy, are inappropriate.
- B.** All aspects of employment, including recruitment, selection, transfer, promotion and access to entitlements should be free from bias and unlawful discrimination and should acknowledge and respect difference arising from diversity, and may involve special measures to overcome disadvantage caused by past discrimination.

- C. Allegations of workplace harassment, discrimination and bullying are taken seriously and will be handled in accordance with the Staff Conduct and Discipline Policy and Procedures and the Non-Discrimination and Anti-Harassment Policy.

### **Recruitment, Selection, Appointment**

- A. In recruiting new staff, a high priority is given to identifying skilled and passionate staff who strongly align with the Values and Philosophy of the school.
- B. Recruitment of new staff is conducted in line with the KSCS recruitment procedures.
- C. All appointments will go through a merit-based selection process, which may comprise appointment of a selection panel, shortlisting of applicants by the selection panel, interviews, referee checks, or direct appointment in the case of demonstrated competency.
- D. Background checks, criminal screening, WWC, teacher registration checks all form part of the recruitment process.
- E. Offers of employment will be set out in the employment contract and will involve a period of probation considered appropriate for the role. Employment contracts will meet conditions of applicable awards.

### **Orientation and Induction**

- A. All staff will receive an orientation, formal induction and regular refresher training on their obligations, roles and responsibilities. A staff handbook will be provided as part of this process.
- B. Formal induction will be provided to new staff as soon as practicable, by the Principal or delegate, to maintain continuity of the learning environment and duty. Formal refresher training will be provided regularly to all staff.
- C. Induction and refresher training will cover at least:
  - 1. the Code of Conduct, including staff obligations to report objectively, observable behaviour which is not permitted by the Code;
  - 2. the school's policies, procedures and practices that aim to ensure students' safety and wellbeing at school and during school-related activities; and
  - 3. and the law with respect to mandatory reporting of child sexual abuse.
- D. Volunteers and other visitors will receive an appropriate level of orientation and induction, especially on how the 'Code of Conduct' applies to them.

### **Staff management and appraisal**

- A. All staff will carry out their duties and responsibilities with due competence and care, in accordance with the requirements of their role and in line with the Staff Code of Conduct.
- B. The school's Values and Philosophy and expectations of the Principal/Board will be clearly presented to all staff, with regular reminders at a full staff meeting or similar.
- C. Feedback, both positive and negative, and concerns and complaints are valued and will be shared with relevant parties. Confidentiality will be maintained where possible.
- D. Staff will be provided the opportunity for regular performance appraisals, which provide a valuable two-way process for all staff and leadership to reflect on performance and achievements, establish goals, identify professional learning needs and other

opportunities for growth, and alignment with the school's Values, Philosophy and strategic direction. The performance appraisal will be conducted annually. Informal performance discussions will happen on an adhoc, or as needed, basis.

- E. A formal performance management process may be initiated where there are issues of substandard performance, in accordance with the relevant Act, Award or Agreement provisions and the principles of procedural fairness.

### **Leave management and relief**

- A. Access to leave enables employees to meet family and personal obligations and to achieve a work-life balance.
- B. Employees have access to a range of leave provisions that meet, at a minimum, the conditions of relevant industrial awards and agreements, as set out in their contract of employment.
- C. Applications for leave will be considered in accordance with governing legislation and relevant industrial Awards and Agreements and in the context of employee needs, student learning outcomes and specific operational requirements.

### **Professional Learning**

- A. KSCS values professional learning opportunities for all staff to promote a culture of continual learning and growth.
- B. The Principal will identify professional development opportunities and allocate resources based on school needs, individual staff member training needs and equity in sharing Professional Learning resources.
- C. Staff are welcome to identify professional development opportunities, which will be supported where budget permits and where it aligns with individual Professional Learning goals and needs of the school.
- D. Decision making about requests for access to professional learning opportunities will be fair, transparent and documented.

### **Flexible working arrangements**

- A. KSCS is committed to enabling employees to achieve work-life balance. Flexible working arrangements (as per the Fair Work Act, 2009), such as part-time working or job-share arrangements, may be supported where a balance between the delivery of the educational services of the School and employees' family and personal commitments can be met.
- B. Decision making about requests for access to flexible working arrangements will be fair, transparent and documented.

### **Management of employee illness, injury and disability**

- A. KSCS provides workplace rehabilitation programs to assist employees with current accepted Worker's Compensation claims.
- B. KSCS may provide workplace rehabilitation programs to assist employees who do not have a current accepted Workers' Compensation claim return to work, where operationally reasonable.
- C. All staff should be made aware of the responsibilities they must fulfil in the process of reporting employee illness and injury and return to work.

## **Resignation/Termination**

- A. Termination of employment will be in line KSCS Staff Conduct and Discipline Policy.
- B. Upon resignation or termination of employment, all employees will be provided the opportunity to participate in an exit interview.

## **Responsibilities**

### **A. Board**

- 1. Oversee the development, implementation and review of this policy.
- 2. Recruit, select and terminate the employment of the Principal as required.
- 3. Conduct staff exit interviews as requested by the Principal or exiting staff.

### **B. Principal**

- 1. Implement this policy.
- 2. Be available and approachable to staff.
- 3. Recruit and manage all staff at the school.
- 4. Ensure all staff employment contracts meet legislative requirements and the needs of the school.
- 5. Oversee the orientation and induction of all new staff. Some induction elements may be delegated to another senior member of staff.
- 6. Ensure regular refresher training is provided to all staff and adequate records are kept.
- 7. Consider all leave requests in line with operational, WHS and personal requirements of the applicant.
- 8. Conduct and document performance appraisals and performance management with staff – formal at least once per year, and regular informal throughout the year.
- 9. Create a culture of continual improvement and reflection, etc. in staff performance.
- 10. Identify opportunities for PL for all staff, consider all reasonable PL requests from staff and ensure equity in allocating resources to PL amongst staff.
- 11. Develop an annual whole school PL plan and present to the Board annually.
- 12. Oversee the staff PL register and present to the Board annually.
- 13. Share positive and constructive feedback with staff.
- 14. Provide regular reminders to staff on:
  - i School/Principal expectations annually and as required.
  - ii Ongoing professional learning and keeping up to date with current directions in education
  - iii Maintaining Teacher Registration and or Working With Children Check registration

- iv Updates of qualifications
- v Updates of other certification- e.g. First Aid, Bronze Medallion
- vi General day-to-day procedures and processes

15. Respond to grievances, complaints or suspected breaches of the *Code of Conduct* promptly.

16. Complete a checklist of exit procedures and provide all employees terminating their employment with the opportunity to participate in an exit interview (appoint an appropriate exit-interviewer on case-by-case basis e.g., Board member).

### **C. All Staff**

1. Perform job-related requirements to a high standard.
2. Participate in staff orientation, induction and refresher training as required.
3. Maintain relevant qualifications as required by position, e.g., Teacher registration, WWCC, First Aid.
4. Provide notice of planned leave requests, etc.
5. Participate in formal and informal performance appraisal discussions and performance management processes as requested.
6. Be available for PL opportunities.
7. Keep a record of PL attendance.
8. Report workplace injury.
9. Complete exit procedure when employment finishes.

### **D. Administrative Staff**

1. Provide recruitment paperwork to new employees.
2. Develop and track employment contracts.
3. Record employee information on digital systems and staff personnel files.
4. Record and track staff qualifications, PL attendance and leave entitlements.

## **Related Legislation**

- A. Occupational Safety and Health Act 1984 (WA)
- B. Workers' Compensation and Injury Management Act 1981 (WA)
- C. Teacher Registration Act 2012
- D. Teacher Registration (General) Regulations 2012
- E. School Education Act 1999
- F. Australian Professional Standards for Teachers
- G. Australian Professional Standards for Principals
- H. School Education Regulations 2000
- I. Working with Children (Criminal Record Checking) Act 2004
- J. Equal Opportunity Act 1984

- K. Teaching Awards - WAIRC
- L. Employment awards - Fair Work Commission

## Related Kerry Street Documentation

- A. Procedures and Forms including:
  - 1. Human Resources Management Procedures
- B. Policies including:
  - 1. Child Safety and Well-Being Policy
  - 2. Concerns and Complaints Policy
  - 3. Duty of Care Policy
  - 4. Non-Discrimination and Anti-Harassment Policy
  - 5. Privacy Policy
  - 6. Records Management Policy
  - 7. Staff Conduct and Discipline Policy
  - 8. Workplace Health and Safety Policy
  - 9. Staff Conduct and Discipline Policy
- C. KSCS Values and Philosophy
- D. KSCS Strategic Plan
- E. KSCS Organisational Chart

## Contact Person

Enquiries relating to this policy should be directed to the School Principal or Board Chair.

## Breaches of this Policy

Any breach of this policy may result in disciplinary action up to and including termination.

## Authorisation and Review

- A. Reviewed December 2020
- B. To be reviewed S2 2023

## Revision History

Date	Revision	Detail
December 2020	V.1	New policy created in line with AISWA guidance (amalgamation of staff management/employment policies).