



Trustees of the Christian Brothers
(Queensland)
St Francis Xavier Province

Province Policy No 16:

Employment Policy

July 2006

POLICY STATEMENT

The Trustees of the Christian Brothers (Queensland) (“the Trustees”) in fulfilling its purpose and mission involves others in the ministries. The Trustees values the importance of attracting people whose purpose and meaning align with its Mission and the Province Values at the Heart .

The Trustees is committed to providing just and equitable employment practices which are consistent, transparent and support the ongoing development of employees. Each person employed in the St Francis Xavier Province has a right to just and fair treatment consistent with Province Values at the Heart, industrial law and contemporary good practices.

Employment relationships will be open, based on trust and honesty, and will respect the dignity of the individual. Those in authority will exercise that authority in a fair and just manner and each person employed will fulfil his/her employment obligations.

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INTRODUCTION

The Province Employment Policy aligns with Church principles, the Province Values at the Heart, established industrial law and contemporary employment practices.

The Employment Policy is set within a framework of the [People Support Services Framework](#) – including all aspects of employment from pre-recruitment stages through to support, management, health and safety.

The term People Support Services (PSS) is used to more appropriately reflect the values and practice of the Province and to move away from the term 'human resources'.

Compliance with this Province Policy and its accompanying Procedures is mandatory for each person working within the St Francis Xavier Province ("Province").

In addition, all aspects of this Policy, including the procedures are mandatory. As part of the Policy there is some additional material found on the Website. This material has some sections named as annexures and these are also mandatory. Other additional material (not named as annexure) is provided as a resource for the implementation of this policy. Province staff implementing this policy should use the hyperlinks throughout this document to access annexures and additional material.

1. RATIONALE/PURPOSE

The purpose of this Province Employment Policy is to:

- Establish consistency and transparency in employment practices
- Set out the requirements for support and development for each person employed in the Province
- Establish right relationships and practices in employment
- Inform individual employees of their rights and responsibilities, in the context of employer rights and responsibilities.

2. GUIDING PRINCIPLES

Province *Values at the Heart* are the principles underlying this policy and are underpinned by Church principles on work as well as industrial law.

The Province Values at the Heart are:

(a) Culture of Compassion: All aspects in the workplace are sensitive to the needs of each person and the common good.

- Each person's welfare is at the heart of a quality work life.
- Each person is provided with support, particularly at times of special needs.
- Each person experiences inter-connectedness within self, with colleagues and the wider group.
- Each person appropriately reflects on feelings, thoughts and attitudes within self and others.
- Each person recognises their own worth and the worth of others.

(b) Spirituality: The workplace provides an environment which supports the spiritual development of each person.

- Each person is called to respond out of a personal relationship with God, an appreciation of Christ and the charism of Edmund Rice.
- Each person's story is unique and sacred.
- Each person's dignity is respected.
- Each person is open to the power of the spirit working in their lives.
- Each person's example is important.
- An atmosphere of joy and hope is pervasive.

(c) Holistic Development: The workplace strives to develop the fully integrated person.

- Each person is supported in their spiritual, emotional, social, cognitive and physical development.
- Opportunities for personal and professional development are integral throughout St. Francis Xavier Province.
- Each person is positively affirmed for their gifts and their contribution to the workplace
- Awareness, reflection and action are central elements of holistic development
- Qualifications for any position meet the requirements of Church and wider community expectations.
- Each person's level of performance within the workplace is appraised.
- There exists a creative response to each person's development needs.

(d) Being Just: A just world is where God's gifts are shared with justice, compassion and wisdom.

- Service of others is integral to the mission of Jesus and the charism of Edmund.
- Just and right relationships exist throughout the Province.
- Policies, processes and practices reflect a deep commitment to justice.
- Solidarity with the poor and the marginalised is central to Edmund Rice ministries.
- Care of the Earth is evidenced in decisions made.
- Integrity in practice and being accountable are accepted norms in workplace.
- Occupational Health, Safety and Wellbeing are significant in the workplace.
- Inclusivity of people and diversity of perspectives enrich the workplace.
- Leadership is an expression of service and communion in the workplace.

The Charter (2004) formed through identification of the distinctive cultural characteristics of Catholic schools that are in the Edmund Rice tradition is embraced by the four Australian Provinces. It is a living document that will continue to evolve through review and reflection. Much of the work of the Province finds meaning and purpose through this authentic expression of Edmund Rice education and charism.

The Church has examined the issues of work and the employment relationships over many years, beginning with the Encyclical of Pope Leo XIII in 1891 entitled "**Rerum Novarum**", through to the present day. Pope John Paul II has published two encyclicals on this subject, "**Laborem Exercens**" and "**Centesimus Annus**", the latter upon the 100th anniversary of Leo's Great Encyclical.

Pope John Paul II, in his Encyclical on human work entitled "**Laborem Exercens**", pointed to several [important rights of workers](#). In particular, he pointed out the right:

- (i) to work
- (ii) to just wages
- (iii) to form associations for the purpose of defending the vital interests of workers
- (iv) to strike under certain circumstances
- (v) of women not to be discriminated against because they choose to form a family
- (vi) to adequate rest.

The Church holds firm to the right of citizens to work and the primacy of the dignity of each human person, which must be recognised in all laws, particularly in laws governing economic strategies and industrial relations.

The Province *Values at the Heart* and the Church principles are further reinforced by contemporary practice, research and emerging concepts and trends. The policy acknowledges and complies with contemporary Federal and State industrial law and industrial tribunals.

3. OBLIGATIONS

The legislative obligations, both Federal and State, that impact on this employment policy include:

- Anti-Discrimination Act 1991
- Industrial Relations Act (Qld 1999)
- Workplace Relations Act 1997
- Working with Children Act 2000
- Privacy Act 2001
- Privacy Amendment Act (Private Sector) 2001
- Workplace Health and Safety Act 1995
- Human Rights and Equal Opportunity Commission Act 1986
- Racial Discrimination Act 1975
- Disability Discrimination Act 1992
- Sex Discrimination Act 1984

(This website is very valuable for additional information)

4. POLICY STATEMENT

The Trustees of the Christian Brothers (Queensland) (“the Trustees”) in fulfilling its purpose and mission involves others in the ministries. The Trustees value the importance of attracting people whose purpose and meaning align with its Mission and Province Values at the Heart.

The Trustees are committed to providing just and equitable employment practices that are consistent, transparent and support the ongoing development of employees. Each person employed in the St Francis Xavier Province has a right to just and fair treatment consistent with Values at the Heart, industrial law and contemporary good practices.

Employment relationships will be open, based on trust and honesty, and will respect the dignity of the individual. Those in authority will exercise that authority in a fair and just manner and each person employed will fulfil his/her employment obligations.

5. DEFINITIONS

(a) *St Francis Xavier Province (sometimes referred to as The Province)*

A Catholic Religious Congregation of lay men within the Catholic Church whose apostolic mission is for the evangelisation of youth and especially for the education and care of the materially poor. St Francis Xavier Province refers to all schools, ministries, initiatives, Brothers communities and associated corporations.

(b) *Trustees*

The Trustees are those members of the Christian Brothers who are elected to the Province Leadership Team and have the legal, canonical responsibility for the Province.

(c) *Province Leadership Team*

The Province Leadership Team are the Trustees of the Province and are elected every six years.

(d) *Associated corporations*

This refers to a corporation where the Trustees appoint the Board of management, or have the power to appoint the Board of Management. It also refers to any subsidiary corporation of such a corporation.

(e) *Province Ministries*

This includes schools, non-school ministries, Corporations, Initiatives

(f) *Learning Institutes*

Any learning entity (including schools and flexible learning centres) that falls under the Trustees responsibility.

(g) *Province Ministry Leader*

A person responsible for an entity of the Province and includes Principals, Directors, Chief Executive Officers.

(h) *Employer*

The Trustees of the Christian Brothers (Queensland) are the employers.

(i) *Employee*

A person employed by the Trustees of the Christian Brothers (Queensland)

(j) *Professional Supervision*

Supervision is defined as an educative relationship between two professionals and a contract for regular consultation and analysis of professional performance. In the context of this Policy it is a relationship between an employee and an external professional.

(k) *Contract* (includes letter of appointment or formal contract document)

Means the document covering the terms and conditions agreed to between the employer and the employee upon which employment has been agreed to take place.

(l) *Letter of appointment* – refer “Contract” must specify conditions (including salary)

(m) *People Support Services*

Term used instead of ‘human resources’ to better reflect the values and practices of the Province

(n) *Shall and must*

The terms shall and must have equivalent meaning in terms of compulsion to comply.

6. PROCEDURE

6.1 RESPONSIBILITIES

This aspect of the Policy is in a [Matrix Annexure 1](#). All the responsibilities are articulated in this document. The Matrix includes responsibilities of:

- **Province Leader**
- **Executive Director of Edmund Rice Education**
- **General Manager Corporate Management and Development**
- **Director, People Support Services**
- **Principals/Directors**
- **Designated Line Manager**
- **Each person employed in St Francis Xavier Province**

A matrix, Annexure 2, outlining additional [tasks and the responsibilities](#) allows each individual ministry to identify which particular roles within the ministry will carry out tasks not delegated through this Employment Policy.

6.2 IMPLEMENTATION OF EMPLOYMENT POLICY

Each ministry shall develop its own clear practices that must align with each section of the Employment Policy. The following information must direct and be reflected in all practices implemented by the ministry. Samples of particular aspects of the employment process are available by following the hyperlinks.

6.2.1 Whole of organisation development

The Province 'whole of organisation development' is concerned with assuring healthy and appropriate relationships are in practice across the organisation that enable coordination and implementation of People Support Services' values and strategies. This includes philosophy, development, implementation and review of policies, clear and appropriate delegation of responsibilities and the development of a code of conduct for staff.

In the context of the Employment Policy each ministry will contribute to whole of organisation development through the following:

- Each ministry will be aware of and operate out of the Province Values at the Heart
- The philosophy statement developed within each Province Ministry and/or workplace will reflect the mission of the Province and the Edmund Rice Charism
- Province policies are developed, implemented, monitored and reviewed according to the framework for policy development
- The Province will provide clear delegations and each ministry will work within its delegated responsibility
- Each ministry/workplace will develop the appropriate code of conduct based on the Province Values at the Heart and Province mission.

6.2.2 Employee relations

Employee relations is concerned with ensuring genuine and meaningful relationships exist within and across all Province ministries and, where appropriate, with other persons in organisations such as other employing authorities, professional associations and unions which represent employees.

- Ministries will ensure that policy and practice are clearly developed and consistently implemented to encourage and enhance genuine and meaningful relationships.
- Negotiations with and for staff members, including enterprise bargaining, will ensure employer/employee relations are aligned with Province Values at the Heart.
- A staff member directly affected by negotiation or dispute should each be provided with a support person.
- Province Policies, such as Anti-discrimination, Sexual Harassment and Bullying for Staff, Diminished Performance, Complaints, and Industrial Grievance are written to ensure staff have access to procedures that promote and guide healthy relationships.
- The Province values the relationships with staff it has developed both existing and past, and so it is important that healthy relationships are maintained even after a person ceases employment in the Province. Therefore, when a person is exiting employment in the Province
 - Designated Line managers shall conduct an [exit interview](#) with any staff member leaving employment in the Province
 - Designated Line managers will ensure any keys to Province property are returned and any equipment owned by the Province, eg car, mobile phone, laptop, books or other resources, are returned in working order and the employee is instructed regarding safe-keeping of documents and record systems
 - Employees will ensure that all official electronic and hard copy documents are retained by the organisation, filed appropriately and accessible to the appropriate ministry within the Province
 - It is important in dialoguing with exiting staff to come to agreement regarding the integrity of intellectual property in the context of the position being vacated and the contract of employment.

6.2.3 Workforce Planning

'Workforce planning' is concerned with defining how tasks, authority and systems will be organised and integrated across the ministry. This includes workforce planning, establishing a new position and determining job descriptions, salary levels and budgetary implications for any proposed new positions. The Strategic Plan for each ministry shall reflect future staffing needs. [Annexure 2](#) comprises a Matrix which outlines the key tasks and responsibilities associated with planning/organisation work design and recruitment and selection.

Outsourcing happens within the ministries, and this Employment Policy does not apply. However, there are implications in relationship to [outsourcing](#) and there is additional information available on the hyperlink.

The following tasks are critical and must be followed when establishing a new positions and also when reviewing an existing position.

Establishing a new position before recruitment

- (a) Rigorous procedures and processes for identifying possible new positions must be conducted. This will include:
- Assessing the needs of the ministry
 - Reviewing the best possible allocation of duties to address these needs
 - Assessing the capacity to fund the position within budget parameters
 - Being aware of office/work space and facilities
 - Considering whether the position is full time, part time, term time, fixed term or casual
 - Consulting with present staff who may be affected by the decision or position created
 - Seeking [appropriate authorisation](#)
- (b) With the exception of classroom teachers employed under the Teachers Award Non-Governmental Schools, the position must have a Position Description with duties clearly set out and using the [Position Description template](#).
- (c) If a trainee position is established this needs to remain a trainee position, unless a new and emerging need is identified and then the points (a) and (b) above need to be addressed.

Reviewing existing, recently vacated position before recruitment

- (a) When an existing position becomes vacant this presents the opportunity to:
- Assess the needs of the ministry
 - Review the best possible allocation of duties to address the needs
 - Assess the capacity to continue to fund the position within the budget
 - Consider whether the position is full time, part time, term time, continuing, fixed term or casual
 - Consult with present staff who may be affected by the changes to the position or review of a position.
- (b) A review of the current Position Description must be undertaken to ensure it accurately describes the position at this time.

6.2.4 Recruitment and selection

'Recruitment and selection' is concerned with attracting and appointing people to positions which will best serve the need to the ministry and the individual. This includes aligning people with the position and the organisation, advertising, selection panels, selection criteria and interview processes, checks regarding Child Protection, qualifications and referees, letter of appointments and employment contracts.

[Annexure 2](#) comprises a Matrix which outlines the key tasks and responsibilities associated with planning/organisation work design and recruitment and selection. [Annexure 3](#) provides a checklist to be used by the person undertaking the tasks associated with each particular position.

Selection

- All selections must be made with careful and consistent application of the principle of merit, based on the selection criteria. Therefore, people cannot be selected just because they are friends, parents of students or people who start as volunteers.
- For all senior positions, an essential selection criteria will be the ability to demonstrate active membership in a Catholic community.
- Recruitment and selection processes will be conducted on the basis of all applicants being treated equitably.
- Recruitment and selection processes will be consistent, professional and timely.
- In order to preserve integrity and assure accountability, the process will be open and transparent, while at the same time preserving the confidentiality of individual applicants.

Position Advertising

- Wording of material relating to the position and [advertising](#) must comply with relevant legislation.
- A [Privacy notice](#) must be included with in every job [application package](#).
- Material provided to applicants needs to include at least – Province values, [selection criteria](#), terms and conditions of employment and [position description](#) where appropriate.
- Acting positions are usually advertised only within the particular ministry or across all Province ministries.
- All full time continuing positions and fixed term contracts of 12 months or more must be advertised externally.
- For schools, when an occasion arises that this procedure is not possible to implement, prior approval to proceed must be given by the Director of Education Services to ensure a transparent appointment process.

For recruiting staff at Xavier Province Centre and recruiting staff in schools in leadership positions and positions of added responsibility the process in the following sections must apply:

- Panel tasks
- Shortlisting
- Interviews and recommendation
- Announcements, appointments and contracts.

For other school staff the process in the following sections:

Panel tasks

- Shortlisting
- Interviews and recommendations

are recommended as the standard process.

It is acknowledged that at times this may not be possible. Prior approval of any variation must be sort from the Director, People Support Services. In these exceptional circumstances the Principal must ensure that at least two people are involved in the process and that the '[Checklist for Recruitment and Selection](#)' identifies the process that was used and why this standard policy process was not able to be implemented. This is to ensure consistency and transparency in the employment process.

The process in the sections Announcements, Appointments and Contracts must apply to all positions.

Panel tasks

- A [panel](#) (of at least two people) must be set up.
- The [appropriate authorisation](#) for the participation of panel members internal and external to the organisation must be sought.
- All members of the panel must participate in each stage of the decision making process and must assess applicants by an agreed method against the selection criteria.

- Panel members must be made aware of their responsibility to respect [confidentiality](#).

Shortlisting

- All [selection processes](#) used must be appropriate to the level and type of position, and be designed to gather information about applicants which will assist the panel to assess each applicant against the key selection criteria and required qualifications and experience.
- The Chair of the Panel is responsible for ensuring fairness and equity in the application of the principles and procedures of the selection process.
- [Referee checks](#) must be undertaken in accordance with [Province procedures](#) and information shared with the panel. Referee checks only need to be done in relation to shortlisted applicants.
- Under the direction of the Chair, an appropriate [list of candidates](#) to be interviewed is determined and necessary [authorisation](#) is obtained.
- For senior positions, a [draft copy of the contract](#) must be provided to all applicants who are short-listed.

Interviews and Recommendation

- Interviews must be conducted in a consistent, professional and timely manner. The [interview guidelines and questions](#) must be developed at the local level.
- The Panel Chair is responsible for reporting the [recommendation of the selection panel](#) to the appropriate authority for the position. This report must be in writing.
- All recommendations and decisions of the selection panel will remain confidential until approval to appoint is obtained.

Announcements, Appointments and Contracts

All staff:

- The appropriate authority shall offer verbally the position to the successful applicant. This should also confirm a general understanding of contract, terms and conditions and acceptance of the offer. A [letter](#) confirming the verbal offer shall be sent immediately to the successful applicant.
- [Unsuccessful applicants](#) shall be notified by the appropriate authority.
- Panel members are to be immediately notified of the acceptance by the successful applicant.
- Letter of appointment/contract document needs to include at least salary, whether the position is part time or full time, term of the appointment, conditions, and details of performance management process.
- The applicant shall confirm his/her acceptance by signing a copy of the [letter of appointment](#) and/or [contract](#) and return signed documents to the appropriate authority within the timeframe determined.
- Additional step for senior staff appointments:
- After confirmation with the successful applicant regarding the timing of the [announcement](#), the appropriate authority makes the announcement in the ministry and Province. The timing of this announcement needs to be coordinated with the appointee's current employer.

Induction

There must be a formal [induction process](#) for every appointment appropriate to the position and term of appointment.

Probationary period

New staff will be placed on a probationary period of 12 weeks. Non-Award position shall have a Probationary period applied consistent with the nature of the position and the employment. If their work performance meets the standards set by the organisation, then it is assumed that they are in a continuing or contractual position and should receive a letter/contract to confirm this.

Teacher registration

In the case of beginning teachers provisional registration is granted for 12 months whereupon requirements for continuing registration must be met.

6.2.5 Remuneration and Benefits (conditions)

'Remuneration and Benefits' (conditions) is concerned with assuring compensations and benefits for each person employed in the St Francis Xavier Province are fair and consistently determined. This includes salary arrangements, conditions and salary sacrifice. Payroll, employee details and leave entitlement records must be accurately monitored to ensure successful administration of remuneration and benefits.

Salary arrangements and conditions

School

- Most school staff are covered by [award salary and conditions](#) negotiated as part of the enterprise bargaining process, with the exception of Principals and Business Managers.
- Where allowances or conditions are proposed above the position classification or industry standard these must be approved by the Executive Director, Edmund Rice Schools.
- Non-award employees remuneration, benefits and conditions will be determined based on the relevant industry standard.
- The remuneration, benefits and conditions of a principal are determined according to the complexity of the position and the Province salary scale for principals.
- The remuneration, benefits and conditions of a business manager are determined according to the complexity of the position and the Province salary scale for business managers.
- The salary scale for principals and business managers is set and reviewed from time to time by the Director People Support Services under the direction of the Executive Director, Edmund Rice Education.

Staff at Xavier Province Centre

- Clerical and secretarial staff members are employed under the provisions of the Clerical Employees Award-State 2003. Remuneration rates may be taken from those appropriate classification levels applying to school officers under the School Officers Award.
- A salary scale set by People Support Services under the direction of the Executive Director, Edmund Rice Education is used to determine remuneration for non-award employees at the Province Centre. Benefits and conditions are set and reviewed by the Province Leadership Team from time to time in consultation with the appropriate Directors.
- Standard benefits and provided benefits are currently:
 - Long service leave accrual at 1.3 weeks per year of service
 - Sickness Leave accrual at ten day per annum (includes family leave and compassionate leave)
 - Annual leave four weeks with loading (17.5%)
 - Employer contribution to superannuation at 10% with no co-payment. If the employee chooses to make a co-payment of 3%, 4% or 5% then the employer will make the total contribution of 10.75%, 11.75% or 12.75%, respectively
 - Access to a Province vehicle and the terms of its provision are determined according to the requirements of the position, and by the [appropriate authority](#).
- "Time off in Lieu", and "rostered days off" are not available to Province staff members unless written into their contract.

Salary Packaging

Salary packaging of remuneration is available to those staff stipulated in the relevant certified agreement or in their employment contract. Packaging of remuneration will be measured using a Total Employment Cost (TEC). Salary packaging arrangements must comply with current taxation law.

Information about salary packaging arrangements must be made available to all employees.

Employee Records

Employee records are kept in accordance with legislation, particularly in relation to the *Privacy Amendment Act 2001*.

Payroll Procedures and Leave Administration

Payroll procedures and leave administration processes are outlined in the Province Finance and Assets Policy and the [Financial Management Manual](#).

6.2.6 Performance enhancement

'Performance enhancement' is concerned with induction of people to new positions, formation and professional development, provision of care and concern for people through professional supervision.

Induction

- Each new person appointed must be provided with a comprehensive [induction programme](#) conducted in a timely manner.
- A person holding an existing position and appointed to a new position must have an appropriate induction to this new position.
- Induction programmes shall be coordinated by the appropriate line manager/s.
- Induction is a staged process and must be designed appropriate to the position.

Formation and Professional Development

The purpose of 'formation and professional development' is to ensure that each person is supported in their spiritual, emotional, cognitive and physical development. All formation and professional development must align with the ministry strategic plan and the role of, and needs, of the individual staff member and resources available.

- The induction program for each new person shall include an introduction to the Edmund Rice ethos.
- Formation programs shall be developed and delivered at both Province and ministry level.
- An annual [formation and professional development plan](#) shall be developed for each ministry.
- Each person shall have a formation and professional development plan negotiated with their line manager.
- Ministry leaders shall ensure each person will participate in appropriate formation and professional development programs to ensure current professional requirements and/or relevant accreditation are maintained, including where compliance with legislation is required.
- In relation to learning institutes, the ministry leader is responsible for the institute that their teachers meet the requirements, where necessary, of the Queensland Bishops policy on accreditation to teach in Catholic schools and accreditation to teach religious education in Catholic schools.
- Each person shall be required to attend and participate in the programs to ensure maintenance of their professional and employment responsibilities.
- Learning Institutes, and schools in particular, must realise that they have a special responsibility to nurture new teachers in the profession. Opportunities need to be identified to create a workload that is appropriate when timetabling new teachers. In addition to a school's orientation program there should be ongoing mentoring from supervising teachers.
- The Province values the contribution of each and every person to the well being of the organisation and encourages each workplace to establish a mentoring program to assist in career management and skill development.
- Ministry leaders shall ensure that formation and professional development records for each person shall be maintained.

Professional supervision

The purpose of supervision is to support the staff member in their professional leadership development.

- All staff members involved in positions of leadership and where professional supervision is a contractual requirement will undertake regular supervision of a professional nature by a suitably qualified person.
- Supervision must be of an individual nature, except in the case of school counsellors who may engage in group rather than personal supervision.
- The supervisor must have post graduate qualifications in psychology, counselling, social work, or a related field of study.

- The cost of supervision must be included in each ministry's annual budget. The payment needs to be negotiated between the staff member, supervisor and ministry leader.
- Supervision shall not be connected to performance appraisal.
- The supervisor will not be required to report to the Province or ministry leader.

6.2.7 Performance management

'Performance management' is concerned with supporting people to achieve their best in line with the ministry strategic plan and their particular role and responsibility.

Regular internal supervision

The purpose of regular internal supervision is to provide professional and pastoral support to staff. It enables setting of goals, ongoing review of goals and strategies to achieve agreed outcomes. This occurs both formally and informally. This policy addresses the aspect of the mandatory formal internal supervision.

- Each staff member shall have a designated line manager.
- Each staff member shall annually [set goals](#) based on their position description and the ministry's strategic plan. This goal setting task shall be done in consultation with the staff member's line manager.
- Each staff member and manager meet at least three times per year. This is inclusive of the initial meeting to finalise goal setting, and the final meeting to review the past 12 months and set goals for the next 12 months.

Performance appraisal

The purpose of performance appraisal is to maintain and promote the highest standards of skills and professionalism in each person working within the St Francis Xavier Province, to ensure alignment with the mission and enable any concerns which may arise to be addressed in a constructive and fair manner.

- Staff on fixed term contracts receive a formative and/or summative appraisal as specified in the contract.
- Staff in continuing positions receive [appraisals](#) in line with the relevant Award or where the period of time is not specified at least every three years.
- [Formative appraisal](#) provides constructive feedback to the person being appraised and assists in identifying areas for development and future goals. The formative appraisal process is conducted by the line manager, or his/her delegate and includes the appraisee completing a self assessment and feedback from appropriate members of the ministry community. The line manager conducts an interview with the appraisee to discuss the content of the final report with the appraisee.
- [Summative appraisal](#) provides validation of the work of the person in the role and the achievement of the goals set during the appointment. The outcome of the appraisal process is part of the information used by the Director and the PLT in determining the extension or renewal of appointments where the contract provides for such a renewal or extension. The summative appraisal is conducted by the line manager or his/her delegate and includes the appraisee completing a self assessment and feedback from appropriate members of the ministry community. The line manager conducts an interview with the appraisee to discuss the content of the final report with the appraisee. All reports of summative appraisals go to the Director. In the case of the Director, summative appraisal reports go to the PLT.

Grievance

If a staff member has a grievance in relationship to the performance appraisal process or outcome, the staff member must use Province Policy Number 19 - Complaints/Grievance Policy and Procedures. This policy provides an effective mechanism for fair resolution of complaints.

Diminished performance

The Province Policy No.13 in relationship to [Diminished Performance](#) must be followed. The purpose of this policy the Trustees desire to seek to maintain and promote the highest standard of skill and professionalism in its employees and will address any concern which may arise in respect to diminished performance, constructively, fairly and in accordance with the procedure outlined in the policy.

Termination

Termination is a critical and sensitive issue and must take into consideration natural justice, industrial legislation, common law and the Child and Youth Protection processes. [Annexure 1](#) indicates the appropriate authority.

If the issue in any way is concerned with [Child and youth protection Policy No 2](#) must be followed. In other cases refer to the Province Policy Number 13 Diminished Performance/Staff.

In the event, after due process has been followed, that it is considered necessary to terminate the employee's employment, approval from the [appropriate authority](#) must be sought. Once the decision has been made, this decision must be communicated in writing to the employee. If a decision is made to terminate the employee's employment then the employer will comply in all respects with the minimum notice periods and entitlements set by the Industrial Relations Act 1999 (Qld), but nothing should interfere with the right which the employer reserves to itself to summarily dismiss an employee in cases of serious misconduct.

6.2.8 Health, safety and wellbeing

The Province has legal, moral and ethical obligations to provide a safe and healthy working environment in each of its workplaces. The Province is committed to promoting a policy focused on prevention of accidents by adopting proactive practices that reflects on previous experience and anticipated changes rather than reactive practices.

In addition, the Province has [statutory obligations](#) from which legal liability can arise. Such liability is only likely to arise where a school/ministry has failed to exercise sufficient care with respect to the safety of those people connected with its activities and operations.

The Province has developed [OPHS policy and practices](#) to ensure:

- The health and safety of its people, including students and other persons legally present on their premises.
- Edmund Rice Learning Institutes, Ministries and other entities develop, promote and maintain safe and healthy work environments
- All Province entities comply with Province approved WPHS management systems and procedures and that these are included in the strategic planning cycles of each of its entities
- All people who work within the Province are inducted and regularly updated on Province WPHS Policy and Practices.

6.2.9 Information systems

Sound, comprehensive management system/s for people information is fundamental to good management practices and respect for people. The Province is also subject to [legislation](#) across the various jurisdictions in which it operates that impact on people. It follows that rigorous, efficient and effective systems of information management must underpin Province people activities.

People Support Services will provide sound information management system/s that reflect and support Province values and in so doing, provide:

- Just and sensitive recording, protection, access and use of people's information
- A tool for management in reporting, analysis and benchmarking
- Reasonable and appropriate access by people to their personal information
- Wherever practical, digital/electronic media shall be the capture and storage of choice.

The Province Policy No.7 - [Privacy Policy](#) shall be mandatory for capturing, storing and use of all Province information relating to its people, including Christian Brothers, along with, contractors, consultants, agents, outsourcers and all other persons engaged by the Province in the management of its people.

7. TRAINING

Any person who has line management responsibilities must attend annual appropriate training relevant to their position and responsibility. The Province shall provide the appropriate training in areas related to Appraisals, Goal setting, Panel participation and supervision.

8. COMPLIANCE

An [internal audit schedule](#) must be completed annually for each ministry.

Every variation made in implementing the Policy must be recorded on the [Record of Variation Forms](#), and these records available for the internal and external audit. Policy 21 outlines their use.

An external audit is carried out at least every 3 years, or as required.

9. REVIEW

This policy will be reviewed at least every three years or where changes to legislation require amendments.

10. POLICY BREACH

A person who considers that any action breaches this Policy, can make a complaint. The complaint needs to be in writing and needs to set out in detail the reasons for the complaint. Complaints are to be made to the person responsible for the Ministry.