

## **RECRUITMENT AND ORIENTATION (STAFF)**

### **INTRODUCTION**

Mater Dei is committed to recruiting staff in a manner that meets current industrial relations and equal opportunities principles. The organisation ensures that new staff receive effective orientation to the relevant Program(s) so that their performance enhances service development and outcomes for students and families.

The two critical factors involved in effective recruitment are

- (a) Selecting the right employee in the first place; and,
- (b) Ensuring open, honest and regular communication with employees.

This policy relates to a number of other policies (see below) and the overall aim is to provide guidelines on how to find applicants, how to interview them, select them, hire them and most importantly how to keep them.

- Advertising
- Interviewing
- Employment Screening
- Orientation and Induction
- Probationary Period
- Professional Development
- Staff Performance Review
- Exit Interview

## **ADVERTISING (RECRUITMENT)**

### **BASIC BELIEF**

Mater Dei is committed to advertising vacant positions in keeping with relevant State and Federal legislation including Equal Employment Opportunity Act, Anti Discrimination Act, Workplace Relations Act etc. In general, all vacant positions, including permanent, temporary and casual, must be advertised using the most appropriate medium, to ensure that the most suitable person for the position is chosen.

### **IMPLEMENTATION**

1. The position description for prospective vacancies is developed by the Program Manager in keeping with relevant legislative and organisational requirements eg Award, Enterprise Agreement etc.
2. Advertisement is drafted by the Program Manager and forwarded to the HR/Employment Screening Officer and CEO/Principal for approval. Any suggested changes are referred back to the Program Manager.
3. Once approved, the HR/Employment Screening Officer ascertains cost of advertisement and most appropriate medium(s).
4. Program Manager approves final draft including cost and HR/Employment Screening Officer places advertisement.
5. Original information is filed in HR file and a copy is also sent to the Business Manager.
6. HR/Employment Screening Officer prepares an Information Package eg Application for Employment, program information and forwards to Administrative Assistant (*Reception*) regarding process for interested applicants.
7. Applicants who require further information regarding advertised position are directed to the relevant Program Manager by the Administrative Assistant (*Reception*).

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## **INTERVIEWING**

### **BASIC BELIEF**

Applicants being considered for positions of trust and responsibility at Mater Dei should be subjected to a thorough process of interview and selection in keeping with legislative requirements and organisation policy and practices. The process should include scrutiny of a written application, personal interview/s, reference checks and appropriate Employment Screening procedures.

### **IMPLEMENTATION**

1. Points to look for in a written application include
  - Extent to which essential and desirable criteria have been addressed
  - Continuity of employment, where applicable
  - Reasons for leaving previous positions, where applicable
  - Appropriateness of referees
2. All applications received are forwarded to the HR/Employment Screening Officer.
3. Once closing date has passed, HR/Employment Screening Officer consults with the Program Manager and compiles a shortlist of suitable applicants.
4. HR/Employment Screening Officer notifies unsuitable applicants by mail within an agreed timeframe.
5. HR/Employment Screening Officer/Program Manager establishes an interview panel with relevant Mater Dei personnel of mixed gender and one independent representative where appropriate and possible.
6. HR/Employment Officer sets dates and times to interview suitable applicants and notifies applicants by telephone within an agreed timeframe.
7. HR/Employment Screening Officer compiles appropriate interview questions and distributes this information to interview panel members for comments. Questions should relate to the requirements of the position and the applicant's suitability.
8. HR/Employment Screening Officer organises the documentation to be used and completed during the interview process including Child Protection Interview Questions position description, details of pay rate/entitlements etc.
9. HR/Employment Screening Officer arranges a meeting with interview panel prior to commencement of interviews to distribute paperwork, outline process including specific responsibilities of each member etc.
10. During interviews all applicants are asked the same questions and responses are recorded.
11. Time is set aside at the end of each interview to assess applicants' suitability.
12. All information regarding selection, including original enquiries and applications is handled

## **INTERVIEWING**

confidentially and filed in the HR/Employment Screening Officer's file.

13. Once interviewing is complete, preferred applicant is chosen and an eligibility list of applicants is made if the preferred applicant declines position.
14. Once position is accepted, HR/Employment Screening Officer arranges a meeting with preferred applicant to finalise recruitment process.
15. If preferred applicant of choice does not accept position, HR/Employment Screening Officer contacts next applicant on eligibility list and offers the position.
16. HR/Employment Screening Officer notifies unsuccessful interviewees once recruitment process is finalised for preferred applicant.

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## EMPLOYMENT SCREENING

### BASIC BELIEF

Mater Dei is committed to ensuring that it complies with the requirements of the Commission for Children and Young People Act 1998. This Act establishes the Commission for Children and Young People. Amongst its purposes is providing for employment screening for child related employment.

### IMPLEMENTATION

#### 1. Advertising

Applicants should be informed that the position advertised is “child-related employment” and therefore Child Protection Legislation requires that the preferred applicant will be subject to the Working With Children Check.

#### 2. Interviews

Prospective employees are not required to take the initiative in volunteering information relating to their history. Therefore, it is the employer’s responsibility to seek information from the prospective employee which may affect their suitability for child related employment and to ensure that adequate disclosure of their history has been obtained.

#### 3. Employer’s Risk Assessment

The employer will assume responsibility for conducting a previous employment/activities check of the preferred applicant (this check will focus on the history of the applicant’s experience of child-related employment activities). As a part of this check, an employer should make enquiries of at least two previous employers as to the suitability of the applicant for child-related employment and whether any potential risk of harm is conceivable – this is done in the light of their knowledge of the applicant and their environment/activities history – if the applicant were to be appointed to a position of child-related employment. The employer will also conduct a reference check(s) with at least two previous employers which will focus on the applicant’s overall suitability for the position.

#### 4. Application Procedures

- Once the position is accepted, the HR/Employment Screening Officer arranges a meeting with the successful applicant who is given a brief explanation of employment screening and prohibited employment.
- An application/declaration form is completed which requires applicants to disclose aspects of their criminal and employment history. This form should also provide an authority for employment screening procedures to be conducted on that applicant.
- Relevant forms are also completed by the Program Manager and successful applicant prior to the recruitment process being finalised and forwarded to the HR/Employment Screening Officer so that an Employment Screening Check can be carried out.
- HR/Employment Screening Officer sends a copy of Working With Children Check - Employment Screening Consent Form to CCER by confidential facsimile on 02 92679303 for relevant checks to be completed.
- HR/Employment Screening Officer forwards relevant forms to Payroll Officer for completion before forwarding a contract of employment to new employee.

## **EMPLOYMENT SCREENING**

- HR Officer sets up a Staff File with all recruitment information, which is kept in a locked cupboard in the HR/Employment Screening Officer's file and has restricted access. Employment Screening Information and Prohibited Employment Declarations are kept in separate file in the HR/Employment Screening Officer's file which also has restricted access.
5. If the preferred applicant does not accept the position, the HR/Employment Screening Officer contacts the next applicant on the eligibility list and offers the position and the recruitment process is finalised as above.
  6. If the check is clear, the HR/Employment Screening Officer receives written confirmation via the confidential facsimile from CCER.
  7. If the check is not clear, CCER completed a risk assessment and forwards a risk assessment rating to Mater Dei.
  8. Mater Dei interviews the applicant if the risk assessment rating is unfavourable and seeks clarification on relevant matters. Onus is on applicant to provide a satisfactory explanation for the rating.
  7. If the applicant fails to provide a suitable explanation for the unfavourable rating and is considered to pose an unacceptable level of risk to children, the application may be rejected. Notifications of Determination of Risk Assessment is completed and forwarded to the applicant.

## **ORIENTATION AND INDUCTION**

### **BASIC BELIEF**

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Revised

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1. Mater Dei will ensure that all new staff including permanent, temporary, casual, volunteers and contractors (where relevant) are given the opportunity to participate in an Orientation Program (Organisation) to familiarise them with the philosophy, ethos and organisation of relevant Program areas.
2. The aims of the Orientation Program are to ensure that each new staff member
  - develops an understanding of the ethos of Mater Dei;
  - develops a knowledge of the physical environment;
  - develops an understanding of the range of services offered at Mater Dei;
  - is introduced to various personnel within the organisation;
  - develops an awareness of policies and procedures and in particular those relating to Occupational Health and Safety (OHS), Behaviour Management, Child Protection Legislation (including Code of Professional Standards), Code of Conduct, Complaints Handling, Incident Reporting & Management etc.
  - develops an understanding of their practical role, function and responsibilities within a team.
3. The HR/Employment Screening Officer is responsible for the administration of the Orientation Program for all new staff, in collaboration with the Program Manager and other relevant Mater Dei personnel.
4. The HR/Employment Screening Officer develops an orientation checklist, which outlines the key responsibilities of Mater Dei personnel throughout the orientation program. .
5. A date and time is set for orientation to commence and this is usually prior to first day of employment.
6. Once the initial orientation is complete, the Program Manager and/or HR/Employment Officer meets with the staff member to discuss any questions/ concerns he/she may have regarding the process and this information is taken into account when developing the Induction Plan.

## **B. Induction Plan**

1. Within 2 weeks of the initial orientation, the Program Manager and /or HR/Employment Screening Officer develops an Induction Plan for the new staff member, which will take place over the duration of the probationary period, which is usually the first 3 months of employment.
2. The Program Manager introduces the proposed Induction Plan to the new staff member which consists of a written structured procedure to be followed during this period and contains clear outcomes and result areas. It should also address development needs of the staff member and include
  - location and time of regular meetings

## **ORIENTATION AND INDUCTION**

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- opportunities for informal communication and/supervision sessions with the Program Manager and/or HR/Employment Screening Officer
  - how issues for discussion are prioritised, monitored and reviewed
3. Once the Induction Plan is in place, the Program Manager and/or HR/Employment Officer meets with the staff member to discuss any questions or concerns he/she may have regarding the process his information is taken into account when identifying a suitable Induction Plan.
  6. Each new staff member receives a contract of employment, position description, Code of Conduct, Child Protection Code of Professional Standards and Staff Handbook upon commencement of employment.
  7. The Program Manager is responsible for ensuring that each new staff member fulfils the requirements of his/her position description.
  8. At the end of the probationary period a meeting is arranged with the Program Manager and/or CEO Principal for each new staff member, to discuss their performance over the first three months of employment. This is followed up by a letter confirming his/her status and information regarding the process for ongoing staff management.
  9. All staff have a current file which has relevant updated information, also recorded on the Mater Dei database and managed by the HR/Employment Screening Officer. Staff are made aware of their responsibilities regarding the updating of this information on a regular basis.

## **PROBATIONARY PERIOD**

### **BASIC BELIEF**

Mater Dei is committed to implementing a Probationary Period process for all new staff in keeping with organisation and legislative requirements. The purpose of this process is to determine the suitability of the employee to the position in terms of their performance of the duties and ability to carry out the full range of responsibilities efficiently.

**Probationary Period** is defined as a period of mutual assessment during which a decision about the continuation of employment can be made.

### **GENERAL GUIDELINES**

1. Probation is an individual matter and the period of probation needs to be properly determined in each case. The term and conditions of the probation must be reasonable taking into account the nature and circumstances of the work, the employee's previous employment experience, education and training, and the provisions of Award/employment conditions.
2. When an employee is recruited by Mater Dei and the appointment includes a probationary period, any continuation of the contract of employment beyond the initial probationary term is to be decided during or prior to the end of the probationary period.
3. The purpose of a probationary period of employment is to determine the suitability of the employee to the position they have been recruited to carry out. Satisfactory completion of a period of probation validates the appointment decision and provides evidence of the employee's aptitude and capacity to perform the duties of the job.
4. An important consideration in applying a period of probation is that the details must be determined in advance of the employee commencing employment. Any likelihood of an extension of the probationary period must also be made clear in advance to the employee through during the Mater Dei Recruitment & orientation Process.

### **IMPLEMENTATION**

1. All staff recruited at Mater Dei will be subject to a probationary period of at least three months in keeping with organisation and legislative requirements. However, the probation period may be varied and/or extended with the approval of the CEO/Principal or nominee.
2. The length of the probationary period shall be included in the Letter of Appointment and/or Contract of Employment.
3. The Program Manager shall be responsible for monitoring and reviewing the performance of each staff member during the probationary period in keeping with the Mater Dei Recruitment and Orientation Policy.

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## **PROBATIONARY PERIOD**

4. In circumstances where problems arise during a period of probation the employee must be given an opportunity to respond to any allegations/issues of poor performance. Where it is found that the employee is not meeting the terms of the probation, the employee is to be counselled by the Program Manager or nominee Supervisor, given opportunity to rectify the problems and should be provided with a written warning that failure to improve or meet requirements may result in termination of employment.
5. Unless advised of the prospect of an extension of the probationary period in advance of the commencement of the employment relationship, a period of probation will not normally be extended.
6. At the conclusion of each review, the Program Manager prepares a report including a summary of the outcomes as they relate to the probation, to be signed by and copied to all participants, including the probationary employee.
7. On successful completion of a probationary period, the HR/Employment Screening Officer will advise the employee in writing normally within 10 working days of receiving the final report from the Program Manager.
8. The report, any additional documentation, and the employee's response if appropriate, will be placed on the employee's personnel file.
9. Prior to taking a decision to terminate employment the CEO/Principal or nominee invites the employee to comment on any procedural matters associated with the recommendation not to confirm the employee's appointment.
10. In the event that a recommendation to terminate employment is made, the CEO/Principal will make a decision and HR/Employment Screening Officer will advise the employee of the decision in writing.

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## PROFESSIONAL DEVELOPMENT

### BASIC BELIEF

Mater Dei has an obligation to put in place programs of professional development for employees and volunteers. An integral part of this professional development is the formulation of protocol and practices, which will ensure that staff are equipped with the information, training and skills essential for their successful implementation.

### IMPLEMENTATION

1. All staff participate in an annual Individual Professional Review which ensures that their performance and training needs are reviewed and identifies future professional development priorities.
2. The above information is also useful for the Organisation Team to plan professional development days for each school year, for staff across all program areas. These activities are usually planned at the end of the year for the following year.
3. **For whole organisation professional development activities**, the HR Officer or nominee distributes Professional Development Attendance Record at the beginning of the session, for all staff to complete upon arrival. This information is collected by the HR Officer or nominee for filing and inclusion on the Professional Development database.
4. The HR Officer prepares and distributes Certificates of Attendance to individual staff and a copy of these certificates is also placed on staff files.
5. **For individual professional development activities**, the staff member identifies desired activity and completes Professional Development Application Form.
6. The above form is forwarded to the relevant Program Manager for approval, together with detailed information regarding the activity, venue, cost (including replacement staff) etc.
7. Once approved, the Program Manager completes a Cheque Requisition and forwards all application information to the Business Manager, for cheque processing and mailing.
8. The Program Manager notifies staff member if activity has been approved and advises them to make tentative booking where necessary.
9. The Business Manager returns all application information to the Administrative Assistant (*CEO/Principal's Secretary*) who records the information on the Professional Development Register and presents application(s) at next Leadership Team for review by the CEO/Principal and other team members.
10. Original documents are returned to HR/Employment Screening Officer for filing in staff files.
11. Staff who attend individual professional development activities are encouraged to provide feedback to relevant staff groups/meetings and this is initiated by the Program Manager.

## **PROFESSIONAL DEVELOPMENT**

12. Program Managers must ensure that there is a range of updated training resources available to staff on an ongoing basis throughout the year.
13. All staff, part time and full time, are encouraged to access both whole organisation and individual professional development activities.
14. Each program allocates a budget for Professional Development each year, with a prescribed budget for each staff member. It is anticipated each staff member will access their individual Professional Development budget on a regular basis.
15. Professional Development is a requirement of the organisation in keeping with the principle of life long learning and the value of building skills and expertise in our staff across all program areas.

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## **STAFF PERFORMANCE REVIEW**

### **BASIC BELIEF**

Mater Dei has a responsibility to help its employees achieve high levels of performance, to develop personally and professionally and to enjoy satisfying careers. This policy and its procedures are designed to help the organisation and its employees achieve these aims.

### **A PURPOSE OF THE PROCESS**

The Staff Performance Review (Appraisal) is designed to promote the achievement of organisation goals and to assist staff in their work performance and career development.

The principle objectives of the process are

- 1. To give management (Program Managers) and their staff (employees) a system of shared procedures by which they will**
  - (a) Evaluate the employee's achievements in attaining specified job goals and personal development goals and in fulfilling all position responsibilities.
  - (b) Review and evaluate all influences that have assisted or impeded the employee's total performance.
  - (c) Agree on future actions to be taken by themselves and others by which the employee's job efficiency, personal development and career progress may be improved.
  - (d) Establish the employee's future job goals and personal development goals.
- 2. To provide Mater Dei with reliable information about the employee's performance which will assist with**
  - (a) Planning the employee's career progress.
  - (b) Making decisions about promotions, new job responsibilities and other changes to the employee's activities.
  - (c) Monitoring leadership practices throughout the organisation.
  - (d) Meeting professional development and training needs.

### **B ESSENTIAL REQUIREMENTS**

The process will succeed only if

- The manager and employee establish and maintain informal, empathetic, honest relationships with each other in all their daily activities throughout the year.

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## STAFF PERFORMANCE APPRAISAL

### B ESSENTIAL REQUIREMENTS

- The manager helps employees to grow, through formal and informal discussions, participation in training and development activities, supervision, mentoring etc.
- The manager and employee clearly understand the employee's job goals and personal development goals and how they must be achieved and cooperate in the employee's progress towards these objectives.

### C THE PROCESS

There are four basic steps which must be followed when carrying out Staff Performance Appraisals with specific forms and working papers designed for each Program Area and level of process.

#### 1. Description of what was achieved over the last 12 months.

This information is identified by the employee prior to the first meeting following consultation with the manager regarding the process if required. The employee is encouraged to use their position description which specifies the main and related tasks of their current role and elaborate on what they feel they have achieved within that role over the last 12 months.

#### 2. Description of how it was achieved.

This information is also identified by the employee and specifies how the above goals and responsibilities were achieved across a range of areas specific to the position ie particular skills required to achieve certain things eg skills in leading people, personal skills etc.

#### 3. Diagnosis of information.

The information discussed at this stage of the process is designed to identify all the factors that have affected the employee's performance and to lead towards decisions which both the manager and the employee will implement in the future. If they have already established an effective, mutually satisfactory working relationship and enjoy open and honest communication with each other they will feel comfortable in this diagnostic discussion. If they have not already achieved this relationship they should aim to work towards it.

#### 4. Decisions about future actions.

Using all the knowledge and understanding gained during the previous discussions they look towards the future using the following questions as a guide.

- What are the employee's principal job goals?
- What are the employee's principal personal development goals?
- What specific actions will be taken by the employee in improving his/her performance?
- What specific actions will the manager take?
- What specific actions will they request others to take?

All these plans must be carefully stated in terms of precise actions and the goals must be realistic and attainable.

## **EXIT INTERVIEW**

### **BASIC BELIEF**

Mater Dei is committed to attracting and retaining quality staff to implement its vision, mission and program goals which maximize outcomes for students and families. Therefore, the organisation places important emphasis on the overall quality of working-life, with a particular emphasis on effective policies and procedures. These priorities are reflected in a variety of ways, including quality recruitment and orientation processes, provision of appropriate staff training, adequate staff management procedures including mentoring policy and procedures and the implementation of grievance and dispute procedures.

Mater Dei seeks to monitor staff satisfaction levels with their work environment in a number of ways and in particular, has identified that staff who leave the organisation are in a position to provide valuable information on their overall employment experience at Mater Dei.

### **OBJECTIVES**

1. Mater Dei will ensure that all staff are given the opportunity to provide confidential feedback regarding their employment experience and identify key issues and ways in which they feel the quality of working life can be improved within the organisation.
2. Mater Dei will ensure that Program Managers receive appropriate training and information to carry out the recruitment and orientation process effectively using a number of strategies including honest and regular communication with employees.

### **IMPLEMENTATION**

1. Participation in Exit Questionnaires is voluntary and available to staff leaving the organisation in the first instance. Exit interviews may also be made available to staff members who wish to take up the opportunity and this process will be initiated and facilitated by the HR/Employment Officer.
2. On receipt of formal resignation advice from the staff member, the Program Manager forwards this advice to the HR/Employment Officer who forwards Exit Questionnaire and covering letter to the staff member's home address with a return addressed envelope.
3. A statement of service is issued to the staff member with his/her last salary advice.
4. The staff member returns the Exit Questionnaire to the HR/Employment Screening Officer who reports and identifies any key staff issues and possible ways to improve the quality of working life at Mater Dei, at the next Leadership Team Meeting.
5. Where the staff member requests an Exit Interview, the Program Manager contacts the HR/Employment Screening Officer who will contact the staff member and conduct the Exit Interview.
6. The HR/Employment Screening Officer documents the Exit Interview and forwards a report to the Program Manager and CEO/Principal.

## **EXIT INTERVIEW (continued)**

7. The HR/Employment Screening Officer analyses the Exit Questionnaires and Exit Interview reports and identifies any key staff issues and possible ways in which the quality of working life at Mater Dei might be improved.
8. Confidentiality will be maintained with respect to all information collected at the Exit Questionnaire and the Exit Interview.
9. In instances where the Exit Questionnaire or Exit Interview raise matters which require immediate action, the HR/Employment Screening Officer initiates and arranges that appropriate action, in collaboration with the Program Manager and CEO/Principal.
10. The CEO/Principal forwards a report on the Exit Questionnaire and Exit Interview process and issues raised to the Board of Directors on an annual basis and as the need arises throughout the year.
11. This policy will be reviewed annually and/or as needed.