



GLOBAL SCHOOL PARTNERS

Human Relations Policies



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www.globalschoolpartners.org.au

HUMAN RELATIONS POLICIES - 2020



Global School Partners facilitates partnerships between schools in Australia and schools in developing nations to enable students from across the globe to connect, share and learn with one another. In addition, we encourage Australians to support our work through sponsorship of students and funding of school projects and programs.

Our aim is to work collaboratively with community groups (schools) and individuals, to achieve mutually agreed goals that build capacity to both alleviate poverty through education and better health and raise awareness of how education can overcome poverty.

We inform students and school communities in Australia about the culture and circumstances experienced by students in their partner school in the developing country. We empower Australian students to make a positive, direct and tangible difference in the lives of students at their partner school.

NOTE: Global School Partners currently has no employees, and this is likely to remain the case for some years to come.

All Australians involved with Global School Partners do so on a voluntary basis and Global School Partners provides no remuneration at all to them for any of their activities including time spent fulfilling their volunteer administrative roles, travel expenses or provision of resources such as computers.

In Kenya the Program Officer position is paid by Global School Partners to cover all expenses including salary, allowances, insurances etc. The Program Officer is employed by the Kenyan NGO with whom Global School Partners has a Memorandum of Understanding and the Program Officer position is recruited by members of that NGO. Global School Partners monitors, encourages and provides a level of guidance to the NGO in relation to best practice in Human Resource management.

The Human Resource policies below are made available to the partner Kenyan NGO.

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Global School Partners Code of Conduct

The Code of Conduct for employees provides definition on how GSP's values are demonstrated in the day-to-day activities of the business. The Code outlines the expected standards of behaviour and how employees are to conduct their duties while representing GSP and working towards achieving the goals of GSP. All standards contained in this Code are in addition to the general obligations imposed on employees including implied duties such as the duty of fidelity and to act in good faith. This Code is designed to be read in conjunction with all other GSP policies.

1. Scope:

This Code applies to all full time, part-time and casual employees (including management) and volunteers who are employed by GSP or volunteer for GSP and applies to all GSP Partners - hereafter referred to as employees. This Code applies whether the employee is situated in a GSP office in Australia or at a remote location overseas.

2. Principles:

Judgement and Guidance

Employees are encouraged to seek guidance from their Team Leader as required. The tests of common sense, transparency, scrutiny and conscience are helpful guides to assist in decision making. Refer to GSP Vision, Mission and Values Statement.

Respecting others

When working with others, employees are expected to treat each other with respect for their rights and obligations by being courteous, honest and fair. Employees should treat all people justly, irrespective of gender, sexual orientation, race, disability, religion, marital status, age, political conviction or other attributes. Specifically, GSP will not tolerate sexual exploitation, abuse, transactional sex, bullying and sexual harassment of any person, and it is the obligation of all employees to report wrongdoing. Refer to GSP policies are GSP PSEAH Policy, GSP Child Safeguarding Policy, GSP Transparency Policy.

Behaving professionally

Employees are expected to carry out their work duties in a professional and conscientious manner at all times.

Avoiding conflict of interest

Employees must take reasonable steps to avoid any actual or potential conflict of interest and act in the best interests of GSP at all times. Refer to GSP Conflict of Interest Policy. Employees must -

- performing their duties primarily in the interests of GSP's mission and strategic directions;
- disclose actual or potential conflict of interest;
- not misuse the influence of their position to pursue personal, sexual or financial relationships with other employees or members of the GSP community; and
- not accepting gifts which go beyond common courtesies consistent with ethical and accepted business practices, or which could be considered bribes.

Using GSP resources

Employees are expected to use all GSP facilities, equipment and processes efficiently, carefully and in a proper manner. Employees should not use GSP resources for anything of a commercial nature in support of any outside activities for personal use that could be seen as excessive. Refer to GSP Activity Development Policy, GSP Procurement and Resource Management Policy, GSP Activity Framework and GSP Activity Checklist.



Breach of the Code of Conduct:

Any employee identified as breaching this policy will be subject to appropriate action that may include disciplinary action or even lead to termination of employment depending in the seriousness of the breach. Employees should report suspected breaches of the Code of Conduct in the first instance to their manager.

Nothing in this Code of Conduct restricts the right and ability of employees to report concerns under the Whistleblowers Act.

Knowledge of and adherence to Global School Partners' policies

Employees are given the opportunity to learn and ask questions relating to all Global School policies and are therefore expected to know and behave in accordance with all relevant Global School Partners' policies. These policies include, but are not limited to:

- GSP Child Safeguarding Policy
- GSP Prevention of Sexual Exploitation Abuse and Harassment Policy (PSEAH)
- GSP Counter Terrorism Policy
- GSP Transparency Policy
- GSP Fraud and Corruption Policy
- GSP Procurement and Resource Management Policy
- GSP Conflict of Interest Policy
- GSP Governance Policy
- GSP Privacy Policy
- GSP Activity Development Policy
- GSP Human Relations Policy
- GSP Complaints Handling Policy
- GSP Vision, Mission and Values Statement

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Global School Partners Equal Opportunity, Anti Bullying and Harassment Policy

Purpose:

To provide a safe work environment at GSP that promotes equal opportunity and prevents discrimination, harassment, including sexual harassment and bullying. To ensure that all employees are educated in the prevention of and recognise the behaviours that may constitute discrimination and harassment, including sexual harassment and bullying. Refer GSP PSEAH Policy.

Objectives:

- To prevent discrimination and harassment, including sexual harassment and bullying on the basis of the attributes and areas listed under both State and Federal anti-discrimination legislation and Fair Work Act 2009;
- To convey clearly to persons covered by the scope of this policy that any behaviour which may constitute discrimination and harassment, including sexual harassment and bullying will not be tolerated in any form at GSP
- To provide persons covered by the scope of this policy with a healthy and safe environment for work that is free from behaviours, practices and processes that may constitute discrimination and harassment
- To acknowledge that persons covered by the scope of this policy are to be informed of this policy and have access to the information and training needed to prevent discrimination and harassment and to address any incidences of discrimination and harassment that may occur
 - To outline the responsibilities of managers and supervisors
 - To encourage the early reporting of any allegations of discrimination and harassment
 - To ensure that complaints will be dealt with in a sensitive, equitable, fair, timely and confidential manner, which ensures that persons against whom complaints have been made are accorded natural justice through the use of procedures that are impartial, open and fair to all parties.
 - To ensure as far as is practicable that persons making complaints are protected from victimisation or reprisals for reporting the discrimination.

Scope:

This policy applies to all full time, part-time and casual employees and contractors and volunteers who are employed and/ or have a services agreement with GSP within Australia. This policy applies whether the employee or contractor is situated in a GSP office or at a remote location overseas.

Discrimination:

Discrimination is unacceptable and will not be tolerated by GSP in any circumstances. Discrimination involves treating a person with an attribute less favourably, in the same or similar circumstances, than another person. It is unlawful to discriminate on the basis of the following attributes (characteristics):

- age
- breastfeeding and bottle feeding
- carer or parental status and family responsibilities
- disability or impairment
- gender identity
- gender (sex)
- irrelevant criminal record
- irrelevant medical record
- lawful sexual activity
- marital or relationship status
- political belief or activity
- pregnancy or potential pregnancy
- race
- religious belief, activity, appearance or dress
- sexual orientation



Global School Partners Equal Opportunity, Anti Bullying and Harassment Policy cont'd

Harassment:

A person unlawfully harasses another person if he or she makes that person (another employee or member of the public) feel offended, humiliated or intimidated because of one of the protected attributes listed above. It may involve inappropriate actions, behaviour, comments or physical contact that is objectionable or causes offence. Harassment may have occurred if the behaviour makes the victim feel:

- Offended and humiliated;
- Intimidated or frightened; and/or
- Uncomfortable at work.

Harassment can include behaviour such as:

- Telling insulting jokes about particular racial groups
- Sending explicit or sexually suggestive emails
- Displaying offensive or pornographic posters or screen savers
- Making derogatory comments or taunts about someone's race or religion
- Asking intrusive questions about someone's personal life, including their sex life.

Sexual Harassment:

Sexual harassment occurs when a person makes a sexual advance, or a request for sexual favours to another person, or engages in any other conduct of a sexual nature in relation to another person, in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated that the other person would be offended, humiliated or intimidated. Sexual harassment is unlawful in the workplace, which includes any place a person goes for the purpose of carrying out any function in relation to his/her employment. The workplace can also extend to work related social events and other social events.

Bullying:

Bullying is a significant workplace health and safety issue, as it can cause harm to a person's health and wellbeing, both physical and psychological. Bullying may be unlawful under federal and state anti-discrimination legislation where the bullying is linked to, or based on, one of the attributes covered by the various pieces of legislation (for example, age, sex, race, disability, etc.)

Workplace bullying is repeated, unreasonable behaviour directed toward an employee, or group of employees, that creates a risk to health and safety. Workplace bullying can occur between a worker and a manager or supervisor, or between co-workers.

The following types of behaviour, where repeated or occurring as part of a pattern of behaviour could be considered to be workplace bullying - physical or verbal abuse; intimidation; yelling, screaming or offensive language; excluding or isolating employees; psychological harassment; assigning meaningless tasks unrelated to the job; giving employees impossible jobs; deliberately changed work rosters to inconvenience particular employee; undermining work performance by deliberately withholding information vital for effective work performance.

Victimisation:

GSP will not tolerate victimisation and may take disciplinary action in response to any victimisation.

Guiding Principles:

The following principles will guide GSP in promoting equality of opportunity and dealing with discrimination, harassment and/or bullying:

- Respect for, and dignified and courteous treatment of all employees and all persons who deal with GSP.



Global School Partners Equal Opportunity, Anti Bullying and Harassment Policy cont'd

- GSP will support any employee who experiences discrimination, harassment and/or bullying whilst on placement including providing assistance in making use of any internal procedures in place at the site or in accessing external forums.
- Complaints will be dealt with in a sensitive, impartial, timely and confidential manner, which ensures that persons against whom complaints have been made are accorded natural justice through the use of procedures that are impartial and open.
- GSP will ensure, as far as is practicable, that persons making complaints are protected against victimisation and reprisals.
- GSP will actively encourage the reporting of behaviour that breaches this policy.

Activities to be undertaken in support of this policy:

GSP will undertake activities in support of this policy including but not limited to:

- Prevention, training and educational activities
- Evaluation and review activities.

GSP will ensure that the promotion of the prevention of discrimination, harassment and/or bullying is recognised as key organisational goal and a prime management responsibility.

Responsibilities of management and employees:

GSP has a responsibility to prevent discrimination, harassment and bullying otherwise it can be held liable for the behaviour of its employees. All persons covered by the scope of this policy are required to:

- Comply with this and other GSP policies
- Behave appropriately and be responsible for their own actions
- Promote a climate of mutual respect
- Maintain confidentiality concerning any complaint or investigation.

How to deal with breaches of this policy:

Any complaints made by employees under this policy will be dealt with via the Grievance Procedure.

Consequences for breaching this policy:

GSP will treat all allegations of discrimination, harassment and bullying seriously and impartially. The consequences will depend on the seriousness of the case. Outcomes may include, but are not restricted to the following:

- Gaining a commitment from one or more persons to cease, and not to repeat, the behaviour
- Making an apology to the affected person or persons
- Providing mediation between the parties, if both parties agree to mediation process and to the mediator
- Providing targeted training regarding prevention of unacceptable workplace behaviours
- Offering support to the person making the complaint
- Offering support to the person against whom the complaint is made
- Disciplinary action
- Dismissal or suspension, against the person found responsible for discrimination or vilification where serious or repeated misconduct relating to discrimination and vilification has been proven
- Disciplinary action, up to and including suspension or dismissal, against the person making a complaint of discrimination if, after investigation, the complaint is found to have been malicious or vexatious.

Disciplinary action may be taken against anyone who retaliates against a person who has made a complaint.

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Global School Partners Work Health and Safety Policy

Global Schools Partners is committed to the health and wellbeing of all employees and to providing a workplace and environment that is safe for all. The Work Health and Safety (WHS) Policy is about ensuring that all work activities are carried out safely with all reasonable measures taken to remove or reduce risks to the health, safety and welfare of GSP employees, contractors, customers, and authorised visitors.

GSP is committed to ensuring best practice WHS and to complying with the Model WHS Act, Model WHS Regulations and Model Code of Conduct as per the Commonwealth Government's Safework Australia (www.safework.gov.au) guidelines.

Responsibilities of Management

Management commits to:

- a safe working environment, compliant with WHS obligations as prescribed in relevant legislation
- promoting a WHS culture that encourages staff to report and record WHS risks and incidents
- leadership modelling best practice attitudes to WHS
- safe systems of work
- equipment regularly maintained
- good amenities for employees
- regular information, instruction, training and supervision that is required to ensure each employee, contractor, customer and authorised visitor is safe from injury and risks
- consultation with employees in matters relating to WHS
- a prompt response system for assessing and acting upon WHS reports
- continual improvement of WHS performance through effective safety management, regular reviews, evaluation and audits.

Responsibilities of Employees

Employees commit to:

- read and understand GSP's WHS Policy and Procedures
- comply with safe work practices taking reasonable care of their own health and safety
- take reasonable care that their actions at work do not adversely affect the health and safety of other people in the workplace
- wear personal protective equipment and clothing where prescribed in the organisation's WHS Policy and Guidelines
- comply with any WHS direction given by Management
- report all accidents, incidents, hazards in the workplace to a manager immediately.

Other persons (i.e.: contractors, visitors, workexperience)

Other persons have an obligation to:

- Take reasonable care for their personal safety while engaged in activities for GSP
- Take reasonable care their actions do not adversely affect the health and safety and wellbeing of GSP employees and volunteers
- Comply with instructions that are given by GSP employees and Management regarding WHS guidelines and obligations.

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Global School Partners Recruitment and Selection Policy

This policy supports GSP's capability to attract and retain skilled and motivated employees and outlines GSP's approach to recruitment, selection, and induction. It aims to ensure:

- a fair approach to the recruitment, assessment and selection process, ensuring consistency with equal opportunity principles
- the recruitment process is effective and efficient: transparent, professional and timely
- selection processes are based on merit, comply with legislation and promote a diverse workforce
- all new employees are inducted appropriately to GSP.

This policy applies to the recruitment, selection and induction of all full time, part-time and casual employees. Recruitment and selection will:

- be merit based, this will be determined by assessing applicant's skills, knowledge and behaviours against the relevant position description criteria
- support a diverse workforce
- be consistent with equal employment opportunity principles, ensuring candidates are treated ethically, fairly and respectfully
- be transparent, while balancing the need for confidentiality.

Recruitment

- Recruitment practices will encourage a quality pool of competitive internal and external applicants from diverse backgrounds
- Positions will be open to internal and/or external candidates.

Selection

- GSP Management will determine the recruitment and selection methodology with support from the Board, including the screening (short listing) processes
 - Various methods used throughout the selection process may include:
 - Review of curriculum vitae
 - Portfolio
 - Behavioural interviews
 - Assessments
 - All methodologies used in the selection process will then be further validated by reference checking
 - If the position requires the employee to have a mandatory check (for example a police check) this will be conducted at the final stage of the selection process. The offer will be subject to successful completion of these checks.
 - The team leader is responsible for the final selection decision and must ensure this decision has been made in line with the principles outlined in this policy.

Induction

GSP Management is responsible for ensuring an induction plan is in place for their new employee and all people involved in the induction process have been notified of the new employee, their start date, position, etc.

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Global School Partners Induction Policy

Global School Partners is committed to inducting all new employees, volunteers and contractors into the organisation, in order to ensure that they have a smooth integration into their role and become operationally competent.

Induction programs which are well planned, conducted and evaluated will enable new team members to learn about the organisation, its culture and the requirements of their role.

1. Purpose

The purpose of this document is to ensure that new employees, volunteers and contractors have a smooth transition into the organisation and their roles.

This Policy applies to employees responsible for conducting Inductions within Global School Partners.

All team members (including contractors, casuals, volunteers and temporary staff) will be inducted into Global School Partners in a manner as described in the procedures which accompany this policy document.

2. Global School Partners Induction Procedures

Responsibilities

It is the responsibility of the CEO to ensure that:

- all new team members participate in an induction prior to commencing their role
- the induction procedure, outlined below, is followed
- the induction procedure is kept up to date with relevant information
- the quality of the induction process is maintained.

It is the responsibility of the CEO to ensure that the Board is notified of all new team members.

Procedure

The CEO must schedule all new team members to attend an induction prior to commencing their role, nominating the place and time where the induction will be conducted, and ensuring all necessary resources are available.

An appropriate amount of time should be used to ensure that all of the required information is communicated to the new team member.

The CEO should tailor the induction program to suit the needs of the team member being inducted and provide the appropriate information to them.

The CEO should be available as a “mentor” to help the new team member as they commence and become familiar with their role. The CEO should provide support, give advice on matters arising, answer questions informally, give practical tips, introduce other team members and be involved in giving feedback.

Induction Program must include:

1. Overview of Global School Partners' history, philosophy, vision and mission
2. Overview of Global School Partners' work and status to date
3. Explanation of all relevant Global School Partners' policies
4. Explanation of the team member's role and responsibilities and 'why' and 'how' these fit with the organisation's mission
5. Demonstration of team member's specific duties
6. Opportunity for team member to actually perform examples of their duties
7. Question and answer session
8. Outline of CEO and Board expectations regarding fulfilment of duties, with regards to timeliness and professional conduct.

See Appendix A – Induction Checklist

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Global School Partners Leave Policy

This policy outlines the entitlement of paid and unpaid leave for eligible employees. This policy applies to all full time and part-time employees who are employed by GSP.

Exclusions: Casual employees and volunteers.

Annual Leave

Employees are entitled to four weeks (20 working days) annual leave per annum. Annual leave is accrued and accumulates from year to year. Where possible, employees should take their full annual leave entitlement each calendar year. Public holidays that fall during the period of annual leave will not be counted as annual leave. Payment for annual leave is at the same rate as ordinary earnings as per the employee's relevant employment instrument (i.e. employment contract).

Personal Leave

Personal Leave includes Sick Leave and Carer's Leave. Employees are entitled to take 10 days per annum. Personal/carer's leave accrues on a pro-rata basis and is cumulative. Personal leave is available to cater for: a personal illness or injury of the employee, or to provide care and support to a member of the employee's immediate family.

An employee who receives workers compensation payments for an illness or injury is not entitled to receive personal leave payments for the same condition. A medical certificate may be required to support the taking of personal leave for two or more consecutive days.

Unpaid Carer's Leave

May be taken if an employee is required to provide care or support to a member of his/her immediate family. Employees are entitled to unpaid carer's leave of up to 2 days on each occasion.

Compassionate Leave

Employees are entitled to 2 days paid compassionate leave for the purpose of spending time with a member of his/her immediate family who has contracted an illness or sustained an injury that poses a serious threat to that person's life; or after the death of a member of his/her immediate family or household.

Long Service Leave

Entitlements, rules and regulations vary from depending on State or Territory regulations. GSP will comply with the relevant Award and legislation relating to the employee's state/territory.

Time in Lieu

Employees may be granted time in lieu for where agreed in advance in writing and at the discretion of Team Leader.

Leave Without Pay

Employees who have exhausted all accrued annual leave and where applicable long service leave may apply for leave without pay.

Family and Domestic Violence Leave

Employees, including casual employees, are entitled to 5 days unpaid family and domestic violence leave but does not accumulate from year to year.

Study Leave

Employees are entitled to 2 days paid study leave for study approved by GSP. Study leave does not accumulate from year to year.



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Community Service Leave

Employees, including casual employees, are entitled to take unpaid leave to carry out approved community service activities.

Jury Duty

Employees, including casual employees, can take leave to attend jury selection and jury duty. Employees are to be paid 'make-up pay' for the first 10 days of jury selection and jury duty. Make-up pay is the difference between any jury duty payment the employee receives (excluding any expense-related allowances) from the court and the employee's base pay rate for the ordinary hours they would have worked. Casuals don't get paid for jury duty under the National Employment Standards but they may be entitled to payment under state or territory laws.

Procedure to Apply for Leave

Employees applying for leave must provide a minimum of 4 weeks' notice or as is practicable and submit their request using the Leave Form. Once approved by GSP the employee must submit the form to Payroll for processing.

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Global School Partners Professional Development Policy

1. Introduction

Global School Partners acknowledges that professional development is integral to personal job satisfaction, workplace productivity, reward, and recognition, and is critical to the achievement of the organisation's mission and continuous improvement in the quality of its programs and services.

Global School Partners is committed to providing a supportive and rewarding environment for employees and recognises that the quality, responsiveness, and professionalism of its workforce are linked to the further development of their skills and competencies.

Global School Partners is, as far as is feasible within its available resources, committed to providing employees with

- The opportunity to plan and develop skills, knowledge and attributes that complement organisational and work unit goals
- The opportunity to participate in career development activities that extend and enhance their capabilities and capacity for advancement within the organisation
- Equity of access to professional development opportunities.

2. Purpose

This policy seeks to balance the needs of staff for professional development, the needs of the organisation for properly qualified staff, and the need to staff the organisation's services.

The purpose of this policy is

- to encourage and support employees in their professional and career development as part of their employment with the organisation
- to provide administrative guidelines to facilitate fairness and equity in the application of these general principles.

3. Policy

Position-specific professional development

Where the CEO decides that it is necessary for a staff member to acquire a particular skill, to learn specific material, or to acquire specific qualifications in order for them to carry out the duties attached to their existing position, the organisation shall be fully responsible for all costs incurred in acquiring that skill, that learning, or that qualification, and the staff member shall, where necessary, be given permission to attend any such course within working hours.

It would normally be expected that any such requirements would have been taken into account in the drawing up of a position description and set out in the criteria for selection; it would thus seldom be the case that continuing employees would be required to acquire new qualifications.

Non-position-specific professional development

In its performance review procedures the organisation shall in every case encourage the person concerned to explore their available professional development options.

Where an employee wishes to pursue further education or training but the CEO has not required that person to acquire a particular skill, to learn specific material, or to acquire specific qualifications to carry out the duties attached to their existing position, the organisation shall endeavour to facilitate such education or training through:

- permitting (at the discretion of the CEO, and taking into account the efficiency of the workplace) any rearrangement of working hours that would assist such development
- permitting (at the discretion of the CEO, and taking into account the efficiency of the workplace) any use by the person of the organisation's equipment or services that would assist in that development



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- permitting (at the discretion of the CEO, and taking into account the efficiency of the workplace) any annual leave or unpaid leave arrangements that would assist in that development
- granting up to two days study leave as necessary to attend examinations.

Educational or training requirements involving reimbursement of fees or provision of paid study leave may also be negotiated as part of the contract of employment between the employee and the organisation.

Procedures

Responsibilities

It shall be the responsibility of the Board to authorise an appropriate expenditure budget to facilitate appropriate professional development opportunities for staff.

It shall be the responsibility of the CEO to ensure that staff are offered and permitted appropriate professional development opportunities, taking into account the needs and of the individual as well as the organisation.

Professional Development

Professional development programs shall be taken to include orientation, induction and on-the-job training, career development and transition programs, internal or external courses, support for undertaking research or project work, support for participation in internal or external governance processes, attendance at conferences or seminars, and networking, coaching and mentoring programs.

Proposals for Professional Development

Employees shall be encouraged as part of the performance review process to take an active role in their own ongoing professional and career development and to apply their learning to its most effective use.

Any proposal by an employee for any change in their existing conditions of employment (hours of work, taking of leave, use of equipment, etc.) to facilitate their professional development shall be considered by the CEO subject to:

- the policy of the organisation to encourage such development where possible
- the overall training needs and priorities of the organisation
- satisfactory assurances from that person's supervisor that the business of the organisation can be carried on satisfactorily in those circumstances
- equity in the provision of such facilitation between employees.

Any such agreement shall be fully documented in that person's personnel file.

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Global School Partners Performance Review Policy

GSP realises the importance of on-going performance review to assist staff in their professional development. We base our performance management systems on constructive feedback and open communication between managers and team members.

1. Scope

This policy applies to all employees.

2. Policy elements

What is good performance?

- Complete your job duties as expected.
- Show a willingness to learn and develop.
- Follow our Code of Conduct and other company policies.
- Have a good attitude and collaborate well with your colleagues.

3. Rewards

Pay increases or bonuses aren't guaranteed. But, we encourage managers to recommend rewards for their team members when they deserve them. There won't be any forced ranking or other comparison between employees, as our goal is to help all employees improve and develop their careers.

4. Training

Training and development opportunities are available for all employees year long.

5. Frequent Communication & Feedback

Managers should meet with their team members regularly to provide feedback and talk about their work and motivations. This way, team members can receive feedback in a timely manner and avoid surprises during their annual review. During performance meetings, both parties should feel free to discuss any concerns they have.

6. Manager's Responsibilities

Set clear objectives

Your team members should know what you expect of them. Set specific goals for each team member (and team-wide if applicable.) Renew those goals during performance reviews.

Provide useful feedback

During scheduled meetings with your team members, give them guidance and praise, as appropriate. Be fair and specific to help them understand and implement your feedback.

Keep your team members involved

There should be two-way communication between you and your team. Make your expectations clear, but always take your team members' motivations and aspirations into account. Discuss training and development opportunities that may interest your team members.

Keep logs with important incidents about each one of your team members

These logs help you evaluate your team, but they may also prove useful if you want to terminate, reward or promote your team members.

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Global School Partners Manage Unsatisfactory Performance Policy

1. Purpose

This policy sets out the policy and process for dealing with unsatisfactory performance of team members within Global School Partners.

2. Scope

This policy applies to all team members of Global School Partners.

3. Policy

Where Global School Partners identifies unsatisfactory performance, Global School Partners will take action to address the performance issues. Action taken to address unsatisfactory work performance will be consistent with the principles of procedural fairness.

Where, over time, a team member has failed to achieve the standards set by the organisation, or has acted in a manner which is contrary to the required codes of conduct, they should be advised of the organisation's requirements in these matters.

In order to maximise the potential of team members, it is important to provide feedback on the way they are undertaking their tasks, to coach them to achieve better performance on the job, and to counsel them when problems occur.

4. Procedures Responsibilities

The **CEO** is responsible for ensuring that:

- they consult with supervisors/managers and employees where serious performance issues arise, and especially where termination of employment is contemplated
- all documentation is completed to ensure employees receive their correct entitlements upon termination of their employment
- employees are aware of the performance standards expected of them
- they discuss performance issues with employees as and when they arise and listen to any mitigating factors presented by the employees.

Team members are responsible for ensuring that they:

- discuss performance issues or difficulties with the CEO as and when they arise
- seek assistance in the performance of their duties, if necessary
- make every effort to improve their work performance where performance issues are raised.

5. Processes

Prior to commencing a formal underperformance process

Prior to commencing any formal unsatisfactory work performance process, the CEO must attempt to informally discuss the performance issues with the team member.

The CEO must consider organisational or personal factors that play a role in the team member's unsatisfactory work performance and consider alternatives to the unsatisfactory work performance process to address the problem.

Unsatisfactory work performance should be addressed as and when it arises to provide team members with support and assistance to improve their performance at the earliest opportunity.

The CEO must seek the advice of the Board prior to commencing any formal unsatisfactory work performance process.

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Formal process

Where Global School Partners considers that informal attempts to address the team member's unsatisfactory work performance have been unsuccessful, Global School Partners may proceed to manage the employee's unsatisfactory work performance through a formal process.

Measures which may be used in the formal management of a team member's unsatisfactory work performance include, but are not limited to:

- increased supervision
- changes to the team member's performance plan
- mentoring
- training and professional development
- increased feedback
- coaching.

The formal process for the management of a team member's unsatisfactory work performance is:

- Stage One – formal counselling
- Stage Two – formal written warning
- Stage Three – final written warning

Stage One – Formal Counselling

The first stage of formal management of unsatisfactory work performance is formal counselling of the employee.

The team member will be advised of any consequences of not improving their performance within a reasonable period of time and of engaging in any further unsatisfactory work performance.

A written record of the formal counseling session will be placed on the team member's personnel file.

Stage Two – Formal Written Warning

If the team member's work performance has not improved within a reasonable period of time following formal counselling in accordance with Stage One of the process set out in this policy, or if the employee engages in further unsatisfactory work performance, the team member will be given a formal written warning.

The formal written warning must indicate:

- the standard of performance expected of the team member
- where and how the team member is not meeting this standard
- the consequences if the team member fails to improve their performance.

The written warning will be placed on the team member's personnel file.

Stage Three – Final Written Warning

If the team member's work performance has not improved within a reasonable period of time following receipt of a formal written warning in accordance with Stage Two of the process set out in this policy, or if the team member engages in further unsatisfactory work performance, the team member will be given a final written warning.

The final written warning must indicate:

- the standard of performance expected of the team member
- where and how the team member is not meeting this standard
- the consequences if the team member fails to improve their performance, including that the team member's employment may be terminated by Global School Partners.



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The final warning will be placed on the team member's personnel file.

At each of stages one, two and three of the formal process, Global School Partners will provide the employee with an opportunity to respond.

Termination of the employee's employment

Global School Partners may terminate the team member's employment for unsatisfactory work performance if stages one, two and three of the formal process have been followed. Notice of termination will be advised to the team member in writing and a copy of the notice will be placed on the team member's personnel file.

If the CEO considers that termination of employment may be necessary, they must contact the Board immediately to discuss their view.

HUMAN RELATIONS POLICIES - 2020



Global School Partners Misconduct Policy

1. Purpose

Global School Partners may discipline a team member who engages in unacceptable behaviour.

The purpose of this policy is ensure that team members are aware of behaviour that could amount to misconduct and that all relevant parties are aware of Global School Partner's policy for dealing with misconduct.

2. Scope

This policy applies to all team members of Global School Partners.

3. Policy

Global School Partners expects team members to observe acceptable standards of behaviour.

Team members must not engage in behaviour that amounts to misconduct (including serious misconduct) at the workplace. This includes where team members are working in Australia or overseas.

Team members and partners who become aware of possible misconduct or wrongdoing are trained to report it through the procedures laid out below.

Misconduct

Where an employee engages in misconduct or alleged misconduct, the processes in this policy will be followed.

Behaviour amounting to misconduct includes, but is not limited to, the following:

- failing to obey lawful and reasonable instructions of Global School Partners
- failing to follow defined policies, procedures and rules
- failing to share relevant information with Global School Partners
- unacceptable disruptive behaviour
- unauthorised absence from the workplace
- repeatedly being late for work without lawful excuse.

When proven, misconduct may provide a valid reason for termination of an employee's employment with notice.

Serious misconduct

Whether misconduct amounts to serious misconduct depends on the particular circumstances of a given case. Supervisors/managers should consider the circumstances fully as they apply to the particular employee when determining whether or not the employee has engaged in conduct that could be considered serious misconduct.

Behaviour amounting to serious misconduct includes, but is not limited to:

- willful or deliberate behaviour that is inconsistent with the employee's contract of employment
- theft
- fraud
- assault
- intoxication at work
- use of derogatory, violent or abusive language
- fighting
- failure to observe safety rules

Global School Partners Misconduct Policy cont'd



- concealment of a material fact on engagement
- obscenity
- dishonesty in the course of the employment
- criminal conduct including conduct that, if proven, renders the employee completely unfit for work.

The **CEO** is responsible for ensuring that:

- the processes in this policy are followed in relation to all instances and allegations of misconduct
- team members who are the subject of any investigation are afforded procedural fairness
- confidentiality is maintained to the greatest extent possible
- where appropriate, try to informally resolve any instances or allegations of team member misconduct with the team member(s) involved in first instance
- instances or allegations of misconduct are reported to the Board.

Team members are responsible for ensuring that they:

- comply with this policy and related procedures
- report any instances or allegations of misconducts to the CEO.

5. Processes

A breach of this policy or related procedures may lead to disciplinary action and possible dismissal. Where Global School Partners considers that a team member has engaged in serious misconduct, Global School Partners may dismiss the team member without notice.

Each instance or allegation of misconduct will be considered by Global School Partners on its own merits, and any mitigating circumstances will be taken into account.

Where a team member is accused of engaging in misconduct, it is open to Global School Partners to stand the team member down in order to further investigate the matter.

Investigations into instances or allegations of misconduct will be conducted in accordance with the principles of procedural fairness. Team members accused of misconduct will be given an opportunity to respond to the allegations against them and may have a support person present at any disciplinary meetings with Global School Partners.

Any meetings relating to instances or allegations of misconduct or serious misconduct will be conducted by two members of the Board, one of whom will act as a note taker.

If Global School Partners decides that the appropriate action is to dismiss a Team member, the team member will be provided with the full reasons for the decision.

Global School Partners will comply with the relevant Whistleblower protections in the *Corporations Act 2001* for any Team member or partner who reports misconduct or wrongdoing in good faith. This includes protection from adverse employment consequences for those Team members or partners, and a guarantee that whistleblower's identity and information will remain confidential unless requested to be disclosed by the whistleblower. Relevant information on whistleblower protections can be found here: <https://asic.gov.au/about-asic/asic-investigations-and-enforcement/whistleblowing/whistleblower-rights-and-protections/>

HUMAN RELATIONS POLICIES - 2020



Global School Partners Grievance Procedure

1. Purpose

The purpose of this procedure is to:

- provide employees with a complaint resolution process that is flexible and aims to resolve complaints in the best interest of all parties involved in the areas of equal opportunity, sexual harassment, discrimination, harassment and bullying, occupational violence and general breach of Code of Conduct
- encourage all employees to raise issues that are of concern as soon as possible
- provide structured, multiple levels of resolution that aim to resolve complaints as informally as possible whilst still enabling the ability to advance to more formal resolution processes that include investigation or for matters to be referred to external agencies where necessary
- ensure that complaints made by employees will be dealt with ethically, in a sensitive, impartial, timely and confidential manner
- ensure that no employee is penalised or disadvantaged as a result of raising a complaint.

2. Scope

This policy applies to all full time, part-time, and casual employees who are employed by GSP and to volunteers who volunteer their time for GSP.

This policy applies whether the employee or volunteer is situated in Australia or overseas on behalf of GSP.

It is essential that all parties to the complaint act in good faith to obtain a resolution. Good faith includes acting sincerely without malice, maintaining confidentiality and being truthful.

Informal Resolution

In the first instance and if appropriate, the matter should be resolved between the parties affected. The complainant may approach the respondent with the details of their concerns and the outcomes they request. If the two parties resolve the matter, then no further action should be required. If the matter is not satisfactorily resolved then the complainant should discuss the issue with their Team Leader and attempt to resolve the complaint at the local level.

Formal Resolution

If the actions taken under the informal resolution process

- a) do not resolve the complaint, or
- b) they do not occur in a timely manner, or
- c) the employee is dissatisfied with the outcome or
- d) the matter is of such a serious nature that it is not appropriate for the employee to try and address it at the local level, the employee can refer a formal complaint directly to GSP Human Resources.

Formal complaints are handled as follows:

- Conciliation with GSP HR; or
- Arbitration with independent third party;
- Investigation
- Decision

Right of Referral

At any time during the complaint process the employee (complainant) has the right to take their complaint to the relevant external agency, for example the Australian Human Rights Commission or Fair Work Australia. The referral to an external agency may immediately terminate any internal employee complaint resolution process. However, concurrent internal processes such as relevant disciplinary procedures and/or action may continue.



HUMAN RELATIONS POLICIES - 2020

Appendix A – Induction Checklist

INDUCTION CHECKLIST

Team member Name: _____

Date of Commencement: _____

Position: _____

WELCOME

Welcome new team member to the organisation.

Provide copies of:

- All relevant policies

INTRODUCTION

Provide an overview of the organisation, including:

- Overview of Global School Partners' history, philosophy, vision and mission
- Overview of Global School Partners' work and status to date
- Explanation of all relevant Global School Partners' policies
- Demonstration of team member's specific duties
- Opportunity for team member to actually perform examples of their duties
- Question and answer session
- Outline of CEO and Board expectations regarding fulfilment of duties, with regards to timeliness and professional conduct.

CONDITIONS OF EMPLOYMENT

Explain and provide:

- Position is voluntary and not remunerated
- Explanation of the team member's role and responsibilities and 'why' and 'how' these fit with the organisation's mission
- Copies of relevant policies
- Demonstration of team member's specific duties
- Opportunity for team member to actually perform examples of their duties
- Question and answer session
- Outline of CEO and Board expectations regarding fulfilment of duties, with regards to timeliness and professional conduct
- Training and development opportunities, if applicable.

WORKPLACE ENVIRONMENT

- Team member's home office

MENTOR

CEO available as a mentor

CONFIRMATION OF COMPLETED INDUCTION

Team Member's Name: _____ Team Member's Signature: _____

Date: _____

CEO Name _____ CEO Signature: _____

Date: _____



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