Our Vision

We seek to build a learning community, enriched by diversity and united in faith for today, tomorrow and into the future. Therefore our mission is to build a community that celebrates faith, learning and diversity.

Strategic Goal:
- We aim to recognise and value all members of the school community as lifelong learners (physical, spiritual, emotional, intellectual).

Goal:
- To provide opportunities for the personal, professional and spiritual growth of our staff.

School Motto: United in Faith

Four Pillars
- Faith: We celebrate our FAITH by living Gospel Values
- Diversity: We celebrate DIVERSITY by embracing each person’s unique identity and giftedness
- Learning: We celebrate LEARNING by striving for excellence in a student-centred environment
- Community: We celebrate COMMUNITY by promoting a spirit of togetherness
**STRATEGIC RESOURCE MANAGEMENT AND DEVELOPMENT POLICY**

**Introduction**
We are committed to creating a vibrant Catholic community, acknowledging and celebrating diversity, enriched by and united in faith. Our policy documents are based on our deep understanding of the vision and mission of Jesus, and our core purpose of building the kingdom of God. This policy is informed by our understanding of the value of strategic human resource management and development.

**Rationale**
At Our Lady of the Way we work together as a community of teachers, students and parents toward quality learning for all students. We value an environment where all people have a right to feel safe and be treated with respect. As a Catholic school we will base our human resource management on the ‘soft’ model, centred on the human dimension of HRM.

We believe that all people are created in the image and likeness of God. We believe that it is of utmost importance to uphold the dignity and sociality of all people. We believe that HRMD processes need to be strategically planned and facilitated.

We value the unique gifts and contributions of each person toward the staff and school community. We value the knowledge capital within people and the community, and seek to acknowledge, celebrate and grow this capital. We value ongoing professional learning and development for the achievement of individual and community goals.

**Consequences**
In implementing this policy we will consider:
- The Catholic ethos of our workplace and our Christian call to equity, justice, compassion and love in our work with all people
- The work of the school as an agency of the Church in the world
- Best practice from research in strategic human resource management and development
- The role of leaders and leadership, and followers and followership in HRM in the school
- The specific needs of each staff member across the variety of work roles
- Budgetary requirements for implementing HRM practices
- The ethical dimension of decision making and implementation of processes for HRM
- The dimension of time: past, present and future for the growth of the individual and the community

**Procedures and practices:**
At Our Lady of the Way we will:
- Align all HRM decisions, policies and practices with our Church, school and system vision, mission and values
- Review the school vision and mission regularly and realign policies and practices accordingly
- Implement processes that are physically and financially sustainable
- Enact a policy for staff recruitment, induction, appraisal and promotion
- Recruit staff according to the school priorities for learning and the needs of learners
- Enact a policy for professional learning
- Meet with individual staff members biennially for goal setting and review, through the use of the professional learning plan tool
- Annually survey staff for ways to improve the HRM practices
- Engage in continued professional reading and learning in the HRM field to ensure alignment to best practice

**Review Date: November 2014**
INDUCTION POLICY

Introduction
We are committed to creating a vibrant Catholic community, acknowledging and celebrating diversity, enriched by and united in faith. Our policy documents are based on our deep understanding of the vision and mission of Jesus, and our core purpose of building the kingdom of God. This policy is informed by our understanding of Strategic Human Resource Management and Development and our desire to show our true value of the people in our organisation.

Rationale
At Our Lady of the Way we work together as a community of teachers, students and parents toward quality learning for all students. We value an environment where all people have a right to feel safe and be treated with respect. We believe in the dignity and deep value of each human person. We believe that diversity within our school and our staff is to be embraced, enriched and celebrated. We believe that our community benefits from the contributions each individual makes to the whole. At Our Lady of the Way School we endeavour to promote the dignity of each person. It is the responsibility of everyone in the community to strive to make this happen.

Consequences
In implementing this policy we will consider:
- The individual needs of each member of staff across roles
- The rights of staff to feel welcome and valued, and to develop quality life giving relationships with others
- The training needs of those involved at different levels of the induction
- The financial implications for fully implementing a quality induction program
- Best practice from HRM literature

Procedures and practices:
At Our Lady of the Way we will:
- Ensure all new members of staff are led through the school induction process.
- Ask staff to provide feedback on their induction experience to inform the review process.
- Strategically plan staff professional learning and training
- Budget for the needs of mentor / mentee meetings
- Have an orientation day for new staff where possible
- Provide the appropriate role description statements to each staff member
- Develop teacher leaders and mentors through organised training
- Give experienced teachers the opportunities to grow their skills to become mentors
- Be strategic in our placement of mentors with graduate / new teachers
- Recognise the individual gifts, talents and knowledge capital of each staff member through development of a staff directory
- Utilise the individual gifts, talents and knowledge capital of each staff member through open invitations to share (staff meetings, team teaching, modelled teaching)
- Develop the individual gifts, talents and knowledge capital of each staff member through school based and external professional learning
- Celebrate the success of each staff member from their graduate year onward
- Invite the new staff member to share in the planning of their induction experience
- Provide opportunities for social networking of new members into staff culture
- Consider amending meeting schedules for graduate and new members of staff
- Provide opportunities for Professional Learning for new teachers guided by the professional learning plan goal setting
- Provide opportunities for new teachers to understand our learners and the school curriculum requirements and key focus areas for learners and learning.
- Review the induction policy triennially

Review Date: November 2014
PROFESSIONAL LEARNING POLICY

Introduction
We are committed to creating a vibrant Catholic community, acknowledging and celebrating diversity, enriched by and united in faith. Our policy documents are based on our deep understanding of the vision and mission of Jesus, and our core purpose of building the kingdom of God. This policy is informed by our understanding of the value of strategic human resource management and development, continued professional learning for all in light of lifelong learning theory as well as the expectations and recommendations of PL requirements as noted from the Queensland College of Teachers.

Rationale
At Our Lady of the Way we work together as a community of teachers, students and parents toward quality learning for all students. We value an environment where all people have a right to feel safe and be treated with respect. We believe that all people have the capacity to learn and achieve. We value the attributes of lifelong learning. We believe adult modelling of lifelong learning capacities is important for students. We believe that all people have the right to education and training to continue their personal and professional life journey. We value sharing knowledge, wisdom and skill both intra and inter staff and school.

Consequences
In implementing this policy we will consider:
- The individual needs of each member of staff across roles
- The rights of staff to ongoing professional learning
- How professional learning of individuals and groups can meet their personal goals
- How professional learning of individuals and groups can meet the goals of the school
- How we can offer site based rich professional learning on teacher only days, and in staff meetings.
- The financial implications for fully implementing the professional learning policy
- Budget for the needs of resources identified as important tools to implement ideas from professional learning.

Procedures and practices:
At Our Lady of the Way we will:
- Implement goal setting through the Professional Learning Plan process and use this as a basis for decisions about professional learning for individuals
- Provide school based rich professional learning opportunities based on needs of staff and whole school
- Provide opportunities for staff to share their learning and expertise to the benefit of the whole staff
- Source external learning opportunities to meet the needs of individuals and groups of staff members
- Regularly review student learning and achievement data to inform planning for teacher professional learning
- Budget for professional learning
- Expect that staff members will engage in continued professional learning
- Review the professional learning policy triennially

Review Date: November 2014
LEADERSHIP DEVELOPMENT POLICY

Introduction
We are committed to creating a vibrant Catholic community, acknowledging and celebrating diversity, enriched by and united in faith. Our policy documents are based on our deep understanding of the vision and mission of Jesus, and our core purpose of building the kingdom of God. This policy is informed by our understanding of the importance of Leadership Development and our desire to show our true value of the people in our organisation.

Rationale
At Our Lady of the Way we work together as a community of teachers, students and parents toward quality learning for all students. We value an environment where all people have a right to feel safe and be treated with respect. We believe in the dignity and deep value of each human person. We believe that diversity within our school and our staff is to be embraced, enriched and celebrated. We believe that our community benefits from the contributions each individual makes to the whole. At Our Lady of the Way School we endeavour to promote the dignity of each person. It is the responsibility of everyone in the community to strive to make this happen.

Consequences
In implementing this policy we will consider:
- The individual needs of each member of staff across roles
- The rights of staff to be given opportunities to learn and develop
- The training needs of staff toward their goals as teacher leaders and school leaders
- The financial implications for fully implementing leadership initiatives
- The opportunities for leadership development and training to impact on teaching and learning

Procedures and practices:
At Our Lady of the Way we will:
- Provide opportunities for staff members to be active on the school leadership team
- Facilitate regular leadership forum gatherings for greater wisdom and discernment in planning and decision making.
- Provide a mentor / mentee program to those who wish to grow their leadership in the work place
- Promote system learning opportunities for staff seeking leadership
- Provide opportunities for staff members to show leadership in curriculum and other aspects of school life
- Provide opportunities for leadership learning and development
- Provide opportunities for staff members to be members of the Leadership Team, Leadership Forum and Leadership Formation Group according to the appended statements
- Provide opportunities for staff members to take active roles as leaders in curriculum learning areas
- Provide opportunities for staff members to be member to the according to the appended statement
- Promote teacher leadership
- Review the Leadership development policy triennially

Review Date: November 2014

Statements
Our Lady of the Way Leadership Team
Our Lady of the Way Leadership Forum
Our Lady of the Way Leadership Formation Group
Our Vision
We seek to build a learning community, enriched by diversity and united in faith for today, tomorrow and into the future. Therefore our mission is to build a community that celebrates faith, learning and diversity.

School Strategic Goal: We aim to recognise and value all members of the school community as lifelong learners.
School Goal: To provide opportunities for the personal, professional and spiritual growth of our staff.

Leadership Team Purpose
- To lead the school vision into action
- To strategically plan for short and long term school development
- To plan and enact annual school review and renewal processes
- To discuss issues regarding the school in general and as they arise
- To ensure teaching and learning is central to decision making and school plans and processes

Membership
- Principal and APRE
- Other senior teachers holding significant school roles e.g.: CST:ST:IE
- Staff members will be invited to apply for positions on the leadership team as they become available. It is expected that staff representatives will be demonstrating competence, initiative and leadership in the school, especially with regard to student learning.
- Staff members will be invited to hold a position on the team to bring greater breadth and wisdom as representatives of core groups of and the staff in general.

Staff appointments to leadership
Up to 2 staff members will be appointed to the leadership team for the period of 2 years, with the annual turn-over of one staff member. For this to occur, the initial offer in 2010 for one staff delegate to the team will be a one year tenure. A review of this will be held biennially.

Process
Staff members will fill out an expression of interest form indicating their reason for applying, their strengths and the ways in which they show leadership in the school. Applicants will be invited to speak with the Principal / APRE (at a semi-formal interview) about their application and the way they fill the current vacancy to balance the leadership team.

Balancing the team – We will endeavour to balance team member strengths
- Representation from across the staff groups (enrichment / support, specialist, general teaching) to create a good balance.
- Diversity of people: teaching background, interests and experience
- Broad educational perspectives
- Interest in and demonstration of leadership: in the classroom, in teaching, in support or across the school

Meetings
The school leadership team will meet together once per week at a time suitable to the whole team.

Leadership Forum - A forum may be held once a term or at the discretion of the leadership team to bring greater richness and clarity to strategic discussions and decision making.
Leadership Formation - Leadership formation through weekly meetings, reading, reflection and discussion will be instituted by the leadership team for any staff member interested in growing their leadership skills.

Leadership Density’ ‘(Sergiovanni, 2001 in Harris p317) High leadership density means that a larger number of people are involved in the work of others, are trusted with information, are involved in decision making, are exposed to new ideas and are participating in knowledge creation and transfer.’
Our Vision  We seek to build a learning community, enriched by diversity and united in faith for today, tomorrow and into the future. Therefore our mission is to build a community that celebrates faith, learning and diversity.

School Strategic Goal: We aim to recognise and value all members of the school community as lifelong learners.

School Goal: To provide opportunities for the personal, professional and spiritual growth of our staff.

Leadership Forum Purpose
- To help inform strategic decision making
- To plan and enact annual school review processes
- To enhance our culture of collaboration and distributed leadership
- To provide opportunities for the wisdom of the staff to help shape the decisions and future direction of the school
- To enable greater transparency of practice
- To help keep learners and learning central to discussions and decision making in the school

Membership
- Leadership Team members
- Interested members of the staff who commit to participate in each forum for the duration of the year
- Staff members with specific interest or expertise in an area being discussed by the forum who attend as required

Staff participation in leadership forum
All staff members expressing interest in attending the forum will be welcomed to the group at the beginning of each year. Staff members who express interest in joining throughout the year, or for specific decision making discussions and deliberations will be made welcome. It is expected that interested staff members will make a commitment to participate in the leadership forum.

Process
Staff will be invited to participate in the forum at the beginning of each school year. All staff will be notified of the forum agenda in the week prior to the forum to allow other interested staff members with specific interest or expertise to attend.

Meetings
The school leadership forum will meet together at least once per term at the regular Leadership Team meeting time or more often as the need arises. One forum meeting per semester will be an open forum for members to raise issues and ideas for discussion.

Review
The members of the leadership forum will be asked to review their role on the forum at the end of the year, and to provide feedback about the forum as a decision informing body.

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Leadership Forums ‘4 capacities – personal vision building, inquiry, mastery and collaboration - can be built through participation in leadership and decision making forums.’ Fullan
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School Strategic Goal: We aim to recognise and value all members of the school community as lifelong learners.
School Goal: To provide opportunities for the personal, professional and spiritual growth of our staff.

Purpose
- For staff capacity building
- To provide opportunities for growth of teacher leadership
- To provide opportunities for growth in role and responsibility and for succession planning
- To provide learning opportunities for interested staff members regarding leadership
- To provide opportunities for collaboration and collegiality to develop
- To provide opportunities for staff to reflect on teaching and learning in light of their leadership learning.

Membership
- All interested staff members, teachers, school officers and ancillary staff

Staff participation in leadership forum
All staff will be invited to participate in leadership growth and development. The group / groups will be formed and planned depending on the staff member’s role.

Process
At the end of each school year and at the beginning of each school year staff will be asked if they would like to participate in the leadership formation group. The group will meet at the end of each year with a member of the Leadership Team or an external facilitator to discuss the options for learning for this group for the following year. Staff members are expected to commit to the group and to the structure upon which they decide

Meetings
The school leadership formation group will together decide the frequency time and place of their meetings.

Review
The members of the leadership formation group will be asked at the end of the year to review their participation in the group, and to provide feedback about the formation group as a decision informing body.

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Leadership Formation: Be systematic and deliberate in helping people with leadership aspirations develop and achieve their goals. Lacey (2003)