

HUMAN RESOURCES

PURPOSE

- 1 This policy establishes standard procedures for the management of applicants and employees of the Diocesan Synod, the Corporation of the Cathedral of Christ Church, parish corporations, missions and diocesan camps, including advertising, interviewing, screening, training and regular performance reviews.

SCOPE AND CONTEXT

- 2 This policy applies to all lay staff positions of the Diocesan Synod, the Corporation of the Cathedral of Christ Church, a parish corporation, a mission, or a diocesan camp. The processes described may also be used in part for volunteer leadership positions.
- 3 This policy does not generally apply to the appointment of clerics to a parish, mission or other clergy ministry. That process is covered by the [Parish Advisory Committee Guide](#) and [General Synod Canons](#).
- 4 The following are further related regulations and policies as well as procedures and forms associated with this policy:
 - [Regulation 4-4 Safe Church](#) which defines the diocesan safeguarding framework.
 - [Regulation 7 Remuneration and Benefits](#) group of regulations defining items concerning clergy, and in many cases lay employee, employment entitlements and benefits.
 - [Policy B-4 Privacy](#)
 - [Policy B-6 Criminal Record Check](#)
 - [Risk Management Guide](#)
 - Candidate Reference Check Form Template (pending)
 - Employee Performance Review Template (pending)

DEFINITIONS

- 5 In this policy:

“Anglican Corporation” means the Bishop, the Bishop and Chapter of the Cathedral of Christ Church, the Synod, parish corporations, missions, and for this purpose camps owned or managed primarily by personnel appointed by the Synod or a parish corporation;

"employer" means the Anglican Corporation with paid lay staff members and/or in some contexts volunteers, or seeking to engage/appoint the same;

“risk” means the possibility of an unfortunate occurrence or the potential for realization of unwanted, negative consequences of an event;

“risk assessment” means a systematic process to comprehend the nature of risk, express and evaluate risk, with the available knowledge;

PRINCIPLES

- 6 Anglican Corporations have a responsibility to provide a respectful, safe and healthy environment for anyone applying to or working in a paid or volunteer capacity.
- 7 Anglican Corporations also have a responsibility to provide a safe and healthy environment for anyone participating in any activity, event or program affiliated with it.
- 8 The [management](#) of information and communications with respect to applications and employee matters shall be in accordance with [Policy B-4 Privacy](#).

STANDARDS AND PROCEDURES

Employee Position Description

- 9 The employer shall prepare a position description early in the staffing process. A description will typically include the following elements:
 - Title of the position
 - Person/Position responsible to
 - Person/Position(s) responsible over
 - General description of the position
 - Roles, responsibilities and tasks
 - Skills, experience, and qualities required or desired
 - Hours, length of service and remuneration

Volunteer Role Risk Assessment

- 10 If the corporation is seeking a volunteer leader for an ongoing ministry or program, the position shall be assessed as per the [Risk Management Guide](#). Screening will be required if this position will include working with, or having authority over, children, youth or vulnerable adults.

Staffing Process Team

- 11 The employer shall establish a staffing team of at least two persons to carry through the staffing process for a position to be filled. The bishop, dean, incumbent or cleric designate, or camp director shall be an ex-officio member of the staffing team, as applicable.

Advertisement

- 12 A staff position should be advertised through appropriate channels to ensure impartiality. In placing an advertisement, the employer shall be guided by the position profile. An end date for applying is normally included.

Review of Applications

- 13 The staffing team shall establish the selection criteria for the position before applications are considered. The staffing team shall then review each application received and

establish a list of candidates to interview based on perceived ability to fulfil the requirements of the position.

Interview and Assessment

- 14 The staffing team shall establish a set of interview questions before interviews begin. The staffing team, or a subset of if larger than three people, shall then interview each potential candidate and choose by consensus the most suitable candidate for the available position.

Screening

- 15 The candidate being considered for the position shall be asked to provide three references. A member of the staffing team shall complete reference checks for the candidate. The Candidate Reference Check Form is a useful guide for conducting checks.
- 16 On completion of a satisfactory reference check, the candidate will be contacted by a member of the selection committee to advise that a criminal record with vulnerable sector check, per [Policy B-6 Criminal Record Check](#), is required. The appropriate request letter will be provided to the candidate. The candidate can be officially offered the position after the corporation's Safe Church Officer receives a clear vulnerable sector check report.
- 17 The requirement for a clear vulnerable sector check also applies to volunteer positions identified through the position risk assessment as having any potent to be working with, or having authority over, children, youth or vulnerable adults.
- 18 Prior to or immediately upon beginning work, a new employee shall satisfactorily complete the diocesan Safe Church training course.

Notification to Unsuccessful Candidates

- 19 Once the selected candidate has officially accepted the position, the staffing team shall notify each candidate interviewed that the position has been filled.

Employee Performance Reviews

- 20 Employers shall annually conduct a performance review of each employee using an approved and standardized format similar to the Employee Performance Review template.
- 21 Each performance review shall address the following:
 - a) The recognition and affirmation of the accomplishments of the individual and their impact on the program or ministry;
 - b) The provision of a structured environment for the individual and their supervisor to communicate openly about job performance, present job description, expectations and compensation issues, and;
 - c) The joint development of a plan to improve the individual's performance, for training or education, and for identifying objectives and goals for the future.

RETENTION AND STORAGE OF DOCUMENTS

- 22 All application forms, interview process notes and reference check forms shall be maintained for three years. This is required in case it is necessary to refute any claims of discrimination in the staffing process.
- 23 Criminal record / vulnerable sector check reports shall be retained for five years unless the individual provides a newer check in the meantime.
- 24 Performance review forms shall be retained until an individual's next performance review.
- 25 All documents referred to in this policy shall be handled in accordance with [Policy B-4 Privacy](#).

POLICY REVIEW

- 26 The Synod Human Resources Committee shall review this policy at least once every three years and recommend any changes to the Diocesan Council.

Adopted 26 September 2026