## Human Resources Policies and Procedures

Policies and Procedures can be established or altered only by the Management Committee of {Insert Service Name}. The responsibility for the implementation of these policies and procedures has been delegated to the Manager/Coordinator.

### Acceptable Use of Electronic Media Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 001 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

**Introduction**

{Insert Service Name} recognises that staff need access to email systems and the internet to assist in the efficient and professional delivery of services. {Insert Service Name} supports the right of staff to have access to reasonable personal use of the internet and email communications in the workplace.

Purpose

This policy sets out guidelines for acceptable use of the computer network, including internet and email, by employees and volunteers of {Insert Service Name}. Access to internet and email is provided to {Insert Service Name} staff and volunteers for the primary purpose of assisting them in carrying out the duties of their employment.

Policy

Staff may use the internet and email access provided by {Insert Service Name} for:

* Any work and work-related purposes;
* Limited personal use (for details see Procedures);
* More extended personal use under specific circumstances (for details see Procedures).

Where staff use computer equipment or computer software at the premises of {Insert Service Name} or use computer equipment or software belonging to {Insert Service Name}, properly authorised staff of {Insert Service Name}, may access any data on that equipment to ensure that the organisation’s policies are being adhered to. All such data shall not be considered private in nature under any circumstances (e.g. documents, images, videos, audio files).

### Acceptable Use of Electronic Media Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 001 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Definition

Electronic media includes all electronic devices and software provided or supported by {Insert Service Name}, including; but not limited to; computers, electronic tablets, peripheral equipment such as printers, modems, fax machines, and copiers, computer software applications (including software that grants access to the internet or email) and telephones, including mobile phones, smartphones and voicemail systems.

## Responsibilities

It is the responsibility of the **Service Manager/Committee President** to ensure that:

* Staff are aware of this policy and procedure
* Any breaches of this policy and procedure coming to the attention of management are dealt with appropriately.

It is the responsibility of all **employees** to ensure that their use of electronic media conforms to this policy.

## Processes

**Limited personal use**

Limited personal use of computer, internet and email facilities provided by the organisation is permitted where it:

* Is infrequent and brief;
* Does not interfere with the duties of the employee or his/her colleagues;
* Does not interfere with the operation of {Insert Service Name};

* Does not compromise the security of {Insert Service Name} or of its systems;
* Does not compromise the reputation or public image of {Insert Service Name};
* Does not impact on the electronic storage capacity of {Insert Service Name};
* Does not decrease network performance (e.g. large email attachments can decrease system performance and potentially cause system outages);
* Incurs no additional expense for {Insert Service Name};
* Violates no laws;
* Does not compromise any of the confidentiality requirements of {Insert Service Name};
* Does not fall under any of the “unacceptable use” clauses outlined below.

Examples of what would be considered reasonable personal use are:

* Conducting a brief online banking transaction, or paying a bill;
* Sending a brief personal email, similar to making a brief personal phone call.

**Permitted Extended Personal Use**

It is recognised that there may be times when staff need to use the internet or email for extended personal use. An example of this could be when a staff member needs to use the internet to access a considerable amount of material related to study they are undertaking.

In these situations, it is expected that:

* The staff member advises and negotiates this use with their manager beforehand in order to obtain the Service Manager’s approval;
* The time spent on the internet replaces all or part of a staff member’s break/s for that day, or that they adjust their timesheet accordingly for that day.

**Access to Electronic Data**

{Insert Service Name} may need to access any and all information, including computer files, email messages, text messages and voicemail messages. The organisation may, in its sole discretion, authorise its staff to inspect any files or messages recorded on its electronic media at any time for any reason. Where use of the organisation’s equipment or software requires the use of a password, this should not be taken to imply any right of privacy in the user. The organisation may also recover information that a user has attempted to delete, and staff should not assume that such data will be treated as confidential.

**Unacceptable Use**

Staff may not use internet or email access (including internal email access) provided by {Insert Service Name} to:

* Create or exchange messages that are offensive, harassing, obscene or threatening;
* Visit websites containing objectionable (including pornographic) or criminal material;
* Exchange any confidential or sensitive information held by {Insert Service Name} (unless in the authorised course of their duties);
* Create, store or exchange information in violation of copyright laws (including the uploading or downloading of commercial software, games, music or movies);
* undertake internet-enabled activities such as gambling, gaming, conducting a business or conducting illegal activities;
* Create or exchange advertisements, solicitations, chain letters or other unsolicited or bulk email.

Staff may not use {Insert Service Name} computers to play games at any time.

### Acceptable Use of Vehicle and Equipment Policy

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| --- | --- | --- | --- |
| Policy number | HR/POL - 002 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

Confusion as to whether employees are entitled to make use of the organisation’s vehicles and equipment is undesirable, any misunderstandings and any ambiguity should be if at all possible avoided. The purpose of this policy is to ensure such confusion does not occur.

## Purpose

The primary purpose for which vehicles and equipment are provided to {Insert Service Name} staff is to assist them in carrying out the duties of their employment.

This policy and procedure sets out guidelines for acceptable personal use of {Insert Service Name} vehicles and equipment by employees of {Insert Service Name}.

This policy and procedure is made up of specific policies governing the use of:

* Mobile Phones;
* Vehicles and Fuel Cards.

A separate policy and procedure has been formulated to deal with acceptable use of computers, internet and email.

## Policy

{Insert Service Name} facilities, vehicles, and equipment are to be used to support its mission. {Insert Service Name} staff may not use the organisation’s resources (including any person, money, or property) under their control for personal benefit or gain, or for the benefit or gain of other individuals or organisations, except as specified in the following.

Employees are permitted limited use of vehicles and equipment for personal needs where such use does not interfere with {Insert Service Name}, involves minimal additional expense to {Insert Service Name}, involves minimal additional risk to {Insert Service Name} and conforms with applicable organisational procedures. Such permission may be revoked or limited at any time by the Management Committee.

{Insert Service Name} believes that staff should be given the tools needed to effectively carry out their assigned responsibilities. Allowing limited personal use of these tools helps enhance the quality of the workplace and helps {Insert Service Name} to retain qualified and skilled workers.

{Insert Service Name} will incorporate the provision of a motor vehicle for personal as well as business use in certain employment contracts. In those circumstances, the terms of the contract allowing personal use will override this policy of limited personal use of vehicles. The remainder of this policy governs both the personal and business use of {Insert Service Name} vehicles.

## Breach of this Policy

Any breach of this policy may result in counselling and/or disciplinary action, which may lead to termination of employment.

### Acceptable Use of Vehicle and Equipment Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 002 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

# Responsibilities

It is the responsibility of the **Service Manager** and **Committee President** to ensure that:

* Staff are aware of this policy;
* Any breaches of this policy coming to the attention of the Service Manager or Committee President are dealt with appropriately.

It is the responsibility of **all** **employees** to ensure that their usage of {Insert Service Name} equipment conforms to this policy.

# Processes

## Use of Mobile Phones

Employees of {Insert Service Name} whose duties necessitate use of a mobile phone may be assigned a phone or may be reimbursed for business use of a personal phone under the following circumstances.

Use of the phone may be approved by the Committee President, or their duly authorised nominee, according to the following criteria:

* A requirement to travel frequently on business away from the office;
* A need for others to communicate with the employee about {Insert Service Name} business when the employee is away from their office;
* A need for the employee to communicate with others regarding {Insert Service Name} business when the employee is away from their office;
* A need for the employee to have access to mobile internet when away from their office;
* The employee supports or is otherwise responsible for programs, services or systems that necessitate frequent and immediate communications throughout the day or after working hours.

The lowest cost plan available to accommodate the particular organisational need shall be used. The need for a phone must be reviewed at least once a year to verify that the arrangement continues to be justified. The arrangement shall be terminated on resignation, separation or transfer of the employee. The arrangement shall be suspended and the phone held by the Committee President, when the employee takes leave for a period in excess of 3 weeks.

Personal use of a {Insert Service Name} mobile phone, where such use is likely to incur a substantial additional cost for the organisation, is highly discouraged. Employees are expected to fully reimburse {Insert Service Name} for any extra costs incurred by the organisation as a result of such usage.

## Use of Vehicles and fuel cards

{Insert Service Name} vehicles must not be used other than for {Insert Service Name}, except as provided for in employment contracts.

An employee to whom a {Insert Service Name} vehicle and/or fuel card is allocated, on accepting responsibility for the vehicle and/or fuel card must sign a Vehicle & Fuel Card Receipt Form (Appendix A) which documents that they understand and agree to abide by the conditions of this policy.

**Approved Drivers**

The driver of a {Insert Service Name} vehicle must be an employee of {Insert Service Name} and the employee must hold a current licence for the vehicle type being driven. Family members or partners are not permitted to drive {Insert Service Name} vehicles.

A photocopy of each driver’s current licence is to be provided to the Service Manager/Coordinator. This will be kept as a record in the Employee’s personnel file.

Employees must inform the Service Manager/Committee President of any changes to their driver’s licence such as suspensions or cancellations.

During periods of licence suspension or where the employee takes leave in excess of 3 weeks, {Insert Service Name} reserves the right to recall the vehicle and/or the fuel card.

Vehicles are to be driven responsibly, with Road Traffic Act and Motor Vehicle Act Rules and Regulations observed at all times.

Anyone who is either: -

* under the influence of alcohol above the prescribed limit; or
* under the influence of medication or other drugs which may impair performance; or
* does not hold a current driver’s licence for the vehicle type being driven;

is prohibited from driving a {Insert Service Name} vehicle.

Any breach of this clause will render the driver responsible for the cost of repairs for any vehicle damage (in instances where vehicle damage is covered by insurance, the driver will be responsible for the payment of any excess applicable). Additionally, the driver may be liable for personal injury or damaged property sustained by a third party. Any breach will result in disciplinary action which may include termination of employment.

**Vehicle Log Book**

Those employees provided with a {Insert Service Name} vehicle under their employment contract will accurately and appropriately complete a vehicle log book when instructed by the Service Manager/Committee President (Appendix D). Failure to do so will result in disciplinary action being taken in accordance with {Insert Service Name} discipline/dismissal procedure along with reimbursement of any fringe benefits tax liability incurred by the organisation as a result.

**Insurance**

{Insert Service Name} vehicles are insured for loss or accidental damage. Property carried in the vehicle is not insured by {Insert Service Name}.

Employees are responsible for all fines and repair costs due to voided insurance while driving a {Insert Service Name}vehicle without a relevant driver license which is valid in Queensland.

**Fines and Accidents**

Parking and other traffic infringements are the responsibility of the driver. Employees are required to provide sufficient details to allow traffic infringement notices to be redirected to the driver by way of statutory declaration.

In the event of an accident, the driver is required to:

* Obtain the other driver’s name, telephone numbers, license number;
* Advise that your employer is the vehicle owner;
* Exchange names of insurance companies;
* Obtain name and contact details of witnesses;
* Note the time, date and location of the accident on the Motor Vehicle Accident Report Form (Appendix B) which is kept in the vehicle.

The driver is not to accept fault or liability, nor sign any statement which may be requested or produced at the scene of the accident.

The driver must stop at the scene and call 000 (triple zero) if there is an emergency or any of the following 'police attendance criteria' are met –

1. Death or injury (requiring medical attention from a qualified ambulance officer, nurse or doctor)
2. A hazardous environment or threat to public safety exists, including traffic congestion (e.g. fuel spill, power lines down)

If police are required to attend the traffic crash, call 000 (triple zero) and request police. If the Queensland Fire and Emergency Service (QFES) or the Queensland Ambulance Service (QAS) is also required, please telephone 000 (triple zero) immediately.

The driver must stop at the scene and call Policelink on 131 444 if any of the following 'police attendance criteria' are met -

1. Suspected involvement of drugs and/or alcohol,
2. A driver fails or has failed or is refusing to provide required details,
3. A driver with an impairment or disability requires police assistance.

If the vehicle is no longer drivable, request instructions from the Committee President by telephone on towing or other removal arrangements. Towing should be to the nearest approved repairer.

All accidents, however minor, are to be reported to the Committee President or delegated employee as soon as possible and within 24 hours.

A full written report of the incident should be given to the Committee President or delegate.

In the event of the theft of a {Insert Service Name} vehicle, employees are required to contact the police. A police report must be made, and the incident number recorded and supplied to the Committee President.

**Care of Vehicles**

All vehicles must be locked and secured when left attended.

Any damage, defects or other vehicle problems are to be reported to the Committee President.

Smoking is prohibited in all {Insert Service Name} vehicles.

The carrying of animals in {Insert Service Name} vehicles is prohibited.

No modifications to a {Insert Service Name} vehicle are permitted unless authorised by the Committee President.

Drivers allocated private use of a {Insert Service Name} vehicle are responsible in terms of ensuring the vehicle is maintained, both internally and externally, in a clean and tidy condition at all times.

Drivers allocated private use of a {Insert Service Name} vehicle are responsible for the arranging of regular vehicle servicing at the manufacturer’s recommended intervals and for the regular checking of fluid levels/tyre conditions etc. as detailed in the Vehicle Checklist (Appendix C). This Vehicle Checklist is to be submitted to the Committee President on a monthly basis.

**Type of Vehicle**

The type of vehicle and required features are to be determined by the Service Manager/Committee President. Work Health Safety & Welfare requirements, security requirements, cost and resale indicators together with fuel efficiency will be determining factors as are those relating to environmental benefit.

Substantial importance should be placed on the overall suitability of a vehicle to allow the designated driver to perform his or her functions in an efficient and safe manner.

**Fuel Cards**

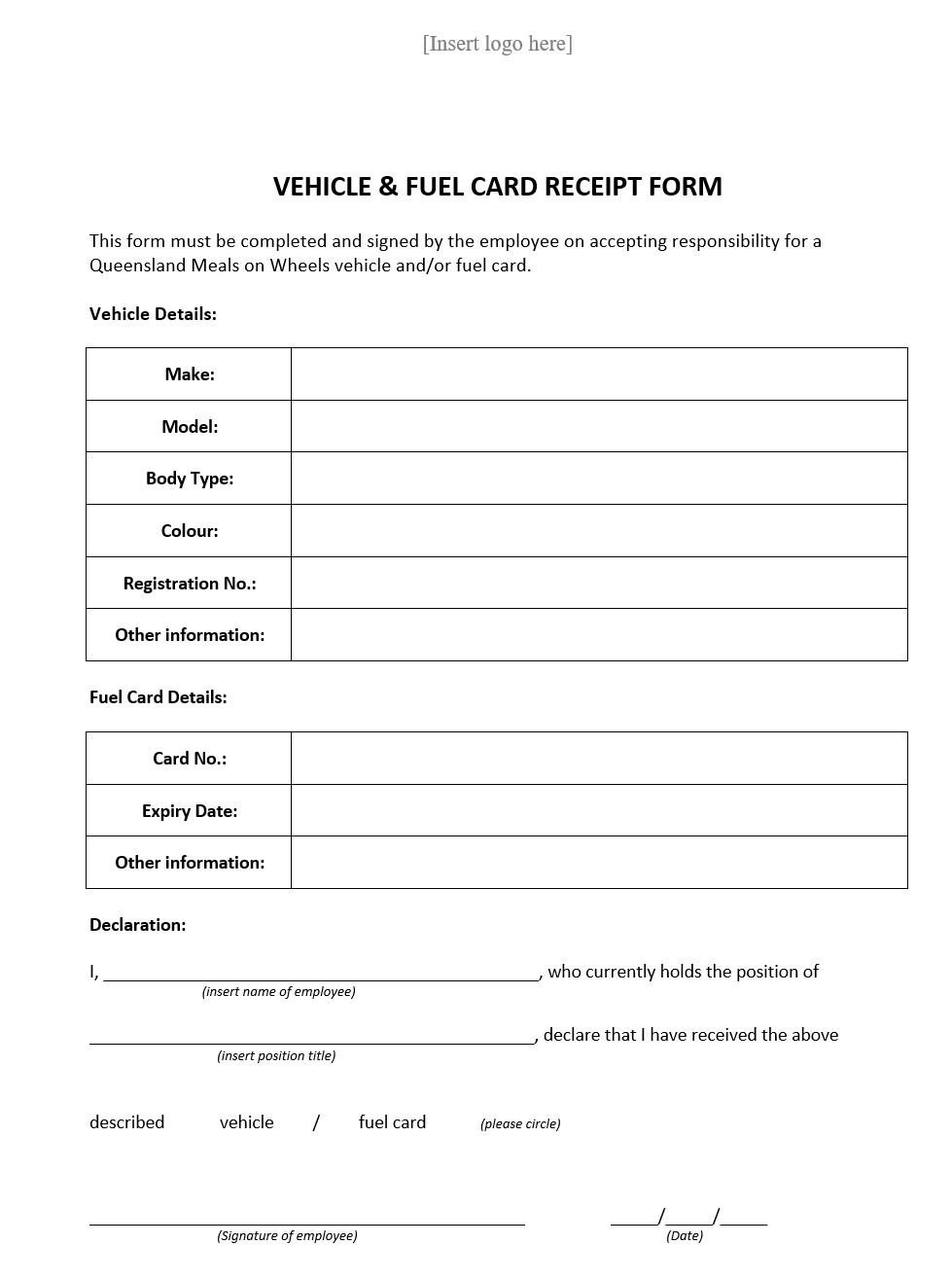
Fuel cards provided by {Insert Service Name} are to be used for the purchase of petrol for the nominated vehicle only.

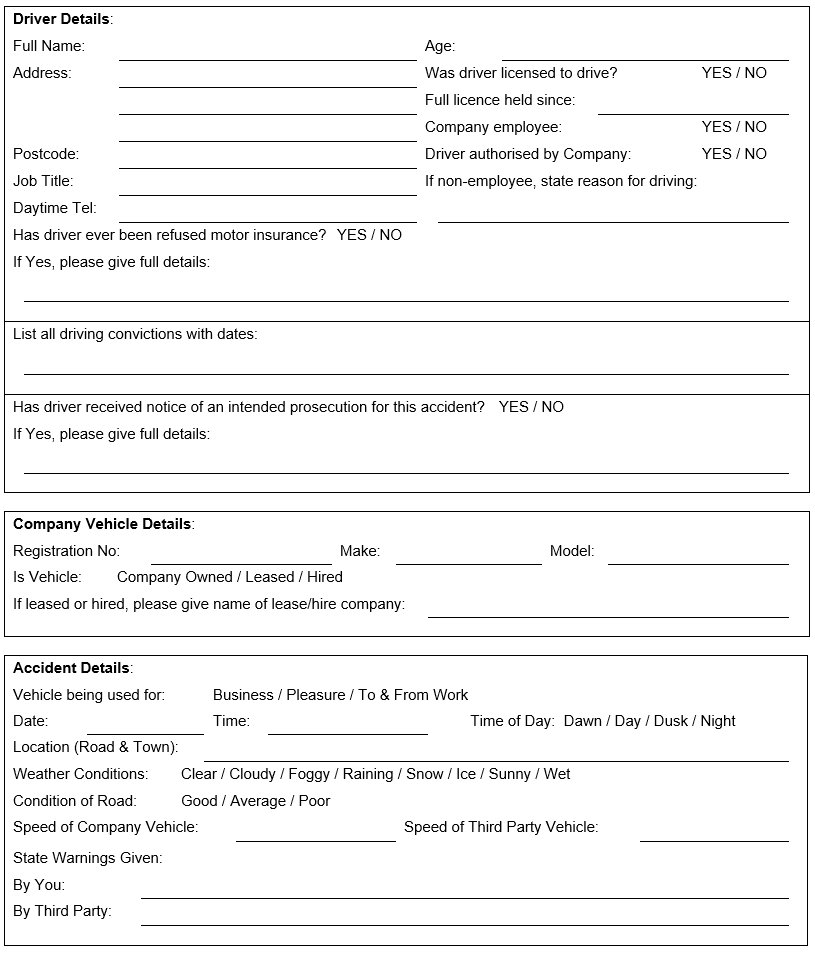
If a fuel card is lost or stolen it must be reported to the Service Manager/Committee President as soon as possible so that the card can be cancelled.

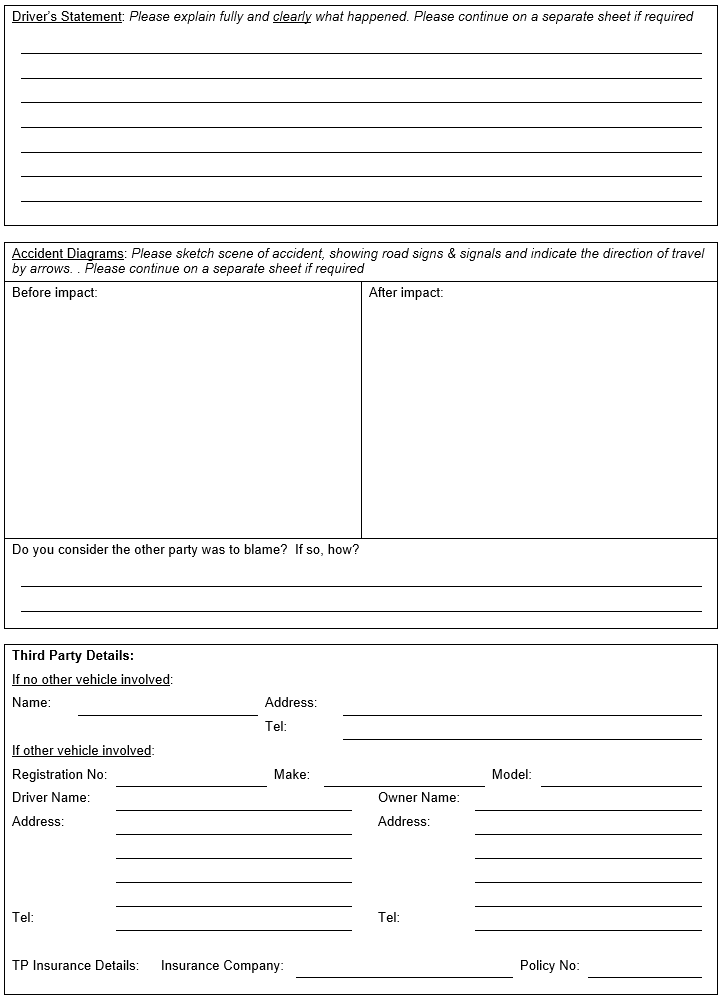
Company fuel cards are not to be used for long distance personal trips. In these circumstances employees are responsible for purchasing their own petrol.

Unauthorised use of a {Insert Service Name} fuel card is considered to be theft and may result in disciplinary action, including termination of employment.

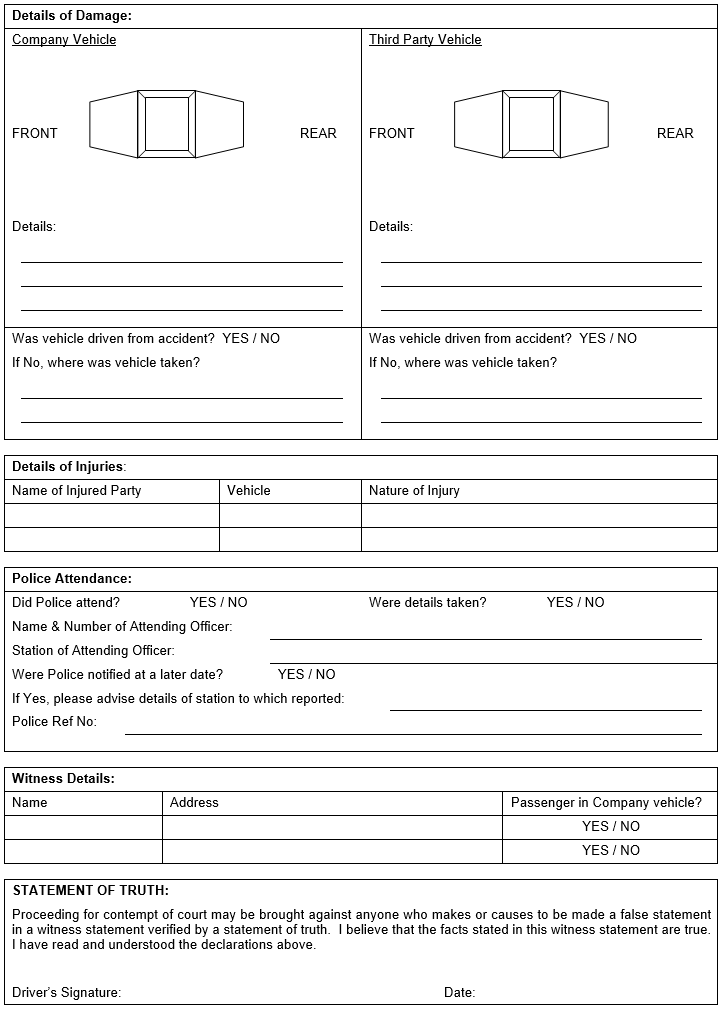
**Appendix A**

**Appendix B**

**Motor Vehicle Accident Report Form**



8



**APPENDIX C**

**Vehicle Maintenance Checklist**

Date \_\_\_ / \_\_\_ / \_\_\_\_\_ Vehicle Rego \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Checked by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Current Mileage \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date Last Service \_\_\_ / \_\_\_ / \_\_\_\_\_\_\_

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| --- | --- | --- | --- |
| **ITEM** |  |  | **COMMENTS** |
| seat belts |  |  |  |
| brakes / steering |  |  |  |
| engine |  |  |  |
| transmission |  |  |  |
| heater / air conditioning |  |  |  |
| wipers |  |  |  |
| headlights: high beam |  |  |  |
| low beam |  |  |  |
| turn signals |  |  |  |
| brake lights / tail lights |  |  |  |
| doors |  |  |  |
| windows / windshield |  |  |  |
| radio |  |  |  |
| horn |  |  |  |
| tires – tread/condition |  |  |  |
| liquids level check: |  |  |  |
| radiator |  |  |  |
| oil |  |  |  |
| auto transmission |  |  |  |
| power steering |  |  |  |
| brakes |  |  |  |
| window washer |  |  |  |

OTHER COMMENTS: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**APPENDIX D**

**Motor Vehicle Logbook**

**MOTOR VEHICLE LOG BOOK**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Date of Trip** | | **Odometer Reading** | | **Kilometres**  **Travelled** | **Purpose of Trip** | **(Please Complete)** | | |
| **Began** | **Ended** | **Start** | **Finish** | **Driver**  **First Name** | **Driver Last Name** | **Signature** |
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### Bullying Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 003 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

{Insert Service Name} believes that all people should work in an environment free from bullying.

{Insert Service Name} understands that workplace bullying is a threat to the health and wellbeing of its staff, volunteers and customers.

Accordingly, {Insert Service Name} is committed to eliminating, so far as is reasonably practicable, all forms of workplace bullying by maintaining a culture of openness, support, and accountability.

## Purpose

The purpose of this document is to communicate that {Insert Service Name} does not tolerate any form of workplace bullying and to set out the process which is to be followed should any instances of workplace bullying be reported.

## Definitions

**“Bullying”** is repeated and unreasonable behaviour directed towards a person or group of persons that creates a risk to health and safety. It includes behaviour that could be expected to intimidate, offend, degrade, humiliate, undermine or threaten.

**“Repeated behaviour”** refers to the persistent nature of the behaviour and can involve a range of behaviours over time.

**“Unreasonable behaviour”** is behaviour that a reasonable person, having considered the circumstances would see as unreasonable, including behaviour that is victimising, humiliating, intimidating or threatening.

Examples of behaviour, whether intentional or unintentional, that may be considered to be workplace bullying if they are repeated, unreasonable and create a risk to health and safety include but are not limited to:

* Abusive, insulting or offensive language or comments;
* Unjustified criticism or complaints;
* Deliberately excluding someone from workplace activities;
* Withholding information that is vital for effective work performance;
* Setting unreasonable timelines or constantly changing deadlines;
* Setting tasks that are unreasonably below or beyond a person’s skill level;
* Denying access to information, supervision, consultation or resources to the detriment of the worker;
* Spreading misinformation or malicious rumours;
* Changing work arrangements such as rosters and leave to deliberately inconvenience a particular worker or workers.

Workplace bullying can be carried out in a variety of ways including through email, text or social media channels.

Workplace bullying can occur between workers (sideways), from managers to workers (downwards), or workers to supervisors/managers (upwards).

Reasonable management action is not considered to be workplace bullying if it is carried out lawfully and in a reasonable manner in the circumstances. Examples of reasonable management action include but are not limited to:

* Setting reasonable performance goals, standards and deadlines
* Deciding not to select a worker for promotion where a reasonable process is followed;
* Informing a worker about unsatisfactory work performance in an honest, fair and constructive way;
* Taking disciplinary action, including suspension or terminating employment.

Differences of opinion and disagreements are generally not considered to be workplace bullying.

Bullying that directly inflicts physical pain, harm, or humiliation amounts to assault and should be dealt with as a police matter (see below).

## Policy

{Insert Service Name} has a duty of care to provide a safe workplace, and ensure, so far as is reasonably practicable, that workers and other people are not exposed to health and safety risks.

{Insert Service Name} accepts and acts on its duty of care. Any reported allegations of workplace bullying will be promptly, thoroughly, and fairly investigated.

Bullying complaints will be handled in a confidential and procedurally fair manner. Where confidentiality cannot be guaranteed this will be clearly communicated to the relevant parties.

All parties will be treated with respect.

The person against whom the allegation is made has the right to natural justice (the right to know what is alleged against them, the right to put their case in reply, and the right for any decision to be made by an impartial decision-maker).

### Bullying Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 003 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

It is the obligation and responsibility of every person to ensure that the workplace is free from bullying. The responsibility lies with every manager, supervisor, employee and volunteer to ensure that bullying does not occur in the workplace.

All employees have:

* An entitlement to work in a safe and healthy workplace and to be treated with dignity and respect;
* An entitlement to make a complaint in respect of any bullying behaviour;
* A responsibility to take reasonable care for their own health and safety;
* A responsibility to ensure they do not promote or engage in bullying and otherwise take reasonable care that their acts or omissions do not adversely affect the health and safety of other people;
* A responsibility to co-operate and comply with this policy and any other relevant policy.

It is the responsibility of all managers to ensure that:

* They understand, and are committed to, the right of all employees and volunteers to attend work and perform their duties without fear of being bullied in any form;
* All reasonable steps to eliminate bullying are made so far as is reasonably practicable;
* All applicable occupational health and safety legislation is observed;
* All employees and volunteers are regularly educated and made aware of their obligations and responsibilities in relation to providing a workplace free from bullying;
* They provide an environment which discourages bullying, and set an example by their own behaviour;
* All complaints are treated seriously and confidentially.
* They are as far as practicable aware of whether bullying is occurring, whether complaints are received or not, relying on such indices as:
  + sudden increases in absenteeism;
  + unexplained requests for transfers;
  + behavioural changes such as depression; or
  + sudden deterioration in work performance.
* They take immediate and appropriate action if they become aware of any bullying or offensive behaviour;
* Any reported allegations of workplace bullying are promptly, thoroughly, and fairly investigated;
* Guidance and education is provided, where requested and/or appropriate, to cases and subsequent decisions relating to bullying;
* Ongoing support and guidance is provided to management, employees and volunteers in relation to the prevention of bullying;
* This policy is displayed in the workplace and easily accessible to all employees and volunteers.

Procedures

### 

### Complaints Procedures

If an employee or volunteer feels comfortable in doing so, it is preferable to raise the issue with the person directly with a view to resolving the issue by discussion. The employee or volunteer should identify the offensive behaviour, explain that the behaviour is unwelcome and offensive and ask that the behaviour stops.

If the behaviour continues, or if the employee or volunteer feels unable to speak to the person(s) directly, they should contact their supervisor or manager, a human resources officer, or any other manager with whom they feel comfortable. The manager or officer will provide support and ascertain the nature of the complaint.

### 

### Informal Intervention

The Service Manager/Committee President will explain the rights and responsibilities of the employee or volunteer under the relevant policy and procedures.

Informal intervention may be done through a process of either mediation or conciliation. During informal intervention the respondent will be made aware of the allegations being made against them and given the right to respond. Interventions at this stage should adopt a confidential, non-confrontational approach with a view to resolving the issue.

This procedure will be complete when the alleged harasser respects the individual’s request to cease unwanted and unwelcome behaviour, or when the complainant accepts that the behaviour is not properly described as bullying. If neither of these outcomes occurs, the organisation’s formal procedure should be followed.

### 

### Formal Complaints Procedure

The formal complaint procedure involves a formal investigation of the complaint. Formal investigations may be conducted internally (by the Service Manager/Committee President) or by an external investigator.

An investigation involves collecting information about the complaint and then making a finding based on the available information as to whether or not the alleged behaviour occurred. Once a finding is made, the investigator will make recommendations about resolving the complaint.

The investigator may need to interview the parties involved (which may include the complainant, the respondent, and any witnesses) to obtain information regarding the complaint. The investigator will comprehensively and accurately document all information obtained during the interviews including the parties involved, timing, location, and nature of conduct complained against.

If the investigator considers it appropriate for the safe and efficient conduct of an investigation, workplace participants may be stood down from work or provided with alternative duties during an investigation, in which case they will be paid their normal pay during any such period.

Throughout the investigation process, all parties involved in the investigation will be regularly kept informed about the investigation.

The findings as to whether bullying has occurred will be determined on the basis of the evidence, and on the balance of probabilities.

On the basis of the findings, possible outcomes of the investigation may include, but will not be limited to, any combination of the following:

* Counselling
* Disciplinary action (including and up to termination of employment)
* Official warning
* Formal apology and/or an undertaking that the behaviour will cease
* Mediation where the parties to the complaint agree to a mutually acceptable resolution.

On completion of the investigation, all parties will be informed about the investigation findings and the outcome of the investigation.

Following an investigation concerning a bullying complaint (irrespective of the findings), the Service Manager or Committee President, as appropriate will:

* Consult with the parties involved to monitor the situation and their wellbeing; and
* Educate and remind all employees and volunteers of their obligations and responsibilities in relation to providing a workplace free from bullying.

### 

### Procedures for Dealing with Criminal Conduct

Some forms of severe bullying (physical attack, for example, or obscene phone calls) may constitute criminal conduct. While {Insert Service Name} is committed to treat most complaints about bullying at an organisational level as far as possible, this type of conduct is not suited to internal resolution. Such complaints should be treated by the criminal justice system. Employees or volunteers should be advised of the option of police support or intervention. It is not the obligation or duty of the organisation to report such matters to the police on behalf of the complainant.

### Code of Conduct Policy and Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 004 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

Purpose

The purpose of this policy is to define the conduct that is expected of all employees and volunteers of {Insert Service Name} and is designed to encourage integrity and professionalism.

Definitions

A **Code of Conduct** is a set of rules, regulations and guidelines which employees are

expected to observe during their employment.

## Code of Conduct philosophy

{Insert Service Name} prides itself on the professionalism and ability of its employees and volunteers to meet community needs. The {Insert Service Name} strives to be a leading service provider and to provide a safe, healthy and happy workplace.

This Code of Conduct is designed to ensure that all employees, volunteers and community members are treated in a manner that reflects the mission, culture and legal obligations of the organisation.

## Procedure

All employees and volunteers are expected to:

* Abide by the philosophy of {Insert Service Name};
* Observe all policies, procedures, rules and regulations at all times;
* Comply with all federal, state and local laws and regulations;
* Comply with all reasonable, lawful instructions and decisions related to their work;
* Represent {Insert Service Name} in a positive way;
* Maintain a high degree of ethics, integrity, honesty and professionalism in dealing with community members, employees and volunteers;
* Maintain the confidentiality of the organisation’s operations in relation to service activities, confidential documentation and work practices during and after their employment;
* Familiarise themselves with their workplace health and safety obligations and take reasonable steps to ensure their own health, safety and welfare in the workplace, as well as that of other employees and community members;
* Follow the organisation’s grievance procedures to try to resolve any conflicts with other staff or members of the meal service;
* Treat everyone with courtesy, respect and consideration, act on any complaints and provide services to the best of their ability;
* Dress in an appropriate manner for the duties being performed.

Employees and Volunteers should not:

* Discuss confidential issues of the meal service with people outside the organisation;
* Work intoxicated or under the influence of controlled or illegal substances or bring controlled or illegal substances to the workplace;
* Behave in a way that would constitute harassment, bullying or discrimination;
* Engage in fighting or disorderly conduct;
* Steal, damage or destroy property belonging to the organisation, its employees or community members;
* Smoke on the organisation’s premises or in its motor vehicles;
* Accept benefits or gifts which give rise to a real or apparent conflict of interest.
* Alienate clients from their family and/or carer;

## Dealing with aggressive behaviour

Employees are expected to provide high standards of service provision, the organisation does not accept any form of aggressive, threatening or abusive behaviour towards its employees by community members.

If an employee is unable to calm the person and/or believes the situation places them or other employees in danger, they should notify the Service Manager or Coordinator.

## Breach of this policy

Any breach of this policy may result in counselling and/or disciplinary action, which may lead to termination of employment. If the breach of conduct is of a legal nature, it will be addressed in accordance with relevant Federal, State or local government laws.

### Confidentiality Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 005 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

Introduction

Information management systems rely on any necessary restrictions on the free circulation of information being respected by those into whose hands the information is entrusted.

## 

## Purpose

The purpose of this document is to provide a framework for {Insert Service Name} in dealing with confidentiality considerations.

Policy

{Insert Service Name} collects and administers a range of information for a variety of purposes. Some of this information is restricted in its circulation for commercial, privacy, or ethical reasons.

{Insert Service Name} will place the minimum of restrictions on the information it holds but will ensure that such restrictions as are considered necessary are observed by its staff and volunteers.

### Confidentiality Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 005 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

{Insert Service Name}’s **Committee President** is responsible for the implementation of this policy.

{Insert Service Name} **Committee President** is responsible for reviewing this policy as and when the need arises.

**All employees** are responsible for observing confidentiality procedures in the workplace.

## Processes

The records management processes of the organisation shall incorporate procedures for designating confidential information.

## Restriction

{Insert Service Name} will place restrictions on the information it holds when the information:

* Is commercial in confidence;
* Concerns the privacy of its staff, volunteers, clients or members;
* Requires protection to safeguard the intellectual property of the {Insert Service Name}.

Staff dealing with restricted material will be instructed in the recognition of material falling under these headings.

## Identification

Any information on which restrictions have been placed shall be as far as possible clearly identified on the document or file. Where categories of information, rather than individual documents, are restricted this restriction will be conveyed to staff dealing with this information.

## Protection

Staff of the {Insert Service Name}, and contractors dealing with restricted information, shall be required to sign a confidentiality agreement (see Appendix A)

## Training

All staff will be instructed in the requirements of this policy.

## Related Documents

* Confidentiality Agreement (Appendix A)

**APPENDIX A**

# Confidentiality Agreement

THIS AGREEMENT made on the ...................................................................... of 20…....

(*Day & Date*) (*Year*)

**BETWEEN**: **{Insert Service Name},** of **{Insert Address},** in the State of Queensland (“the Organisation”).

**AND**: .........................................................................................................................................

(*Full Name*)

of .................................................................................................................... ("the Employee")

*…………………………………………………………………………………………………….…(Address*)

**WHEREAS**:

A. The Organisation possesses Confidential Information relating to the functions of the Organisation.

B. The Employee is employed by the Organisation and on occasion may be required to work in areas containing Confidential Information.

C. The Employee agrees not to deal with the Confidential Information other than in accordance with the terms of this Agreement.

**THE PARTIES AGREE AS FOLLOWS:**

**1.0 DEFINITIONS**

1.1 For the purpose of this Agreement: -

**“Confidential Information”** means all information, data, know-how or experience relating to the personal files of the Organisation in all forms including documents, databases, records, drawings, oral disclosures

**“Document”** includes, but is not limited to: -

(i) Any paper or other material on which there is writing;

(ii) Any paper or other material on which there are marks, figures, symbols or perforations, having a meaning for a person qualified to interpret them;

(iii) Any disc, computer file, tape, or other article or any material from which sounds, images, writings or messages are capable of being produced or reproduced (with or without the aid of another article or device).

**2.0 CONFIDENTIAL OBLIGATIONS**

2.1 The Employee, unless expressly otherwise agreed with the Organisation agrees: -

(a) Not to make any use whatsoever of the Confidential Information disclosed under this Agreement except for the purpose (if any) referred to in this Clause 2 Confidentiality Agreement;

(b) Not to reveal any of the Confidential Information to any person whatsoever except for those officers, employees and professional advisers of the Organisation who have a need to know the Confidential Information;

(c) To keep all of the Confidential Information strictly secret and confidential;

(d) To take such steps as are reasonable to preserve the confidentiality and secrecy of the Confidential Information;

(e) Not to make copies or duplicates of the Confidential Information except to the extent that it is reasonably necessary to carry out the Employer’s duties.

2.2 The obligation to maintain confidentiality and not to use the Confidential Information shall remain in effect for an indefinite period. Notwithstanding the obligation to maintain confidentiality shall cease if the Confidential Information enters into the public domain.

**3.0 GENERAL**

3.1 This Agreement supersedes all previous written and oral agreements and understandings reached by the parties regarding the disclosure of the Confidential Information.

3.2 Alterations or variations of this Agreement will not be valid unless in writing and signed by both parties.

3.3 No rights under this Agreement will be deemed to be waived except where the waiver is in writing and is signed by the Organisation.

3.4 Any failure by the Organisation to enforce any clause of this Agreement or any forbearance, delay or indulgence granted by the Organisation to the Employee, will not be construed as a waiver of the Organisation’s rights under this Agreement.

3.5 This Agreement shall be governed and construed in accordance with the laws of the State of Queensland, Australia. The parties submit unconditionally to the non-exclusive jurisdiction of the Courts of Queensland, the Federal Court of Australia, and courts with jurisdiction to hear appeals from the lower courts.

3.6 This Agreement shall be effective once it is executed by the Employee, irrespective of whether it is executed by the Organisation.

**EXECUTED AS AN AGREEMENT:**

|  |  |
| --- | --- |
| Signed for and on behalf of **{Insert Service Name}** by (Committee President) | ……………………………………………………………………….  …….. / …….. / ………….. (Date) |
| Signed by Employee: | ………………………………………………………………………..  …….. / …….. / ………….. (Date) |

### Employment References Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 006 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

INTRODUCTION

Exchange of information between employers maximises the opportunity for employees to be fitted into the positions for which they are best suited. Where possible, {Insert Service Name} wishes to provide and receive accurate information on the individuals with whom it deals. However, some routine precautions are necessary to safeguard the organisation against litigation.

## PURPOSE

This policy seeks to ensure that the information needs of {Insert Service Name}, the individuals, and the other organisations concerned are met in a manner that places no party at risk of misunderstanding or conflict.

## DEFINITIONS

‘References’ refers to material obtained or provided, in confidence or otherwise, to prospective employers to be used to assess a candidate’s suitability for a position.

The purpose of references is to obtain information from a third party, providing a factual check on a candidate’s employment history, qualifications, experience and/or an assessment of the candidate’s suitability for the post in question.

Seeking employment references is a separate matter from requiring police record checks, and this policy does not apply to police record checks.

## POLICY

**Giving references**

{Insert Service Name} will, in most cases, provide references for employees and ex-employees where this is their wish. However, there is no obligation on the organisation to do so.

## Requiring references

**In the case of permanent positions**

As part of the recruitment and selection process {Insert Service Name} requests two referees from all applicants and prospective employees, those two referees being their current or immediately previous employer and a second employer.

If an applicant has not been employed previously or is not able to offer their previous employer as a referee, they will be asked to provide an academic and a character referee.

References and other pre-employment checks must be deemed as satisfactory before a formal offer of employment can be made.

**In the case of casual, short-term, or volunteer positions**

As part of the recruitment and selection process {Insert Service Name} may, at the discretion of the selection committee, request two referees from applicants but is not obliged to do so, except in relation to positions involving significant financial responsibility or significant contact with vulnerable clients.

### Employment References Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 006 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## RESPONSIBILITIES

It shall be the responsibility of the **Service Manager/Coordinator** to ensure that all members of staff/volunteers who may be involved in recruitment processes and/or provision of reference checks are aware of the procedure and to monitor compliance with the policy.

It shall be the responsibility of **each employee** to follow these procedures.

## PROCEDURES

**Giving references**

References will be provided only to appropriate parties. Before providing a reference, the staff member/volunteer should verify the identity of the person requesting the reference. If in doubt about the identity of the person requesting the reference, the staff member should ask for the request in writing. The staff member should not give out any information to parties who do not have a legitimate “need to know”.

Written references shall be clearly marked ‘Private and Confidential’ on an opaque cover page and shall be sent to an appropriate individual in the organisation seeking the reference.

In considering whether to give a reference, and in determining the content of any such reference, referees must not discriminate on any grounds covered in {Insert Service Name}’s Equal Employment Opportunity Policy.

When providing references, referees shall;

* Take reasonable care;
* Provide information which is as far as possible true, accurate and fair, and which does not give a misleading impression;
* Provide only honest opinions;
* Express opinions as opinions rather than statements of fact; and
* Limit the information given to the employee's job-related performance.

An employee can act as a personal referee for any individual. However, such references must be made on the staff member’s own notepaper and must say that the reference is being made in a personal capacity. On no account should a personal reference be written on {Insert Service Name} letterhead or in any way suggest that {Insert Service Name} endorses the reference.

## Requiring references

Where possible, references should be obtained directly from the referee. Selection panels should not rely on references provided by candidates or open references (addressed “to whom it may concern”) as there is no way of checking their authenticity and accuracy.

After the selection process, the successful candidate will be informed that they are the ‘preferred candidate’ and that {Insert Service Name} will be doing a number of pre-employment checks, all of which must be satisfactory before a formal employment offer will be made.

New staff shall not normally be permitted to commence employment until after their references have been checked.

When these references have been made, the selection committee shall confirm whether the references are satisfactory, and that they verify the information given by the candidate during the selection process.

If these references and any other appropriate pre-employment checks are satisfactory, the person will be formally offered the position.

The selection committee may, at its discretion, seek written references and/or telephone references.

Where telephone references are sought, the person seeking the reference should:

* Ensure they are speaking to the appropriate person in the organisation;
* Make it clear to the referee that they are making notes, that a copy of the notes may be provided to the person if they request it, and that the referee’s name will also be disclosed;
* Be sensitive that legal considerations may limit the amount of data/information a referee is prepared to give; and
* Make clear notes of their conversation and place these on file at the earliest opportunity with the other material relating to the appointment.

Copies of written references and notes of telephone references must be kept on the employee’s personnel file.

## RELATED DOCUMENTS

* Staff Recruitment Policy - HR/POL – 021
* Equal Employment Opportunity Policy – HR/POL – 007

### Equal Employment Opportunity Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 007 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

{Insert Service Name} recognises that Equal Employment Opportunity is a matter of employment obligation, social justice and legal responsibility. It also recognises that prohibiting discriminatory policies and procedures is sound management practice.

This policy has been designed to facilitate the creation of a workplace culture that maximises organisational performance through employment decisions. These decisions will be based on real business needs without regard to non-relevant criteria or distinctions and will ensure that all decisions relating to employment issues are based on merit.

## Purpose

This policy is designed to ensure that {Insert Service Name} complies with all of its obligations under the relevant legislation.

## Definitions

*Discrimination* occurs if a person treats, or proposes to treat, a person with an attribute unfavourably because of that attribute. It can also occur if a person imposes, or proposes to impose, a requirement, condition or practice that has, or is likely to have, the effect of disadvantaging persons with an attribute; and that is not reasonable. Discrimination undermines proper working relationships and may cause low morale, absenteeism and resignations.

*Equal Employment Opportunity* consists of ensuring that all employees are given equal access to training, promotion, appointment or any other employment related issue without regard to any factor not related to their competency and ability to perform their duties.

*Victimisation* means subjecting, or threatening to subject, a person to any detriment because they have:

* Asserted their rights under equal opportunity law;
* Made a complaint;
* Helped someone else make a complaint; or
* Refused to do something because it would be discrimination, sexual harassment or victimisation.

## Policy

{Insert Service Name} is an equal opportunity employer and will provide equality in employment for all people employed or seeking employment.

Every person will be given a fair and equitable chance to compete for appointment, promotion or transfer, and to pursue their career as effectively as others.

Employment decisions relating to appointment, promotion and career development will be determined according to individual merit and competence.

Consistent with this, {Insert Service Name} does not condone any form of unlawful discrimination or vilification. Under federal and state anti-discrimination laws, discrimination in the workplace on the following grounds is against the law:

* Gender;
* Pregnancy;
* Potential pregnancy;
* Marital/domestic status;
* Disability;
* Race, colour, national extraction, social origin, descent, and ethnic, ethno-religious or national origin;
* Age;
* Family responsibilities, family status, status as a parent or carer;
* Racial classification;
* Sexuality;
* HIV/aids vilification;
* Religious belief or activity;
* Political belief or activity;
* Industrial activity;
* Employer association activity;
* Trade union activity;
* Physical features;
* Breastfeeding;
* Transsexuality;
* Transgender;
* Profession, trade, occupation or calling;
* Medical record; and
* Criminal record.

In all cases no factors other than performance and competence and adherence to {Insert Service Name} Policies and Procedures are to be used as the basis for performance assessment, training and development opportunities, and promotions

### Equal Employment Opportunity Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 007 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

It is the responsibility of the **Committee President** to ensure that:

* all managers understand and are committed to the principles and legislation relating to equal opportunity and applying it in the workplace;
* employment decisions relating to appointment, promotion and career development are determined according to individual merit and the individual’s inherent ability to carry out the job;
* the organisation has a workplace culture that encourages equal employment opportunity;
* sets an example by their own behaviour;
* all managers, supervisors and staff are aware of and understand their obligations, responsibilities and rights in relation to equal employment opportunity;
* all managers, supervisors and staff are committed to operating in accordance with the equal opportunity laws in the workplace;
* any matter which does not comply with the principles of equal employment opportunity are identified and addressed as promptly and sensitively as possible;
* immediate and appropriate steps are taken to minimise or eliminate unlawful harassment, discrimination, and bullying in the workplace;
* anyone who makes a complaint or witnesses a complaint, are not victimised in any way; and
* ongoing support and guidance is provided to all employees in relation to equal employment opportunity principles and practice in the workplace.

It is the responsibility of all **employees**, **contractors** and **volunteers** to ensure that they:

* comply with this policy and treat all colleagues and customers with respect and professionalism without regard to non-relevant criteria or distinctions;
* refrain from engaging in discriminatory or harassing behaviour; and
* inform their manager if they believe that they (or someone else) has been treated unfairly.

## Procedures

Employees who believe they are being treated unfairly as a result of discrimination should promptly notify their manager or the Committee President.

Any reports of discrimination or harassment will be treated seriously and investigated promptly, confidentially and impartially. A written complaint is not required. With paid employees, disciplinary action will be taken against anyone who discriminates against a co-worker. Discipline may involve a warning, counselling or dismissal, depending on the circumstances.

Discriminating occurs when someone is treated unfavourably because of one of their personal characteristics. Discrimination may involve:

* Offensive “jokes” or comments about another worker’s racial or ethnic background, sex, sexual preference, age, disability or physical appearance.
* Display of pictures or posters which are offensive or derogatory.
* Expressing negative stereotypes of particular groups, for example, ‘married women shouldn’t be working’.
* Judging someone on their political or religious beliefs rather than their work performance.
* Using stereotypes or assumptions to guide decision-making.
* Undermining a person’s authority or work performance because someone dislikes one of their personal characteristics.

Process

There are several options when discriminated against. Choose the course of action you feel most comfortable with. Do not ignore discriminations thinking it will go away – often it gets worse.

You may contact one of the following people:

(a) {Insert Service Name} who have been nominated to give advice and/or investigate complaints: remember contact whoever you feel most comfortable with

|  |  |  |
| --- | --- | --- |
| Position | Location | Telephone |
| Manager | {Insert Service Address} | {Insert Phone Number} |
| President | {Insert Service Address} | {Insert Phone Number} |
| Vice President | {Insert Service Address} | {Insert Phone Number} |

(b) Make a complaint under anti-discrimination legislation to the:

Anti-Discrimination Commission Queensland or the Human Right and Equal Opportunity Commission, Brisbane:

|  |  |
| --- | --- |
| Location: Level 2  State Law Building  50 Ann Street Brisbane QLD 4000 | Telephone: (07) 3239 3365  Toll Free: 1800 068 305  Fax: (07) 3239 6285 |

Human Rights and Equal Opportunity Commission – Queensland

Telephone: 1300 130 670

Email: [enquiries@adcq.qld.gov.au](mailto:enquiries@adcq.qld.gov.au)

## Related Documents

* Sexual Harassment Policy – HR/POL 018
* Bullying Policy – HR/POL 003

### Long Service Leave Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 008 | Version | 1 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Purpose

The purpose of this policy is to outline the availability of long service leave to employees of {Insert Service Name}.

## Scope

This policy applies to all employees of {Insert Service Name}.

This policy reflects, but does not override, long service leave entitlements that employees of {Insert Service Name} may have under any industrial instrument, contract, or legislation, as amended from time to time.

## Policy

Full-time employees will accrue long service leave entitlements in accordance with a contractual entitlement, or an applicable industrial instrument or legislation.

Part-time employees will accrue long service leave entitlements in accordance with a contractual entitlement, or an applicable industrial instrument or legislation, on a pro rata basis, according to the number of hours worked.

Casual employees may accrue entitlements to long service leave if they meet the necessary requirements under an applicable industrial instrument or legislation, or if their contract provides for these entitlements.

If an employee with an accrued entitlement to long service leave wishes to take some or all of that leave during their employment with {Insert Service Name}, they may apply to do so in accordance with the associated policy and procedure.

{Insert Service Name} will pay an employee in respect of their accrued and untaken long service leave entitlement on termination of their employment.

### Long Service Leave Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 008 | Version | 1 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

The **Service Manager/Coordinator** is responsible for:

* Establishing and recording leave entitlements for each employee;
* Ensuring that long service leave procedures are observed across the organisation;
* Ensuring all applications for long service leave are processed correctly;
* Adhering to the provisions of the relevant contract, industrial instrument or legislation in relation to long service leave;
* Ensuring all applications for long service leave are forwarded to payroll for processing.

**Employees** are responsible for:

* Discussing the taking of long service leave with the Service Manager/Coordinator; and
* Initiating applications for long service leave by completing the appropriate documentation and submitting them to the to the Service Manager/Coordinator for approval.

## Processes

Employees must:

* Provide at least four (4) weeks’ notice to the Service Manager before the intended commencement of long service leave; and
* Take their leave at a time convenient to the organisation, taking account of its operational requirements and reasonable business needs.

The Service Manager/Coordinator must check, upon approving an application for long service leave, the employee’s is entitled to the length of time request before approval, then forward the application to payroll for processing.

If the employee decides to cancel their application to take leave prior to the commencement of the leave, they must notify the Service Manager/Coordinator immediately in writing.

Subject to any other entitlement under an industrial instrument, legislation or contract, employees will receive their current ordinary rate of pay while on long service leave.

## Legislation and Industrial Instruments

* Fair Work Act 2009 (Cth)
* Fair Work Regulations 2009 (Cth)
* Industrial Relations Act 2016 (QLD)
* Enterprise Agreement (EA)

### Managing Unsatisfactory Work Performance Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 009 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Purpose

This policy sets out the policy for dealing with unsatisfactory performance of employees within {Insert Service Name}.

## Scope

This policy applies to all employees of {Insert Service Name}, except casual employees and employees within their probationary period.

## Policy

Where {Insert Service Name} identifies unsatisfactory performance, {Insert Service Name} 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, an employee 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 employees, 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.

### Managing Unsatisfactory Work Performance Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 009 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

The **Service Manager/Committee President** 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; and
* 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.

An exception to this responsibility is the occurrence of serious performance issues during the employee’s probationary period, where the Service Manager is not required to detail the reasons for termination of the employment during this period.

**Employees** are responsible for ensuring that they:

* Discuss performance issues or difficulties with their supervisor/manager as and when they arise;
* Seek assistance in the performance of their duties, if necessary; and
* Make every effort to improve their work performance where performance issues are raised.

Processes

**Prior to commencing a formal underperformance process**

Prior to commencing any formal unsatisfactory work performance process, the Service Manager must attempt to informally discuss the performance issues with the employee.

The Service Manager must consider organisational or personal factors that play a role in the employee’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 employees with support and assistance to improve their performance at the earliest opportunity. The Service Manager should not wait until an employee’s end of cycle performance review to address issues of unsatisfactory work performance.

## Formal process

Where {Insert Service Name} considers that informal attempts to address the employee’s unsatisfactory work performance have been unsuccessful, {Insert Service Name} may proceed to manage the employee’s unsatisfactory work performance though a formal process.

Measures which may be used in the formal management of an employee’s unsatisfactory work performance include, but are not limited to:

* Increased supervision;
* Changes to the employee’s performance plan;
* Mentoring;
* Training and professional development;
* Increased feedback;
* Coaching.

In general, the formal process for an employee’s unsatisfactory work performance is:

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

This process is to be utilised in addressing most unsatisfactory work performance. Such a process can be accelerated at the discretion of the Service Manager up to and including immediate termination of the employee for significantly unsatisfactory work performance without undertaking the formal process outlined below.

Stage One – Formal Counselling

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

The employee 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 counselling session will be placed on the employee’s personnel file.

Stage Two – Formal Written Warning

If the employee’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 employee will be given a formal written warning.

The formal written warning must indicate:

* The standard of performance expected of the employee;
* Where and how the employee is not meeting this standard;
* The consequences if the employee fails to improve their performance.

The written warning will be placed on the employee’s personnel file.

Stage Three – Final Written Warning

If the employee’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 employee engages in further unsatisfactory work performance, the employee will be given a final written warning.

The final written warning must indicate:

* The standard of performance expected of the employee;
* Where and how the employee is not meeting this standard;
* The consequences if the employee fails to improve their performance, including that the employee's employment may be terminated by {Insert Service Name}.

The final warning will be placed on the employee’s personnel file.

At each of stages one, two and three of the formal process, {Insert Service Name} will provide the employee with an opportunity to respond.

Termination of the employee’s employment

{Insert Service Name} may terminate the employee'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 employee in writing and a copy of the notice will be placed on the employee’s personnel file.

If the Service Manager considers that termination of employment may be necessary, he/she may seek legal advice.

All discussions in relation to any incident is to be documented and included in the Service Manager’s reporting process to the {Insert Service Name} Management Committee.

# Related Documents

* Bullying Policy HR/POL – 003
* Misconduct Policy HR/POL – 010
* Sexual Harassment Policy HR/POL - 018

# Legislation & awards

* Fair Work Act 2009 (Cth)
* Fair Work Regulations 2009 (Cth)
* Enterprise Agreement (EA)

### Misconduct Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 010 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Purpose

{Insert Service Name} may discipline an employee who engages in unacceptable behaviour.

The purpose of this policy is ensuring that employees are aware of behaviour that could amount to misconduct and that all relevant parties are aware of {Insert Service Name} policy for dealing with misconduct.

## Scope

This policy applies to all employees of {Insert Service Name} unless otherwise specified.

## Policy

{Insert Service Name} expects employees to observe acceptable standards of behaviour.

Employees must not engage in behaviour that amounts to misconduct (including serious misconduct) at the workplace. This includes where employees are working on site or off-site, attending a work-related conference or function, or attending a client or other work-related event, including retreats and social events.

## 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 {Insert Service Name};
* Failing to follow defined policies, procedures and rules;
* Failing to share relevant information with {Insert Service Name};
* Unacceptable disruptive behaviour;
* Unauthorised absence from the workplace; and
* 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:

* Wilful or deliberate behaviour that is inconsistent with the continuation of the employee's contract of employment;
* Conduct that causes serious and imminent risk to the health or safety of a person;
* Conduct that causes serious and imminent risk to the reputation or viability of {Insert Service Name};
* Theft;
* Fraud;
* Assault;
* Intoxication or drug use at work;
* Use of derogatory, violent or abusive language;
* Fighting;
* Failure to observe safety rules;
* Concealment of a material fact on engagement;
* Obscenity;
* Dishonesty in the course of the employment;
* Refusing to carry out a lawful and reasonable instruction that is consistent with the employee’s contract of employment; and
* Criminal conduct including conduct that, if proven, renders the employee completely unfit for work.

### Misconduct Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 010 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## RESPONSIBILITIES

The **Service Manager** is responsible for ensuring that:

* The processes in this procedure are followed in relation to all instances and allegations of misconduct;
* Employees that are the subject of any investigation are afforded procedural fairness;
* Confidentiality is maintained to the greatest extent possible;
* Where appropriate, they try to informally resolve any instances or allegations of employee misconduct with the employee(s) involved in first instance;
* Instances or allegations of misconduct are reported to the Management Committee;
* All necessary assistance is provided to any other person investigating an instance or allegation of misconduct.

**Employees** are responsible for ensuring that they:

* Comply with this policy and related procedures; and
* Report any instances or allegations of misconduct to the relevant Manager, as appropriate.

Processes

A breach of this procedure or related policy may lead to disciplinary action and possible dismissal.

Where {Insert Service Name} considers that an employee has engaged in serious misconduct, {Insert Service Name} may dismiss the employee without notice.

Each instance or allegation of misconduct will be considered by {Insert Service Name} on its own merits, and any mitigating circumstances will be taken into account.

Where an employee is accused of engaging in misconduct, it is open to {Insert Service Name} to stand the employee down on full pay 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. Employees 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.

If the Service Manager decides that the appropriate action is to dismiss an employee, the employee will be provided with the full reasons for the decision.

All discussions in relation to any incident is to be documented and included in the Service Manager’s reporting process to the {Insert Service Name} Management Committee.

## Related Documents

* Bullying Policy HR/POL – 003
* Sexual Harassment Policy HR/POL - 018

## Legislation and Awards

* Fair Work Act 2009 (Cth)
* Fair Work Regulations 2009 (Cth)
* Enterprise Agreement (EA)

### Parental Leave Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 011 | Version | 1 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## PURPOSE

The purpose of this policy is to outline the availability of parental leave to employees of {Insert Service Name}.

## SCOPE

This policy applies to all employees of {Insert Service Name}.

This policy reflects, but does not override, parental leave entitlements that employees of {Insert Service Name} may have under any industrial instrument, contract, or legislation, as amended from time to time.

## POLICY

## Unpaid Parental Leave

Under the National Employment Standards, full-time, part-time and long-term casual employees with at least 12 months of continuous service are entitled to take up to 12 months of unpaid parental leave from work. Employees can also request an additional 12 months of leave.

The leave must be associated with:

1. the birth of a child of the employee or the employee’s spouse or de facto partner; or
2. the placement of a child under 16 with the employee for adoption; and
3. the employee has or will have a responsibility for the care of the child.

The leave must be taken in a single continuous period and is reduced by any other paid leave such as annual or long service leave taken during the parental leave period. The leave can start up to six weeks before the expected date of birth, or earlier if the Employer and Employee agree.

If both members of an Employee couple take unpaid parental leave, they are entitled to no more than 24 months of leave between them. Both employees of an employee couple may take leave at the same time for a maximum period of 8 weeks.

The National Employment Standards provide employees with a return-to-work guarantee, allowing them to return to the same position they held before commencing parental leave. If upon their return to work, their pre-parental leave position no longer exists, the employee can be transferred to an available position which is nearest in status and pay to their pre-parental leave position, and for which they are suitably qualified.

## Paid Parental Leave

Eligible employees who are the primary carer of a newborn or adopted child may be entitled to government funded Parental Leave Pay at the National Minimum Wage for a maximum period of 18 weeks. Paid Parental leave can start from the date of birth or adoption or at a later date. It must be received in one continuous period and must all be used within 12 months of the date of birth or adoption.

## Keeping in Touch Days

Employees on unpaid parental leave, including those receiving payments under the Australian Government Paid Parental Leave Scheme, can access up to 10 keeping in touch days without affecting their ongoing entitlement to unpaid leave or Parental Leave Pay. Employees who are taking up to 24 months of unpaid leave can access an additional 10 keeping in touch days in the second 12 months, or part thereof, of their leave.

## Requests for Flexible Working Arrangements

An employee who is a parent or who has responsibility for the care of a child and is returning to work after taking leave in relation to the birth or adoption of the child may request a change in working arrangements to assist them in caring for the child.

The request must be in writing and set out the details of the changes sought as well as the reasons for the change.

A decision to grant or refuse an employee’s request for flexible working arrangements will depend on the operational requirements of {Insert Service Name}. The organisation will respond to an employee’s request in writing within 21 days stating whether the request is granted or refused.

## Unpaid Special Maternity Leave

An eligible pregnant employee is entitled to a period of unpaid Special Maternity Leave if she is not fit for work during that period because she has a pregnancy-related illness; or she has been pregnant, and the pregnancy ends within 28 weeks of the expected date of birth of the child otherwise than by the birth of a living child.

The entitlement to unpaid parental leave is not reduced by the amount of any unpaid special maternity leave taken by the employee while they are pregnant.

## Pre-Adoption Leave

An employee is entitled to up to two days of unpaid Pre-adoption Leave to attend any interviews or examinations required in order to obtain approval for the employee’s adoption of a child. Pre-adoption Leave may be taken in one continuous period of two days or separate periods to which the employee and Employer agree.

An employee will not be entitled to take a period of unpaid Pre-adoption Leave if the employee could take an alternate form of leave and the Employer directs the employee to take the alternate form of leave.

Employees requesting Pre-adoption Leave must provide the Employer notice as soon as reasonably practicable by submitting an Application for Leave form.

## Dad and Partner Pay

Dad and Partner pay is a government-funded payment of up to 2 weeks at the National Minimum Wage for working dads or partners who are on unpaid leave from work to care for a newborn or newly adopted child.  The unpaid leave must be taken as one full period only.

### Parental Leave Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 011 | Version | 1 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

The **Service Manager** is responsible for:

* Establishing and recording leave entitlements for each employee;
* Ensuring that parental leave procedures are observed across the organisation;
* Ensuring all applications for parental leave are processed correctly;
* Adhering to the provisions of the relevant contract, industrial instrument or legislation in relation to parental leave;
* Responding in writing to requests for flexible working arrangements or requests to extend a period of parental leave within 21 days.

**Employees** are responsible for:

* Discussing the taking of parental leave with Service Manager;
* Initiating applications for parental leave by completing and submitting the appropriate documentation;
* Ensuring notice periods are observed and complied with in respect to making a leave application;
* Communicating intentions in writing at least 4 weeks prior to their expected return to work date.

## PROCESSES

## Application and Notice Requirements

* Employees wishing to take unpaid parental leave must complete an Application for Leave form and submit it to the appropriate Manager together with a medical certificate giving the expected date of birth;
* Employees must provide at least 10 weeks’ notice before starting unpaid parental leave;
* Employees must confirm their parental leave dates at least 4 weeks before they are due to start their leave;
* Employees on unpaid parental leave must confirm their expected return to date at least 4 weeks prior to that date;
* Employees may request to extend Parental Leave by up to a further 12 months. This request must be made at least four weeks prior to the end of the available Parental Leave. The Company may refuse this request on reasonable business grounds and provide the reason/s in writing to the Employee no later than 21 days after the request is made;
* Employees taking concurrent leave must provide at least 10 weeks’ notice for their first period of concurrent leave and at least 4 weeks’ notice for second and later periods of concurrent leave;
* Employees taking pre-adoption leave must provide notice that they are taking leave and how long they expect to be on leave, as soon as possible.

## Keeping in Touch Days

* Keeping in touch days can be worked as part or full days and 1 day at a time, a few days at a time or all at once;
* A keeping in touch day can be worked at least 42 days after the birth of a child or adoption;
* An employee is paid their normal wage for each keeping in touch day or part day.

## Related Documents

* Unpaid Leave Policy HR/POL – 025

## Legislation and Industrial Instruments

* Fair Work Act 2009 (Cth)
* Fair Work Regulations 2009 (Cth)
* Enterprise Agreement (EA)

### Performance Review Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 012 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

{Insert Service Name}’s Annual Performance Review process is designed to assess performance, identify areas for improvement and specify any training needs. It is integral to fostering an engaged and productive workforce, recognising and rewarding good performance, and managing underperformance.

This Policy applies to permanent and part-time paid employees only. If requested, volunteer workers can participate in, and have access to, annual review in order to obtain feedback regarding their position and performance.

## Purpose

The purpose of this policy is to ensure that a consistent approach is followed for conducting Annual Performance Reviews, and that job-related skill and knowledge, and employee competencies and behaviours, are evaluated and compared against set standards and business objectives.

## Policy

The Service Manager will conduct a formal Performance Review with each employee every year or as required. Progress reviews may be conducted on an informal basis more frequently throughout the year.

The Executive Committee will conduct a formal Annual Performance Review with the Service Manager.

Periodic assessment and discussion of performance will be carried out throughout the course of the review period between the Service Manager and each of their employees on an “as needed” basis.

### Performance Review Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 012 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

It is the responsibility of the **Service Manager** to ensure that managers and supervisors;

* Familiarise themselves with the performance management system objectives and procedures;
* Carry out their responsibilities according to this policy;
* Continually review and refine the performance management system to ensure it will support the achievement of the organisation’s objectives, and which will fairly and consistently evaluate each individual’s performance against these objectives;
* Set reasonable performance goals, standards and deadlines with employees;
* Consider reviewing an employee's role and changing it if workflow is becoming unmanageable;
* Inform employees about unsatisfactory work performance in an honest, fair and constructive way that allows for mutual discourse;
* Be objective and confidential when discussing sensitive issues;
* Ensure employees' position descriptions are up-to-date and reflect their current roles;
* Seek regular feedback from employees about their health and wellbeing;
* Provide employees with the resources, information and training they need to carry out their work safely and effectively.

It is the responsibility of **Employees** to:

* Participate openly and honestly in planning and assessing their own performance objectives and receiving feedback from the Service Manager.

## Procedures

## Annual Review

Each year, the Service Manager must complete an Annual Performance Appraisal with their employees. The Executive Committee will complete an Annual Performance Appraisal with the Service Manager.

The purpose of the Employee Performance Appraisal process is to provide a formal opportunity to reflect on the employee’s contribution to the Meals on Wheels team, highlight the employee’s achievements, identify areas for training and development and set objectives/KPIs for the next 12 months. It also provides an opportunity to review the employee’s position description to ensure it is accurate and up to date.

A performance review meeting will be held with the Manager and the employee. The Manager is to provide employees with at least one week’s notice of the date and time of the review meeting to allow sufficient time for the employee to prepare for the meeting.

Prior to the review meeting, the employee will review their position description and complete a self-assessment of their job performance based on the responsibilities from their position description.

During the review meeting, the Manager will discuss the employee’s job performance, set objectives for the next twelve months and complete a training and development plan.

The employee will be provided with a copy of the completed Performance Appraisal Form and the original will be placed on the employee’s personnel file.

## Link to Salary Review Process

The Annual Performance Review process can be linked to the salary review process.

People should be rewarded on the basis of their contribution to the organisation though either an annualised salary adjustment (increase in base pay) or a one-off reward – e.g. bonuses, plaques, lunches, certificates, etc.

## Related Documents

* Employee Performance Appraisal Form (Appendix A)
* Annual Performance Review Process Instructions (Appendix B)

**Appendix A**

**Employee Performance Appraisal Form**

The purpose of the Employee Performance Appraisal process is to provide a formal opportunity to reflect on the employee’s contribution to the Meals on Wheels team, highlight the employee’s achievements, identify areas for training and development and set objectives/KPIs for the next 12 months. It also provides an opportunity to review the employee’s position description to ensure it is accurate and up to date.

|  |  |
| --- | --- |
| **Employee Name:** | **Appraisal Date:** |
| **Current Position:** | **Location:** |
| **Employment Start Date:** | **Time in Current Role:** |
| **Position Description reviewed?** YES/NO  **Attached?** YES/NO | **Position Description outcome:** To be changed  Stay the same |

**PART 1 -** To be completed by employee prior to the appraisal meeting

|  |  |
| --- | --- |
| **Employee to complete** | **Manager Comments** |
| 1. What do you consider to be your greatest achievements in your current role over the last 12 months? |  |
| 1. What elements of your role do you find the most rewarding? |  |
| 1. What elements of your role do you find the most challenging? |  |

**PART 2 – Job Performance**

Prior to the discussion, the Manager will complete the first column. The employee will then self-assess in the second column.

|  |  |  |  |
| --- | --- | --- | --- |
| From the position description, list the main responsibilities of the employee’s position  *(Manager to complete prior to discussion)* | For each responsibility, the employee will self-assess achievement on the scale with “x”. During the interview discussion, the Manager marks scale with “o”. | | |
| **Achievement**: | | |
| * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Needs development | Satisfactory | Outstanding |
| * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Needs development | Satisfactory | Outstanding |
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| * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Needs development | Satisfactory | Outstanding |
| * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Needs development | Satisfactory | Outstanding |
| * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Needs development | Satisfactory | Outstanding |

**Comments on Job Performance:**

**Employee:**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Manager:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**PART 3 – Performance Plan - Setting Objectives for the next 12 months**

Manager and employee discuss and agree on objectives to be achieved over the next 12 months.

|  |  |
| --- | --- |
| **Objectives** | **Actions Required for Achievement** |
| * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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| * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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**PART 4 – Training/Development Plan**

Manager and employee discuss and agree on specific plans or goals to develop the employee’s skills or performance.

|  |  |
| --- | --- |
| **Training/Development needed in** | **How will training be provided and by when?** |
| * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| * \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
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**PART 5 – Overall Comments**

**Employee:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Manager:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Manager Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

* *Copy to be given to employee*
* *Original to be placed in employee’s personnel file*

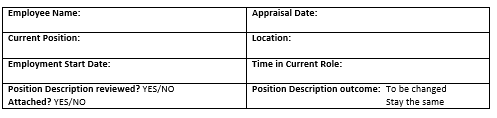
**Appendix B**

**Annual Performance Review Process - Instructions**

The **Manager** will:

**Prior** to the discussion meeting:

* Complete employee details table at the top of page 1 of the Employee Performance Appraisal Form



* On page 2, complete column 1 in Part 2 Job Performance – listing the main responsibilities of the employee’s position from the position description



* Send meeting invite to the employee for the appraisal discussion. Attach or provide the employee with the Performance Appraisal Form, a copy of the position description and the Performance Appraisal Instructions

**During** the discussion meeting:

* Use the same Performance Appraisal form the employee has partially completed, discuss and complete each part of the form:
  + **Part 1** – Discuss the employee’s answers to the 3 questions and record comments in the second column titled “Manager Comments”
  + **Part 2 Job Performance** – Discuss each responsibility from the position description and the employee’s self-assessed rating and then discuss and record their rating. Record any comments about job performance on page 3.
  + **Part 3** **Performance Plan** – Discuss and agree on objectives (what the employee needs to achieve) over the next 12 months and the actions they will need to take to achieve those objectives. Record these on the form.
  + **Part 4** **Training/Development Plan** – Discuss and agree on areas the employee needs training or development in and record how training will be provided and the timeframe.
  + **Part 5 Overall Comments** – Record overall comments about the Performance Appraisal and sign and date the form.

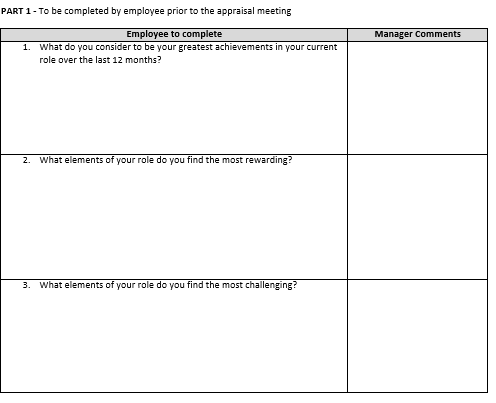
**After** the discussion meeting:

* Photocopy the completed and signed Performance Appraisal form and provide a copy to the employee
* Place the original completed and signed Performance Appraisal form on the employee’s personnel file
* If necessary, make any agreed changes to the employee’s position description - photocopy the updated position description and provide a copy to the employee. Place an updated copy on the employee’s personnel file.

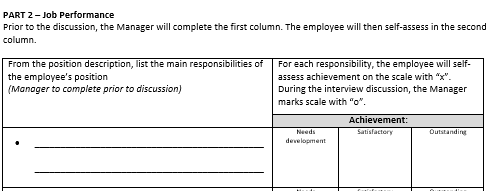
The **employee** will:

**Prior** to the discussion meeting:

* Review the current Position Description and make note of any changes that need to be made
* Complete Part 1 of the Performance Appraisal Form by providing answers to the 3 questions – to be completed prior to the appraisal meeting

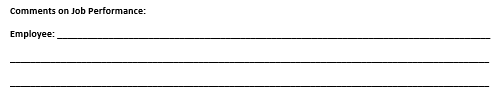


* Complete the Self-Assessment in Part 2 of the Performance Appraisal Form. Mark achievement in the second column by placing an “x” in either “needs development, satisfactory or outstanding” for each responsibility - to be completed prior to the appraisal meeting

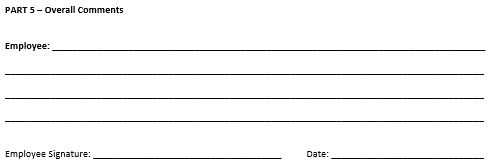


**During** the discussion meeting:

* Take the Performance Appraisal form and the position description to the discussion meeting
* In Part 2 of the Performance Appraisal Form, record any comments about job performance based on discussions



* In Part 5 of the Performance Appraisal Form, record overall comments about the Performance Appraisal and sign and date the form



### Personal/ Carer's/ Compassionate Leave Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 013 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Purpose

This policy sets out {Insert Service Name} employees’ entitlement to personal/carer's leave and compassionate leave.

## Scope

This policy applies to all employees of {Insert Service Name}, except casual employees, unless otherwise specified.

This policy reflects, but does not override, personal/carer's leave and compassionate leave entitlements that employees of {Insert Service Name} may have under any industrial instrument, contract, or legislation, as amended from time to time.

## Policy

## Personal/carer's leave

## Full-time employees accrue paid personal/carer's leave at a rate of 10 day per year of service:

## Part-time employees are entitled to a pro-rata amount of paid personal/carer's leave depending on their ordinary hours of work. If an individual's contract of employment provides a more generous entitlement to leave than under this policy, the more generous entitlement will apply.

## Employees' entitlement to paid personal/carer's leave accrues progressively during a year of service according to the employee's ordinary hours of work and accumulates from year to year.

## Paid personal/carer's leave may be taken:

* Because an employee is not fit for work because of a personal illness, or personal injury, affecting the employee; or
* To provide care or support to a member of the employee's immediate family, or a member of the employee's household, who requires care or support because of:
  + - A personal illness, or personal injury, affecting the member; or
    - An unexpected emergency affecting the member;

## If the period during which an employee takes personal/carer's leave includes a day or part-day that is a public holiday in the place where the employee is based for work purposes, the employee is taken not to be on paid personal/carer's leave on that public holiday;

## Employees are not entitled to personal leave for any period of time in respect of which they are entitled to workers’ compensation payments;

## Accrued but untaken personal/carer's leave will not be paid to employees upon termination of employment;

## Where an employee is or expects to be absent from work due to illness for an extended period of time, arrangements may be made for the employee to take additional unpaid leave.

## Compassionate Leave

An employee is entitled to two days paid compassionate leave for each occasion when a member of the employee's family, or a member of the employee's household:

* + Contracts or develops a personal illness that poses a serious threat to his or her life;
  + Sustains a personal injury that poses a serious threat to his or her life; or dies.

An employee may take compassionate leave for any one of the reasons set out above if the leave is taken to spend time with the member of the employee's immediate family or household who has contracted or developed the personal illness or sustained the personal injury, or after the death of the member of the employee's immediate family or household.

An employee may also be entitled to unpaid carer's leave in accordance with the *Fair Work Act* 2009, or other entitlement in an employee's contract of employment.

## Definitions

**'Immediate family'** means an employee's:

* Spouse, de facto partner, child, parent, grandparent, grandchild or sibling;
* A child, parent, grandparent, grandchild or sibling of the employee's spouse or de facto partner.

### Personal/ Carer's/ Compassionate Leave Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 013 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

The **Service Manager** is responsible for ensuring that:

* Employees' leave entitlements are recorded;
* The process for taking personal/carer's leave or compassionate leave below are observed across the Organisation;
* Employees are familiar with their entitlements and duties in relation to this policy;
* Where appropriate, employees submit documentation to support the taking of leave.

**Employees** are responsible for:

* Notifying their immediate supervisor of any absences or expected absences in accordance with this policy;
* Where relevant, providing the necessary documentation as evidence of the reason for the absence.

## Processes

## Personal/carer's leave may be taken as either full days or part days.

## Compassionate leave may be taken for a permissible occasion as one single continuous two-day period, two separate periods of one day each, or any separate periods to which the employer and the employee agree.

## Employees must notify their supervisor as soon as practicable with regards to the taking of any paid personal/carer's leave. If possible, employees should notify their manager prior to their rostered or normal time for beginning work. Employees must also advise:

## The reason for taking the leave; and

## The period, or expected period, of the leave

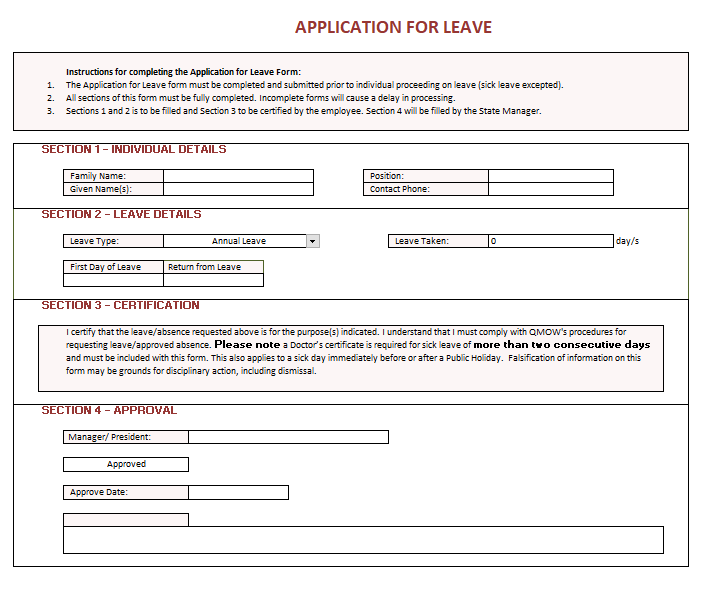
## Where the Service Manager is not contactable, employees must try to leave a message with another staff member, who will then be responsible for notifying the Service Manager of an employee's absence as soon as possible.

* Employees seeking to take paid personal/carer's leave may be requested to provide to the relevant supervisor/manager evidence that the employee has, or is seeking to, take the leave for a permissible reason. Generally, the following circumstances will require the employee to provide a valid medical certificate or other satisfactory evidence if the employee wishes to take paid personal/carer's leave:
* Absences in excess of two days; or
* Absences in excess of four single days per anniversary year; or
* Absences of one day or more either side of a public holiday, weekend or normal rostered day(s) off.
* The Service Manager may also request that employees provide satisfactory evidence of the reason for taking personal/carer's leave or compassionate leave in some circumstances.
* A 'valid medical certificate' is deemed to be a certificate signed by a registered medical practitioner. Medical certificates must be signed and dated and must state the period of the absence and the reason for the absence. Certificates that have been post-dated may not be accepted in some circumstances.

## Legislation and Industrial Instruments

* Fair Work Act 2009 (Cth)
* Fair Work Regulations 2009 (Cth)
* Enterprise Agreement (EA)

**Leave Form**



### Police Check Policy and Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 014 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

Introduction

{Insert Service Name} is responsible for ensuring the safety of clients through a documented screening process.

Purpose

The purpose of this policy is to clarify the reason behind the need for Police Checks to be undertaken and the procedure to be used.

Policy

All Management Committee members, paid staff and volunteers (who deliver meals unaccompanied) will be subject to a police check under the requirements of the various funding agreements in which we participate. For example, Appendix D in the Commonwealth Home Support Programme Manual states:

**Police certificates, not more than three years old, must be held by**:

* Staff who are reasonably likely to interact with clients,
* Volunteers who have unsupervised interaction with clients,
* Executive decision makers.

Procedure

All Executive Decision Makers, staff and volunteers who deliver on their own will be asked to fill out an application form for a police check (renewed every 3 years).

In place of a national criminal history record check, the service may accept staff members and volunteers who hold a card issued by a state or territory authority following a vetting process that enables the card holder to work with vulnerable people.

For any staff, volunteer or executive decision maker who have been a citizen or permanent resident of a country other than Australia after the age of 16 must provide a Statutory Declaration.

A Statutory Declaration will be obtained and signed from any Staff or Volunteer who do not hold a current positive Police Check/Certificate or Blue Card, before the commencement of deliveries and/or contact with clients.

It is the policy of the service that the police certificates and Government issued cards are viewed by the Service Manager and recorded on the police check register. The police check register includes the person’s name, date of issue, date of expiry and number. The register and police check certificates will be kept in digital format on a secure server. The register is checked monthly by the Service Manager and steps taken to ensure all records are up to date.

It is the custom of the service to send two people on a run each day where possible.

### Professional Development Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 015 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

{Insert Service Name} 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.

{Insert Service Name} 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.

{Insert Service Name} 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.

## 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.

## Policy

## 1. Position-specific Professional Development

Where the Service Manager 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.

2. **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 Service Manager 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 Service Manager, 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 Service Manager, 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;
* Permitting (at the discretion of the Service Manager, 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.

### Professional Development Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 015 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

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

It shall be the responsibility of the Service Manager 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 Service Manager 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.

## Related Documents

* Performance Review Policy - HR/POL - 012
* Staff Recruitment Policy – HR/POL - 021

### Redundancy Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 016 | Version | 1 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## PURPOSE

This policy sets out {Insert Service Name} approach to the implementation of redundancies within the business.

## SCOPE

This policy applies to all employees of {Insert Service Name}, apart from casual employees, temporary employees, apprentices, sessional employees, trainees and fixed term employees who have completed their term of employment.

## POLICY

{Insert Service Name} may from time to time determine the requirement for an internal restructure (based on genuine business grounds) which may include certain positions becoming redundant.

{Insert Service Name} must notify and discuss any organisational changes as required by any applicable industrial instrument or legislation.

Where a position is identified by {Insert Service Name} as being surplus to business needs, {Insert Service Name} will attempt to find the employee whose position is redundant an alternative position within the business. Suitable positions will be identified with reference to the skills and experience of the employees whose positions are being considered for redundancy. Employees will be given the opportunity and adequate time to consider the alternatives and to respond accordingly.

Where redeployment is not possible, an employee whose position is made redundant will receive the appropriate severance pay and other entitlements in accordance with the *Fair Work Act* 2009 (Cth), an industrial instrument or a contract of employment, whichever is applicable.

Redundancies may also arise as a result of a transfer of business. Where this occurs, an employee who accepts an offer that recognises their service for redundancy purposes or rejects an offer of employment with a new employer that is on terms and conditions substantially similar to and, considered on an overall basis, no less favourable than, the employee's terms and conditions of employment with {Insert Service Name}, and where the new employer recognises the employee's service with {Insert Service Name}, will not be entitled to redundancy pay.

### Redundancy Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 016 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

Responsibilities

The Service Manager is responsible for ensuring that:

* All avenues for employee redeployment are exhausted prior to seeking approval for redundancies from the Management Committee for arranging for the issue of any final termination advice;
* The authorised termination advice is issued to payroll for timely processing;
* All instances of redundancy follow the appropriate process, including open communication with the employees concerned;
* All documentation relating to employee entitlements upon termination of employment for redundancy is completed and issued to payroll for timely processing;
* Ensuring that any decision made in relation to the retrenchment of employees is based on sound and objective operational criteria and that the positions selected for redundancy are the most appropriate;
* Providing final authorisation for any redundancies;
* All alternatives to redundancy, including redeployment, are fully explored within in their own departments and within {Insert Service Name} generally;
* Communication regarding the redundancy is delivered in an appropriate, confidential and sensitive manner;
* All company property is accounted for at the time of termination of employment.

Employees are responsible for ensuring that:

* Full consideration is given to any options or alternatives that are provided to them;
* Normal work is continued during the process of communication and notice period if applicable.

## Processes

If required to do so under an industrial instrument, {Insert Service Name} will consult with employees where redundancies are being considered.

Where {Insert Service Name} identifies a potentially suitable alternative position in the business, {Insert Service Name} will consult with the affected employee about the position.

Affected employees may also identify vacant positions within the business and may propose those as possible options for redeployment.

If an employee's employment is terminated for redundancy, {Insert Service Name} will provide the employee with a statement of service and payment of all accrued but unused entitlements, including notice and (if applicable), redundancy pay.

Exit interviews may be conducted with employees whose employment ends by reason of redundancy.

In some cases, {Insert Service Name} may engage external out-placement/career consultants to provide counselling to affected employees.

## Legislation and Awards

* Fair Work Act 2009 (Cth)
* Fair Work Regulations 2009 (Cth)
* Enterprise Agreement (EA)

### Resignation and Retirement Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 017 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Purpose

{Insert Service Name} is committed to creating a working environment that will encourage employees to become long-standing employees and possibly to remain with {Insert Service Name} until their retirement.

This policy sets out {Insert Service Name} employees' entitlements where their employment ends by reason of their resignation or retirement from {Insert Service Name}.

This policy also sets out processes to be followed by {Insert Service Name} and employees who are ending their employment by reason of resignation or retirement.

## Scope

This policy applies to all employees of {Insert Service Name}, except casual employees, unless otherwise specified.

## Policy

When an employee resigns or retires from their employment with {Insert Service Name}, the employee is entitled to be paid in respect of the accrued but unused annual leave and long service leave entitlements.

Personal/carer's leave and compassionate leave cannot be cashed out on termination of employment.

Feedback from employees leaving {Insert Service Name} can provide valuable information on their perception of {Insert Service Name} and the way it is managed. Employees who are resigning or retiring from their employment will therefore be invited to attend an exit interview.

### Resignation and Retirement Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 017 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

The **Service Manager** is responsible for ensuring that:

* Employees are aware of this procedure related to this policy;
* Retiring employees receive a letter recognising their contribution to {Insert Service Name}***;***
* Appropriate documentation is provided, and payments are made to employees who have resigned or retired from their employment;
* All cases of resignation are reviewed to ensure all beneficial learning is achieved and appropriate action is taken as a result of the learning;
* Where appropriate, resignations are accompanied by an exit interview;
* All paperwork and documentation are completed to ensure employees receive their correct entitlements upon their employment ending.
* Longstanding employees are recognised for their contribution to {Insert Service Name}
* All property of {Insert Service Name} in the resigning or retiring employee's possession is returned to {Insert Service Name}.

**Employees** are responsible for ensuring that they:

* Are familiar with the contents of this procedure and policy;
* Provide the required amount of notice of termination of employment (which may be in their contract) when resigning or retiring;
* Return all property of {Insert Service Name}.

# Processes

## Notice

An employee wishing to resign or retire must provide notice of their intention to resign or retire in writing to the Service Manager. In the case of the Service Manager, this notice must be provided to the Committee President. The letter must state the proposed date of resignation or retirement. The employee must give notice in accordance with their contract of employment or an applicable industrial instrument.

The Service Manager or Committee President will process the resignation or retirement and include the letter in the individual's personnel file.

The Service Manager will prepare a letter recognising the employee’s contribution to {Insert Service Name} where appropriate and accepting the employee's resignation or retirement.

In the event that an employee wishes to withdraw their resignation or retirement, {Insert Service Name} is under no obligation to accept the withdrawal.

An employee may not withdraw their resignation or retirement after the expiry of the notice period.

The Service Manager may decide to relax the period of notice required from the employee. In addition, {Insert Service Name} has discretion to request that an employee not work the applicable notice period. In this case, the employee will not be required to attend work and the employee will be paid in lieu of notice. Any such arrangement is for operational considerations only, and in no way indicates dismissal of this employee.

## Payments on termination of employment

The Service Manager will review and approve the final payment to the employee at the completion of the notice period. The final payment will be made on termination of employment.

### In cases where {Insert Service Name} decides that the applicable notice period is not to be worked out, payment in lieu of notice is to be made. The payment must be in accordance with legislative and/or requirements under any industrial instrument.

### Where an employee requests early release from the notice period and it is agreed by the Service Manager, payment is made only for the time worked.

## References/certificates of service

{Insert Service Name} will provide references/certificates of service at its discretion, in consultation with employees.

## Exit interviews

Exit interviews may be conducted by the Service Manager or Committee President, as relevant.

Any information obtained from an employee who is resigning or retiring from their employment during an exit interview will be recorded in writing.

## Related Documents

* Employment References Policy- HR/POL - 006

## Legislation and Awards

* Fair Work Act 2009 (Cth)
* Fair Work Regulations 2009 (Cth)
* Enterprise Agreement (EA)

### 

### Sexual Harassment Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 018 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

{Insert Service Name} recognises the right of every employee and volunteer to be able to attend work and to perform their duties without being subjected to any form of sexual harassment.

It is the obligation and responsibility of every employee and volunteer to ensure that the workplace is free from sexual harassment.

{Insert Service Name} is fully committed to its obligation to eliminate sexual harassment in the workplace.

## Purpose

The purpose of this document is to outline {Insert Service Name}’s position on sexual harassment.

## Definitions

*Sexual harassment* means any unwelcome sexual advance, unwelcome request for sexual favours, or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated, and where that reaction is reasonable in the circumstances.

Examples of sexual harassment include, but are not limited to:

* Staring or leering;
* Unnecessary familiarity, such as deliberately brushing up against you or unwelcome touching;
* Suggestive comments or jokes;
* Insults or taunts of a sexual nature;
* Intrusive questions or statements about your private life;
* Displaying posters, magazines or screen savers of a sexual nature;
* Sending sexually explicit emails or text messages;
* Inappropriate advances on social networking sites;
* Accessing sexually explicit internet sites;
* Requests for sex or repeated unwanted requests to go out on dates;
* Behaviour that may also be considered to be an offence under criminal law, such as physical assault, indecent exposure, sexual assault, stalking or obscene communications.

Behaviour that is based on mutual attraction, friendship and respect is not sexual harassment.

## Policy

{Insert Service Name} will not tolerate sexual harassment under any circumstances. Responsibility lies with every Manager, Supervisor and employee/volunteer to ensure that sexual harassment does not occur.

Both federal and state Equal Employment Opportunity legislation provide that sexual harassment is unlawful and establish minimum standards of behaviour for all employees.

This policy applies to conduct that takes place in any work-related context, including conferences, work functions, social events and business trips.

No employee or volunteer at any level should subject any other employee, volunteer, customer or visitor to any form of sexual harassment.

A breach of this policy will result in disciplinary action, up to and including termination of employment.

{Insert Service Name} strongly encourages any employee who feels they have been sexually harassed to take immediate action. If an employee or volunteer feels comfortable in doing so, it is preferable to raise the issue with the person directly with a view to resolving the issue by discussion. The employee or volunteer should identify the harassing behaviour, explain that the behaviour is unwelcome and offensive and ask that the behaviour stops.

Alternatively, or in addition, they may report the behaviour in accordance with the relevant procedure. Once a report is made, the organisation has the right to determine how the report should be dealt with in accordance with its obligations and this policy.

Any reports of sexual harassment will be treated seriously and promptly with sensitivity. Such reports will be treated as completely confidential up to the point where a formal or informal complaint is lodged against a particular person, at which point that person must be notified under the rules of natural justice.

Complainants have the right to determine how to have a complaint treated, to have support or representation throughout the process, and the option to discontinue a complaint at any stage of the process.

The alleged harasser also has the right to have support or representation during any investigation, as well as the right to respond fully to any formal allegations made. There will be no presumptions of guilt and no determination made until a full investigation has been completed.

No employee or volunteer will be treated unfairly as a result of rejecting unwanted advances. Disciplinary action may be taken against anyone who victimises or retaliates against a person who has complained of sexual harassment, or against any employee or volunteer who has been alleged to be a harasser.

All employees and volunteers have the right to seek the assistance of the relevant tribunal or legislative body to assist them in the resolution of any concerns.

Managers who fail to take appropriate corrective action when aware of harassment of a person will be subject to disciplinary action.

### Sexual Harassment Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 018 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

It is the responsibility of the **Service Manager** to ensure that:

* They understand and are committed to the rights and entitlements of all employees to attend work and perform their duties, without fear of being sexually harassed in any form;
* They understand what constitutes an act of sexual harassment;
* All reasonable steps are made to eliminate sexual harassment;
* All employees and volunteers are regularly made aware of their obligations in relation to providing a workplace free from sexual harassment;
* They provide an environment which discourages harassment and victimisation and set an example by their own behaviour;
* Equal employment opportunity contact officers are appointed, trained and known to all staff;
* They treat all complaints seriously and confidentially;
* They take immediate and appropriate corrective action if they become aware of any offensive action;
* Policies and procedures are regularly reviewed and (if necessary) amended;
* Policies and procedures are complied with;
* Regular guidance and education is provided to employees regarding sexual harassment and inappropriate behaviour in the workplace;
* Managers are aware of their obligations and responsibilities in relation to sexual harassment, and the rights and entitlements of their employees and volunteers;
* Ongoing support and guidance is provided to all employees in relation to the prevention of sexual harassment.

## Procedures

### Complaint Process

Sexual harassment can occur at any level of the organisation, can be experienced by both men and women and may involve a co-worker, volunteer, supervisor, manager, service provider, client or customer. Lack of intent is no defence in sexual harassment cases.

Employees or volunteers who believe they are the subject of sexual harassment should take firm, positive and prompt action.

Where possible, the employee or volunteer should make the perceived harasser(s) aware that they find their behaviour offensive, unwelcome, unacceptable, and that it needs to stop immediately.

If the behaviour continues, or if the employee, contractor or volunteer feels unable to speak to the person(s) directly, they should contact the Service Manager. Alternatively, an employee or volunteer may contact another Manager or Committee Member they feel comfortable with.

The Service Manager or Committee President will provide support and ascertain the nature of the complaint and the wishes of the complainant.

### Informal Intervention

The Service Manager or Committee President will explain the employee or volunteer’s rights and responsibilities under {Insert Service Name} policy, procedures and Equal Employment Opportunity or anti-discrimination legislation.

Informal intervention may be undertaken through a process of mediation or conciliation. During informal intervention, the alleged harasser will be made aware of the allegations being made against them and given the right to respond.

This procedure will be complete when the complainant and the respondent come to an agreement on the outcome to be followed. If this occurs, no record will be made of the proceedings, and any subsequent proceedings will begin *de novo*. If this does not occur, the formal procedure should be followed.

### Formal Complaints Procedure

The Service Manager or Committee President may be obliged to carry out a formal investigation in relation to a complaint of sexual harassment.

The formal procedure will be co-ordinated by the Service Manager or Committee President.

Formal investigations may be conducted internally or by an external investigator.

An investigation involves collecting information about the complaint and then making a finding based on the available information as to whether or not the alleged behaviour occurred. Once a finding is made, the investigator will make recommendations about resolving the complaint.

The investigator may need to interview the parties involved (which may include the complainant, the respondent, and any witnesses) to obtain information regarding the complaint. The investigator will comprehensively and accurately document all information obtained during the interviews including the parties involved, timing, location, and nature of conduct complained against.

If the investigator considers it appropriate for the safe and efficient conduct of an investigation, workplace participants may be stood down from work or provided with alternative duties during an investigation in which case they will be paid their normal pay during any such period.

Throughout the investigation process, all parties involved in the investigation will be regularly kept informed about the investigation.

Records are to be kept and filed in a confidential and secure place. These records should be kept for a period of seven years. Under no circumstances will records be placed on the complainant’s personnel file.

The findings as to whether sexual harassment has occurred will be determined on the basis of the evidence, and on the balance of probabilities.

On the basis of the findings, possible outcomes of the investigation may include, but will not be limited to, any combination of the following:

* Counselling;
* Disciplinary action against the harasser (e.g. demotion, transfer, suspension, probation or dismissal);
* Official warnings that are noted in the respondent’s personnel file;
* Disciplinary action against the person who complained if there is strong evidence that the complaint was vexatious or malicious;
* Formal apologies and undertaking that the behaviour will cease;
* Conciliation/mediation conducted by an impartial third party where the parties to the complaint agree to a mutually acceptable resolution;
* Reimbursing any costs associated with the harassment;
* Re-crediting any leave taken as a result of the harassment.

On completion of the investigation, all parties will be informed about the investigation findings and the outcome of the investigation.

Following an investigation concerning a sexual harassment complaint (irrespective of the findings), the Service Manager or Committee President will:

* Consult with the parties involved to monitor the situation and their wellbeing;
* Educate and remind all employees and volunteers of their obligations and responsibilities in relation to providing a workplace free from sexual harassment;
* Outcomes will depend upon factors such as;
* The severity and frequency of the harassment;
* The weight of the evidence;
* The wishes of the person who was harassed;
* Whether the harasser could have been expected to know that such behaviour was a breach of policy;
* The level of contrition;
* Whether there have been any prior incidents or warnings.

If the investigation determines that sexual harassment has occurred, the Service Manager or Committee President must keep a summary of the complaint and the action and a copy may be placed in the respondents personnel file, in accordance with Performance Counselling procedures.

The Service Manager or Committee President will monitor the outcome to ensure that the offensive behaviour has ceased, and that neither party has been victimised. This may involve follow-up interviews.

If there has been any substantiated victimisation, disciplinary procedures will be followed.

### Procedures for Dealing with Criminal Conduct

Some forms of severe sexual harassment (e.g. sexual assault, stalking, indecent exposure, physical molestation, obscene phone calls) may constitute criminal conduct.

While {Insert Service Name} is committed to treat most sexual harassment complaints at a company level as far as possible, this type of conduct is not suited to internal resolution. Such complaints should be treated by the criminal justice system.

In relation to alleged criminal offences such as rape or sexual assault, the matter must be immediately referred to the Service Manager or Committee President as appropriate. Employees/volunteers should be advised of the option of police support or intervention. It is not the obligation or duty of the company to report such matters to the police on behalf of the complainant.

All discussions in relation to any incident is to be documented and included in the Service Manager’s reporting process to the {Insert Service Name} Board.

Related Documents

* Bullying Policy - HR/POL – 003
* Misconduct Policy - HR/POL – 010
* Staff Grievance and Dispute Resolution Policy - HR/POL - 019

### Staff Grievance and Dispute Resolution Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 019 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

Open communication and feedback are regarded as essential elements of a satisfying and productive work environment.

{Insert Service Name}encourages its employees and volunteers to resolve any issues or concerns that they may have at the earliest opportunity with each other or, failing that, their immediate supervisor.

The preferred process involves employees and volunteers resolving issues to their satisfaction internally, without feeling they have to refer to external organisations or to authorities for assistance.

## Purpose

The purpose of this document is to provide an avenue through which employees and volunteers, and their managers, can resolve work-related complaints as they arise.

## Policy

{Insert Service Name} will establish mechanisms to promote fast and efficient resolution of workplace issues.

Employees and volunteers should feel comfortable discussing issues with their manager or supervisor in accordance with the procedures outlined below.

All formal avenues for handling of grievances will be fully documented and the employee/volunteer’s wishes will be taken into account in determining the appropriate steps and actions.

No employee will be intimidated or unfairly treated in any respect if they utilise this Policy to resolve an issue.

This Policy applies to full-time, part-time and causal employees, volunteers and contractors.

### Staff Grievance and Dispute Resolution Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 019 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

It is the responsibility of the **Service Manager** to ensure that:

* They identify, prevent and address potential problems before they become formal grievances;
* They are aware of and committed to the principles of communicating and information sharing with their employees and volunteers;
* All decisions relating to employment practices are made with consideration given to the ramifications for the individual, as well as the organisation in general;
* Any grievance is handled in the most appropriate manner at the earliest opportunity;
* All employees and volunteers are treated fairly and without fear of intimidation;
* All employees and contractors are aware of their obligations and responsibilities in relation to communication and information sharing with their employees;
* Ongoing support and guidance is provided to all employees and contractors in relation to employment and communication issues;
* All employees and contractors are aware of their obligations and responsibilities in relation to handling grievances;
* Any grievance that comes to the attention of the Service Manager is handled in the most appropriate manner at the earliest opportunity.

It is the responsibility of **Employees (including Contractors)** to ensure that:

* They attempt to resolve any issues through their immediate supervisor and through internal processes at the earliest opportunity; or
* They attempt to resolve any issues through the Committee President should the issues involve the Service Manager.

## Procedures

**Employment Practices**

All staff and contractors should be aware of the possible ramifications of their actions when dealing with grievance and dispute issues. They must ensure that everyone is treated with fairness, equality and respect.

If there are any doubts or queries in relation to how to deal with a particular set of circumstances, supervisors should contact the Service Manager for advice at the earliest opportunity.

Where a grievance or dispute has been brought to the Service Manager’s attention, they should assess whether the employee involved is covered by an Award or Agreement, and if so should refer to that document for grievance procedures. If the employee or volunteer involved is not covered by such a document, the guidelines below should be followed.

**Grievances and Dispute Resolution**

An employee or volunteer who considers that they have a dispute or grievance that they have not been able to resolve directly with any other involved party should raise the matter with their immediate supervisor as a first step towards resolution. The two parties should discuss the matter openly and work together to achieve a desired outcome.

The Service Manager or Committee President should follow the steps outlined below:

* Make sure that the employee feels listened to and supported. You don't have to agree with what they say, but you must make sure that they know you will act on their concerns;
* If more than one person is present, establish the role of each person;
* Outline the process that is to be followed;
* Inform the parties that any information obtained in the conduct of the review is confidential;
* Listen to the complainant. Obtain a chronology of events (who, what, why, when, how, etc);
* Run through the applicable policies and procedures (e.g. the organisation's Equal Employment Opportunity Policy) with the complainant;
* Ask the complainant what kind of outcome they are hoping for (best case scenario) and then talk them through next steps: e.g. you will discuss the matter confidentially with the Executive Committee to determine a way in which to deal with the issue and report back to them within a set timeframe;
* Provide the complainant with the organisation’s confidentiality and non-victimisation agreement. Explain that they cannot be adversely affected because they have made a complaint and explain who to report matters to internally if they do feel that they are being adversely affected;
* Provide the complainant with plenty of time to ask questions;
* Offer the complainant assistance (such as counselling through an Employee Assistance Program) or a way to get home safely if they are visibly upset;
* Provide the complainant with a direct contact number that they can call if they have any concerns of queries;
* Take accurate and detailed notes of all conversations (including dates, people involved) and attach any supporting documentation;
* If deemed necessary, provide the employee/volunteer with a written summary of the meeting and clarification of the next steps to be taken.

The Service Manager/Committee President must ensure that the manner in which the meeting is conducted will be conducive to maintaining positive working relationships, and will provide a fair, objective and independent analysis of the situation.

All parties are to maintain complete confidentiality at all times.

If the matter is not resolved and the employee or contractor wishes to pursue it, the issue should be discussed with appropriate legal advice. Again, the matter is to be discussed openly and objectively with management to ensure it is fully understood. If the grievance/dispute is one of a confidential or serious nature involving the Service Manager, the complainant may discuss the issue directly with the Committee President. The Committee President reserves absolute discretion as to making a final decision as to how the grievance or dispute will be resolved.

**Investigating a Grievance or Dispute**

Procedural fairness and transparency can make or break a workplace investigation. Maintaining procedural fairness means that you can:

* Protect the interests of the participants in the investigation;
* Enhance the credibility of the investigation process;
* Rely on the investigation (and your findings) when making employment decisions;
* Defend your employment decisions in a court or tribunal;

Following are some pointers to ensure that a workplace investigation is procedurally fair. The investigator should ensure that;

* The respondent is aware of all the allegations made against them in sufficient detail;
* The respondent is allowed a reasonable opportunity, including adequate time, to respond to each of the allegations;
* The investigation is carried out in a reasonable time frame;
* All participants are given the opportunity to have a support person in the interviews pertaining to the investigation;
* All participants are required to maintain confidentiality and sign a confidentiality agreement;
* The investigator has no personal interest or bias in the matter being investigated;
* All participants are given the opportunity to respond to any contradictory evidence;
* The investigator makes reasonable and diligent enquiries to ensure that there is sufficient evidence before making findings on the balance of probabilities.

**The Importance of Impartiality**

It is critical to ensure that the person responsible for carrying out an investigation is impartial. The investigator must not have a vested interest in the outcome of the matter. Employees will often consider that a HR manager is not sufficiently impartial because of their involvement and role in the workplace. If such a concern is raised, it's important to consider:

* Whether the use of an external investigator is necessary to ensure impartiality;
* Whether any conflicts of interest need to be disclosed (e.g. If any individuals are friends outside the workplace);
* Whether the investigator has handled any previous disciplinary matters.

If there is the possibility that a person's employment will be terminated if the allegations are proven as part of an investigation, then you should seriously consider the use of an external investigator to ensure that your investigation and the process followed will stand up in any potential court proceeding.

All discussions in relation to any incident is to be documented and included in the **Service Manager’s** reporting process to the Management Committee.

## Related Documents

* Bullying Policy - HR/POL - 003
* Confidentiality Policy – HR/POL – 005
* Misconduct Policy - HR/POL - 010
* Performance Review Policy - HR/POL - 012
* Professional Development Policy - HR/POL – 015
* Sexual Harassment Policy HR/POL - 018
* Employee Complaint Form (Appendix A)

**Legislation and Awards**

* Fair Work Act 2009 (Cth)
* Fair Work Regulation 2009 (Cth)
* Enterprise Agreement (EA)

**APPENDIX A**

**EMPLOYEE Complaint Form**

If you feel unsure about anything or would like help to complete this form, please speak to the Service Manager or Committee President (if your complaint is about the Service Manager).

We encourage you to make your complaint in writing.

**Personal details**

The information provided will be used to contact you. Only provide the contact details that you wish to be contacted on.

Name: Mr/Mrs/Miss/Ms \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Postal Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Postcode: \_\_\_\_\_\_\_

Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Phone No: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Mobile: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Have you lodged a complaint with {Insert Service Name} before?**

Yes The matter was resolved The matter was not resolved

No Comments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**Is there someone else (legal representative or support person) that you would like involved in making this complaint?**

Yes No

Name of legal representative/support person: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Postal Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Postcode: \_\_\_\_\_\_

Email:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Phone No: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Mobile: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Details of the complaint**

Is the complaint related to:

Employee of the organisation Details \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contractor of the organisation Details \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Specific incident Details \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What happened?

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Where did it happen?

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When did it happen? (Include date if possible)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Who was involved? (List all persons involved and witnesses)

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Did someone witness the incident? Would they be willing to be contacted regarding your complaint? If so, provide the name and contact details. (Inform the witness that they may be contacted by the organisation to discuss the matter.)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Any other relevant details:

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**Have you discussed the matter with the person/s involved?**

Yes No

If yes, what was the outcome, if any? Please attach a copy (not the original) of your complaint to the respondent and any letter of reply you have received.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If no, is there any reason/s that you cannot do so? Do you need help to do this, e.g. for safety reasons, cultural reasons?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How would you like to see your complaint resolved? What action would you like the organisation to take to resolve your complaint?

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**Additional information/supporting documentation**

Please attach copies (not the original) of any documents that may help us to handle the complaint, e.g. if you have letters, emails or faxes or records of conversations you have had with the person/s associated with the complaint.

To help us resolve this matter as fast as we can, please ensure your contact details are kept up to date. If details change, let the organisation know as soon as you can.

Please sign and date this form.

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_\_\_\_

**confidentiality and non-victimisation agreement**

I, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ understand that:

* This investigation, and all discussions and information regarding the investigation, will remain confidential; and
* No individual is to be victimised or bullied because of their involvement in this investigation; and
* If I have any concerns regarding confidentiality, victimisation or bullying as a result of this investigation I will immediately notify the Service Manager, if my complaint is about the Service Manager, I will notify the Committee President.

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_\_\_\_

### Staff Induction Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 020 | Version | 1 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

{Insert Service Name} 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 employees to learn about the organisation, its culture and the requirements of their role.

## 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.

## Definitions

New employees refer to both recruits to the company (including contractors, casuals, volunteers and temporary staff), and staff transfers and promotions.

## Policy

This Policy applies to employees responsible for conducting inductions within {Insert Service Name}.

All employees (including contractors, casuals, volunteers and temporary staff) will be inducted into {Insert Service Name} in a manner as described in the procedures which accompany this policy document.

### Staff Induction Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 020 | Version | 1 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## RESPONSIBILITIES

It is the responsibility of the **Service Manager** to ensure that:

* All new employees participate in an induction program;
* An induction kit (electronic or hard copy) is developed, containing relevant documents, including information about {Insert Service Name} policies;
* The induction kit is kept up to date with relevant information;
* The quality of the induction process is maintained.

## PROCEDURES

The Service Manager must schedule all new employees to attend an induction on their first day of employment, nominating the area where the induction will be conducted, and ensuring all necessary resources are available.

The Service Manager must arrange for an appropriate employee to carry out the task or conduct the induction personally.

An appropriate amount of time and expenditure should be used to ensure that all of the required information is communicated to the new employee, such as Work Health & Safety requirements, duties to be undertaken, dealing with clients, physical layout of the site, etc. This will ensure that employees can work safely and represent the organisation effectively.

The Service Manager should tailor the induction program to suit the needs of the employee(s) being inducted and provide the appropriate information to the new employee(s).

The Service Manager should assign a “mentor” who will help induct the new employee during the first two weeks of employment. The mentor should provide support, give advice on matters arising, answer questions informally, give practical tips, introduce staff and be involved in giving feedback.

The Service Manager is responsible for following up the employee’s induction during the first week and month as indicated on the Induction Checklist (see Appendix A).

The assigned employee conducting the induction should work through an Induction Checklist for each new employee, ticking each item as it is addressed and crossing out those items not applicable. They should ensure that the new employee and the Service Manager sign the Induction Checklist on completion.

## FOLLOW UP

The assigned employee conducting the induction should ensure that each employee completes an Induction Evaluation Form (Appendix B) within three weeks of completing the Induction.

## RELATED DOCUMENTS

* Employee Induction Checklist (Appendix A)
* Induction Evaluation Form (Appendix B)

**LEGISLATION & AWARDS**

* Fair Work Act 2009 (Cth)
* Fair Work Regulations 2009 (Cth)
* Enterprise Agreement (EA)

**APPENDIX A**

# EMPLOYEE INDUCTION CHECKLIST

Employee Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date of Commencement: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employment Type: Full-Time 🞎 Part-Time 🞎 Volunteer 🞎 Contractor 🞎

Casual 🞎

*(tick appropriate box)*

### WELCOME

Welcome new starter to the organisation.

Provide copies of:

* Employee Handbook
* All Occupational Health and Safety Policies and processes, including (but not limited to) fire safety, incident reporting, and sexual harassment policies and procedures
* Other relevant policies

### INTRODUCTION

Provide an overview of the organisation, including:

* Mission
* Size
* Organisational structure
* Services provided
* Introduce employee

### CONDITIONS OF EMPLOYMENT

Provide:

* Position description
* Relationship of job to other jobs within the organisation
* Leave entitlements
* Remuneration and superannuation
* Professional image
* Training and development

### WORKPLACE ENVIRONMENT

***Conduct office tour, including:***

* Toilets
* Tea room/canteen
* First aid facilities
* Car Parking / public transport
* Noticeboards

***Provide overview of local area:***

* Local shops/facilities
* Public transport

***Introduce new employee to:***

* Managers and Supervisors
* Other employees
* Occupational health and safety representatives
* First aiders
* Fire wardens

### MENTOR

Assign a person to act as mentor for the next two weeks;

Name of Mentor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

### EVALUATION

Distribute Induction Evaluation Form for the employee to complete within three weeks.

**CONFIRMATION OF COMPLETED INDUCTION**

Employee Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Employee Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Service Manager Name\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Service Manager Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**APPENDIX B**

**INDUCTION EVALUATION FORM**

|  |  |  |  |
| --- | --- | --- | --- |
| **Name:** |  | **Position:** |  |

**Purpose:** To capture feedback from new employees on the recruitment and new starter process. Your feedback is greatly appreciated as this will assist with continuous improvement.

**How to complete this form:** Please select the option that indicates your level of satisfaction or agreement.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Application Process:** | **Excellent** | **Good** | **Satisfactory** | **Poor** |
| How would you rate the responsiveness of Meals on Wheels to your application? |  |  |  |  |
| How would you rate the information on the role and organisation provided by Meals on Wheels? |  |  |  |  |
| How would you rate your dealings with Meals on Wheels overall? |  |  |  |  |
| **Interview:** | **Excellent** | **Good** | **Satisfactory** | **Poor** |
| How would you rate the information provided about the position, the organisation and any queries you had? |  |  |  |  |
| How would you rate the quality of the interview? |  |  |  |  |
| **Letter of Offer:** | **Excellent** | **Good** | **Satisfactory** | **Poor** |
| How would you rate the explanation provided with the letter of offer and employment contract? |  |  |  |  |
| How would you rate the assistance provided on completing the required new starter forms? |  |  |  |  |
| **Recruitment Process:** | **Excellent** | **Good** | **Satisfactory** | **Poor** |
| How would you rate the communication throughout the process in terms of it being regular, timely and informative? |  |  |  |  |
| How would you rate the Recruitment process overall? |  |  |  |  |
| **Comments:** Please provide any further feedback including any suggestions on how we can improve our Recruitment processes. | | | | |
|  | | | | |
| **Induction** | **Yes** | | **No** | |
| Were you made to feel welcome on commencement with the company? |  | |  | |
| Was your new role explained and the expectations outlined? |  | |  | |
| Were all necessary resources, e.g., computer access etc ready for you on your first day? |  | |  | |
| Was health and safety covered during your induction? |  | |  | |
| Did you feel you were provided with enough information to get started in your role? |  | |  | |
| Did your Manager spend enough time with you in your first week of employment? |  | |  | |
| Did you know who to ask for help and support when required? |  | |  | |
|  | **Excellent** | **Good** | **Satisfactory** | **Poor** |
| How would you rate your introduction to the company on commencement? |  |  |  |  |
| How would you rate the quality of the information provided to you during your induction? |  |  |  |  |
| Overall, how would you rate your induction at Meals on Wheels? |  |  |  |  |
| **Comments:** Please provide any further feedback including any suggestions on how we can improve our induction processes. | | | | |
|  | | | | |

### Staff Recruitment Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 021 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

The success of {Insert Service Name} relies on its ability to attract the best staff and volunteers available. Recruitment methods must be fair, efficient and effective.

## Purpose

The Staff Recruitment Policy has been established to ensure {Insert Service Name} has the opportunity to attract the best available staff and volunteers for all vacant positions. This policy relates to employment of all staff and volunteers.

## Policy

{Insert Service Name} is committed to providing high quality programs and services to our community. To support the achievement of this objective we recognise the importance of employing the most suitable applicant for all vacant positions.

{Insert Service Name} will ensure it has the best opportunity to attract the best available staff by broadly advertising (internally and externally as deemed appropriate) all vacant remunerated positions and volunteer vacancies.

{Insert Service Name} will take all reasonable steps to ensure that applicants may be safely entrusted with the duties of their position.

{Insert Service Name} will internally advertise all vacant positions to current staff and volunteers to encourage career advancement and increase participation.

{Insert Service Name} is committed to providing a work environment that is free from harassment and discrimination.

All recruitment and selection procedures and decisions will reflect {Insert Service Name} ’s commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities. No regard will be given to factors such as age, gender, marital status, race, religion, physical impairment or political opinions.

### Staff Recruitment Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 021 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## RESPONSIBILITIES

It shall be the responsibility of the **Service Manager** (or a delegated authority) to implement this policy and to monitor its performance.

It is the responsibility of Service Manager to ensure that:

* They are familiar with the recruitment policies and procedures, and that they follow them accordingly;
* Staffing levels for their department are determined and authorised;
* All roles have current position descriptions that specify role requirements and selection criteria.

## PROCEDURES

### PRE-RECRUITMENT ACTIVITIES

When it becomes necessary to recruit for a position, the Service Manager should carefully consider the requirements for the position, and the key selection criteria including skills, experience and qualifications.

If no position description exists for the available position, or if it requires revising, this is the responsibility of the Service Manager. Once the new position description or amendments have been drafted, it should be forwarded on to the Management Committee and, if appropriate, approved by the Management Committee. Selection criteria will be drawn up based on the position description.

The Service Manager can only fill positions within the constraints of the Management Committee approved annual budget.

### INTERNAL APPOINTMENTS/PROMOTIONS

Where appropriate, {Insert Service Name} will advertise all vacancies internally.

Exceptions to this rule may occur when;

* The position is of such a specialised nature, and/ or appropriate skills are not available within the organisation; or
* There is a need to make a direct appointment or promotion into the vacant position.

### Internal Advertising should include the following:

* Position title
* Outline of the position
* Skills required for the role
* Closing date for applications.

All internal applicants should forward a current copy of their resume, together with covering letter, to the Service Manager for acknowledgement, consideration and processing.

Internal applicants who possess the required skills, qualifications and work-related experience, as specified in the internal advertisement, will be interviewed for the position by the Service Manager.

### EXTERNAL ADVERTISING

Where a position cannot be filled internally or where it is appropriate to conduct an external recruitment campaign, the available position should be advertised through relevant networks, on relevant websites, and through local employment services.

Volunteer positions will be advertised as widely as deemed reasonable.

All advertisements must be approved by the Service Manager.

### USE OF RECRUITMENT CONSULTANTS

Where deemed appropriate, external recruitment consultants may be used for recruitment purposes.

It remains the Service Manager’s responsibility to ensure that the recruitment consultant adheres to {Insert Service Name} Recruitment and Selection Policies.

### SCREENING APPLICANTS

If a recruitment consultant has been engaged to recruit for a position, they will be responsible for screening the applicants.

If screening is performed in house, resumes must be screened against the position description so that assessments can be made of their suitability for the specific role. Applicants who are assessed as suitable will then be selected for interview.

Given the nature of our organisation, police checks will be arranged for all successful applicants. Police checks shall be arranged only with the consent of the applicant concerned.

References shall be sought, where appropriate, as set out in the organisation's Employment References Policy. Previous employers and referees shall be contacted, and transcripts, qualifications, publications and other certification or documentation shall be validated.

Any checks which may form part of the selection process should be conducted prior to issuing an offer of employment.

### CONDUCTING INTERVIEWS

The short-listing and interview process will be conducted by a selection panel which will be appointed by, and will include, the Service Manager and members of the Management Committee.

If the Service Manager or any Management Committee member finds that they are assessing any applicant where there is a perceived or actual conflict (e.g.; where the applicant is a family member, friend or past colleague), they shall declare the perceived or actual conflict to the panel.

### NEW STARTER PAPERWORK

Upon selection the Manager is to make a verbal offer to the candidate.

To authorise the commencement or transfer of an internal employee, the Manager must notify the Treasurer. The Manager should ensure that all recruiting documents are completed and filed.

The Manager will prepare a written letter of offer for the successful candidate. The letter of offer and or contract of employment will confirm the start date, salary (if any), position and the terms and conditions of employment pertaining to the employee.

Once the Manager has received the candidate’s signed letter of offer, the Manager is to notify all unsuccessful interviewed candidates. If an external recruitment agency has been used, the Manager is to notify the agency, who will notify the unsuccessful interviewed candidates.

The Manager is responsible for liaising with the appropriate staff members employed by {Insert Service Name} to ensure that the necessary documentation, equipment and access privileges are prepared for the new employee.

### RECORDS AND CORRESPONDENCE

All contact regarding the position is to be directed through reception, with all applications marked “Confidential”.

## RELATED DOCUMENTS

* Employment References Policy HR/POL – 006
* Equal Employment Opportunity Policy HR/POL - 007
* Staff Induction Policy HR/POL – 020
* Interview Guidelines – Appendix A

## APPENDIX A

# Interview Guidelines

The purpose of an interview is to provide and obtain information that will assist in making a decision about a candidate’s suitability.

Whilst each interviewer will develop their own interviewing styles, there are a number of essential characteristics of an interview that must be present in all interviews.

**PRIOR TO CONDUCTING THE INTERVIEW**

Review the candidate's resume before commencing the interview. This will help you feel more comfortable when the candidate arrives.

Review the similarities or differences in qualifications relating to the performance factors of the job, including:

* education or basic paper qualifications for the job;
* related work experience and areas of specialisation;
* additional experience (such as special interests or volunteer activities) in which the candidate might have developed skills related to the position.

**CONDUCTING THE INTERVIEW**

Asking questions is an important part of the interviewer's role; it is not, however, their only responsibility. A good interviewer must also:

* reduce communication barriers;
* maintain control of the interview;
* ensure that the candidate reveals what the interviewer wants to know, not simply what the candidate wants to tell; and
* create a friendly, conversational atmosphere.

Having the candidate respond to questions and prompts will encourage them to do most of the talking while the interviewer ensures that all relevant topics are covered. The interviewer may be required to ask a question a second time by re-phrasing it or by returning to a particular topic at a later point in the interview.

While each interviewer develops a particular style, the following steps provide a useful guide to the structure of an interview.

**STEP 1: SET THE STAGE**

It's important to create an interviewing environment that allows a candidate to put their best foot forward. An interviewer will be able to gain more information in a comfortable setting and the candidate will be left with a favourable impression of the organisation.

* Make arrangements for a private meeting room in which to conduct the interview.
* Do not allow interruptions (e.g. telephone calls, etc.).
* Interviews are more comfortable if conducted in an informal "around the table" setting rather than across a desk, particularly when more than one interviewer is involved. Position the candidate so that they can comfortably direct conversation to anyone in the room.
* Introduce yourself and all members of the interview panel to the candidate (the panel members may prefer to introduce themselves).
* Body language should be relaxed and open.
* Be friendly and courteous throughout the interview. The tone should be like a slightly structured conversation.
* Sometimes it helps to begin by entering into a general conversation, for example talking about the organisation and then asking the applicant to give a summary of their background.

**STEP 2: OUTLINE THE AGENDA**

Outline for the candidate the structure that the interview will take. This will help them to relax and will put the interviewer in control of what is to follow.

* Identify areas to be covered (e.g. the duties and responsibilities involved in the job; the candidate's education and experience and how they relate to the position; the use of hypothetical situations).
* Suggest the length of time that the interview is expected to take, and any additional time that might be spent touring the work site, etc.
* Provide the candidate with a description of the duties and responsibilities of the job and an overview of the workings of the organisation.
* Avoid confusing or overly technical language. Don't oversell the job or mislead the candidate about the actual duties and responsibilities involved or the future growth expectations of the position.
* Advise the candidate that there will be an opportunity later in the interview for them to ask questions or add information that may not yet have been covered.

**STEP 3: GATHER INFORMATION**

Following core questions will provide structure and should take up most of the interview time; however, some flexibility is necessary to allow for follow-up questions and for questions that will arise out of each candidate's documentation. This helps to create a comfortable, relaxed tone.

Listen for evidence of both positive and negative behaviour and focus on one specific performance factor at a time. Analyse how well those behaviours and skills would carry over to the position.

The interviewing process may take some time to master, but it can be extremely effective. Probing is particularly necessary when there are gaps in the candidate's life/work history, when inconsistencies appear or when the candidate changes the subject or is evasive.

**STEP 4: WELCOME ADDED INFORMATION AND ANSWER QUESTIONS**

In the later stages of the interview, the candidate may have specific questions about the job, department or the organisation itself. A detailed discussion should be reserved until this point, so that the candidate won't simply tailor their answers to suit the position. This is a good time to probe for more detailed information, such as:

* "Now that I've described the job, do you have any relevant skills that we haven't yet heard about?"

Thank the candidate for coming to the interview and explain the time frame for decision-making and what the next step in the process will be.

### Time Off in Lieu of Overtime Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 022 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

From time to time employees may be required to work longer hours to accommodate a pressing work issue, attend meetings or represent the organisation outside of their ordinary hours of work.

In such circumstances, employees may be entitled to be paid at overtime rates for hours worked in excess of their ordinary hours of work or rostered hours of work or may be entitled to take time off in lieu of paid overtime.

This policy explains an employee’s entitlement to take time off in lieu of paid overtime.

## Time off in lieu of paid overtime

In accordance with clause 17.2 of the *Queensland Meals on Wheels Services Enterprise Agreement 2014*, employees will be entitled to be paid overtime rates as follows:

* full-time employees are entitled to be paid at overtime rates for any work done outside the spread of hours or in excess of their rostered hours of work; and
* part-time employees are entitled to be paid overtime rates for any work done in excess of their rostered hours of work.

However, instead of being paid for overtime worked, employees may request to take time off in lieu of paid overtime. Time off in lieu of paid overtime may be available to employees in accordance with clause 17.3 of the *Queensland Meals on Wheels Services Enterprise Agreement 2014*. Time off in lieu of paid overtime must be agreed to by the employee and {Insert Service Name} in writing.

If agreed with {Insert Service Name}, employees may be compensated for working overtime in lieu of receiving payment for such overtime by being allowed to take time off at the following rate:

* the first two hours of overtime in any one week may be taken at the rate of time worked for time taken; and
* any period in excess of two hours overtime in any one week may be taken off at a rate equivalent to the prescribed overtime penalty.

Employees will not be entitled to payment for overtime or time off in lieu of paid overtime unless prior written approval is sought from the Service Manager/Committee President.

## Accumulation of time off in lieu of paid overtime

The accumulation of time off in lieu of paid overtime must be pre-approved in writing by the Service Manager/Committee President. Such pre-approval must contain the reasons why the work is necessary to be performed outside of the employee’s spread of hours or rostered hours of work.

This arrangement is designed to ensure that an employee is not working excessive hours and to ensure work/life balance. It is not expected that time off in lieu of paid overtime will be a standard or regular occurrence.

The Service Manager/Committee President shall ensure that the accumulation and use of time off in lieu of paid overtime is not excessive and does not expose the organisation to staff shortages.

An employee is required to take their accumulated time off in lieu of paid overtime within three months of the overtime being performed. If {Insert Service Name} is unable to release the employee so as to allow them to take time off in lieu, the employee will be paid for the overtime worked at the appropriate overtime rate.

On termination of an employee’s employment, all accrued time off in lieu of paid overtime will be paid to the employee at the appropriate overtime rate.

{Insert Service Name} does not approve ‘flex-time’ and this policy is not to be interpreted as an opportunity for flexible working hours.

## Application of policy

This policy applies to all employees of {Insert Service Name}.

If an employee has an individual flexibility agreement in place with {Insert Service Name}, the terms of the individual flexibility agreement will prevail over this policy to the extent of any inconsistency.

### Time Off in Lieu of Overtime Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 022 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

It shall be the responsibility of the Service Manager/Committee President to implement this policy and monitor its effects.

The Service Manager/Committee President shall be responsible for authorising in writing all instances of time off in lieu of paid overtime earned and taken for employees directly supervised by them.

## Procedures

Time off in lieu of paid overtime can only be accumulated and taken in accordance with the Time Off In Lieu Of Paid Overtime Policy.

Time off in lieu of paid overtime will be calculated as follows:

* the first two hours of overtime in any one week may be taken at the rate of time worked for time taken; and
* any period in excess of two hours overtime in any one week may be taken off at a rate equivalent to the prescribed overtime penalty.

Documentation supporting the written pre-approval of overtime must be submitted with an employee’s timesheet at the end of the relevant pay period or it will not be accumulated.

Employees must take their accrued time off in lieu of paid overtime within three months of the overtime being performed. If {Insert Service Name} is unable to release the employee so as to allow them to take time off in lieu, the employee will be paid for the overtime worked at the appropriate overtime rate.

In order to take time off in lieu of paid overtime, employees must fill out a ‘Leave Application Form’ and lodge it with the Service Manager/Committee President. The Leave Application Form must be approved by the Service Manager/Committee President prior to the leave being taken. The pre-approved Leave Application Form must be submitted with an employee’s timesheet at the end of pay period in which the leave was taken.

In the unlikely circumstance that overtime cannot be pre-approved due to unforeseen circumstances, subsequent written approval must be sought from the Management Committee prior to the hours being accumulated for any employee.

## Related Documents

* Long Service Leave Policy HR/POL - 008
* Personal Leave, Carer’s Leave & Compassionate Leave Policy HR/POL – 013
* Unpaid Leave Policy HR/POL – 025
* Time Off In Lieu Of Paid Overtime Policy HR/POL - 022

## Legislation & Industrial Instruments

* *Fair Work Act* 2009
* *Fair Work Regulations* 2009
* *Social, Community, Homecare and Disability Service Industry Award* 2010
* *Queensland Meals on Wheels Services Enterprise Agreement 2014*

### Travel Policy and Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 023 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

# Policy

All travel by employees must be undertaken in a manner which achieves the outcomes required and reduces expenses and time wastage.

# Procedure

## Approvals

* All travel for employees of the organisation must be approved by the Manager, the President will approve travel for the Manager.
* The Manager authorises any expenses which need to be prepaid on behalf of the traveller to the level of $200 per day. Any costs greater than $200 per day must be referred to the President or Treasurer of the Management Committee.

## Air fares

* Fares booked must be refundable and booked as soon as possible after travel has been approved to take advantage of any discounts available.
* Electronic check-in is to be used. The traveller is responsible for providing two forms of identification where checking in at the airport.
* All travellers travel economy class.

## Car hire

* The organisation is billed directly for all car hire by the company.
* After the trip, the traveller should forward all car hire documents to the Manager for checking before the account is paid.

## Taxi fares

* Travellers submit receipts to the Manager for checking and recording, the Manager will submit all receipts to the President.

## Accommodation

* Accommodation booked must be within the current allowance specified by the organisation.
* Where possible, accommodation will be booked and paid in advance by the Manager.

## Other travel expenses

* Travellers with organisation debit cards should use these cards to pay for incidental travel expenses and meals and retain receipts for credit card acquittal.
* Travellers should forward all receipts to the Manager after the trip for checking and recording.
* Travellers without an organisation credit card should use their own cash or credit card to pay for incidental travel expenses and retain receipts for reimbursement.
* An **Expenses Reimbursement Form** should be completed. Attach all receipts to the form and submit the form to the Manager.

**Itinerary**

Manager:

* Prepare an itinerary for the traveller showing:
* Dates of travel.
* Details of flights.
* Accommodation.
* Appointments.
* Make two (2) copies of the itinerary for distribution as follows:
* One of file for reference.
* One for the employee who is acting in the traveller’s job role.

**Related Documents**

* Reimbursement of Organisational Expenses Policy and Procedure - POL - 056

### Uniform and Dress Code Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 024 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

**Purpose**

{Insert Service Name} strives to maintain a workplace environment that is well functioning and free from unnecessary distractions and annoyances. As part of that effort, the organisation requires employees to maintain a neat and clean appearance that is appropriate for the workplace setting and for the work being performed.

This policy applies to all employees and contractors of {Insert Service Name}.

**Policy Objectives**

* Outline dress standards to employees to observe when representing {Insert Service Name} in a professional capacity and provide employees with clear guidelines for accepted standards of dress and appearance during working hours.
* Provide the Manager with clear guidelines to use in monitoring and managing the standard of dress and appearance of employees.

### Uniform Dress Code Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 024 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Procedures

The Service Manager is responsible for monitoring and enforcing this policy. The policy will be administered according to the following action steps:

* If questionable attire is worn, the Service Manager will hold a personal, private discussion with the employee to advise and counsel the employee regarding the inappropriateness of the attire;
* If attire deemed unacceptable following a discussion the Service Manager will hold a private discussion with the employee and ask the employee to change his/her attire immediately;
* Repeated policy violations will result in disciplinary action, up to and including termination.

{Insert Service Name} will make every effort to accommodate employees' religious or national customs that affect the way they dress in the workplace. Each request will be considered on a case-by-case basis.

## Appropriate Attire

All employees should maintain appropriate standards of neat and professional dress and grooming. The key point in determining what is appropriate work attire is the use of common sense and good judgment, applying a dress practice that our organisation deems conducive to our work environment.

While employees may wear casual clothes, attire that should not be worn includes:

* Clothing that does not fit correctly: too tight or too loose;
* Clothing that is faded, stained, discolored, torn, patched, ripped, or frayed;
* Clothing with missing buttons;
* Thongs or similar casual footwear;
* Surf shorts, halter, backless, strapless or low-cut tops, gym wear;
* Clothing with offensive slogans or pictures, e.g., profanity and nude or seminude pictures, offensive gestures, suggestive cartoons;
* Clothing with political slogans, derogatory words, or advertisements for competitive products or services.

In addition, we ask that there be no unsafe jewellery and piercings that interfere with food hygiene (must be covered or removed whilst in the kitchen), and no fresh, vulgar or crude tattoos.

## Identification

Name Badges

The wearing of identification improves visibility with the public and Meals on Wheels Services. Employees should wear a form of visible identification when out in the field.

### Unpaid Leave Policy

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| Policy number | HR/POL - 025 | Version | 1 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## PURPOSE

{Insert Service Name} is committed to balancing the needs of its employees with those of {Insert Service Name} and recognises that on occasions some employees may need to take special unpaid leave.

The purpose of this policy is to outline {Insert Service Name}’s policy and related processes for applying for, and taking, unpaid leave.

## SCOPE

This policy applies to all employees of {Insert Service Name}.

## POLICY

* Generally, unpaid leave will only be considered by {Insert Service Name} where an employee's circumstances are exceptional.
* Where available, an employee’s accrued leave (such as annual leave, personal leave – if appropriate, and long service leave) will be utilised before unpaid leave will be considered.
* Where an employee takes unpaid leave, other leave entitlements will cease to accrue for the period of that unpaid leave.

### Unpaid Leave Procedure

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| Policy number | HR/PRO - 025 | Version | 1 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## RESPONSIBILITIES

**The Service Manager** is responsible for ensuring:

* Leave records for each employee are established and recorded;
* Unpaid leave procedures are observed across the organisation;
* Applications for unpaid leave are processed as soon as possible

**Employees** are responsible for:

* Adhering to the provisions of this policy when making an application for unpaid leave;
* Initiating leave applications by completing and submitting the appropriate leave documentation.

## PROCESSES

Employees must submit applications for leave without pay to the Service Manager for review.

Applications for unpaid leave should be made as soon as the employee knows that they intend to take leave.

Upon receiving an application for unpaid leave, the Service Manager should consider all of the circumstances surrounding the request.

The conditions under which an employee is granted unpaid leave are to be documented in the form of the template memo in Appendix A of this policy. A copy of this memo is to be provided to the employee and filed in their personnel file.

## LEGISLATION & AWARDS

* Fair Work Act 2009 (Cth)
* Fair Work Regulation 2009 (Cth)
* Enterprise Agreement (EA)

**APPENDIX A**

**SAMPLE LETTER TO BE ISSUED TO EMPLOYEES GRANTED LEAVE WITHOUT PAY**

[Date]

[Name]

[Address]

Dear\_\_\_\_\_\_\_\_\_\_\_\_,

**RE: APPLICATION FOR UNPAID LEAVE**

I refer to your application for leave without pay for the purposes of [insert reason for leave]. I am pleased to confirm that your application has been approved by {Insert Service Name}, subject to the following conditions.

Your period of unpaid leave will commence on [first day of leave] and conclude on [last day of leave]. Any variation to these leave dates must be approved by the Service Manager.

Whilst on leave without pay, you will continue to maintain an employment relationship with {Insert Service Name}.

CONTINUITY OF SERVICE

The period of leave without pay will not be considered a break in your continuity of service.

However, the period of leave without pay will not be taken into account for the purposes of calculating all service-related entitlements including annual leave, personal leave and long service leave. All leave balances will be suspended until you return from leave without pay.

SUPERANNUATION

Your superannuation contributions will be suspended for the period of your leave.

CONTACT INFORMATION

Please ensure that your contact address and phone numbers are up to date in {Insert Service Name} records to ensure we can contact you if necessary during your leave.

CONDUCT AND BEHAVIOUR [OPTIONAL]

Even though you will not be working at [name of organisation] during your leave without pay, because you remain an employee, we expect that you will conduct yourself in a manner befitting a [name of organisation] employee. Any conduct which might tend to adversely reflect upon the reputation or standing of {Insert Service Name} will be viewed seriously and may result in disciplinary action being taken.

NOTIFICATION OF RETURN TO WORK

One month prior (or another period of time as agreed to by your manager) to the day on which you are expected to return to work you must notify the Service Manager to confirm your return date. This will help in planning your return to work.

We wish you the best for your time away and look forward to your return. Please sign the attached copy of this memo and return it to me to confirm your acceptance of the terms and conditions of your unpaid leave.

If you have any queries, please contact the Service Manager.

Regards,

[Signature of authorised manager]

### Whistleblower Policy

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/POL - 026 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Introduction

{Insert Service Name} is committed to operating legally (in accordance with applicable legislation and regulation), properly (in accordance with organisational policy and procedures), and ethically (in accordance with recognised ethical principles). Employees are expected to cooperate with the organisation in maintaining legal, proper, and ethical operations, if necessary by reporting non-compliant actions by other people. Correspondingly, employees who do assist in maintaining legal, proper, and ethical operations should not be penalised in any way.

## Purpose

The purpose of this policy is to:

* Encourage the reporting of matters that may cause harm to individuals or financial or non-financial loss to {Insert Service Name} or damage to its reputation;
* Enable {Insert Service Name} to deal with reports from the Whistleblower in a way that will protect the identity of the Whistleblower and provide for the secure storage of the information provided;
* Establish the policies for protecting Whistleblowers against reprisal by any person internal or external to the entity;
* Provide for the appropriate infrastructure;
* Help to ensure {Insert Service Name} maintains the highest standards of ethical behaviour and integrity.

## Policy

Concerns regarding illegal or corrupt behaviour

Where an employee of {Insert Service Name} believes in good faith on reasonable grounds that any other employee, volunteer, or contractor has breached any provision of the general law, that employee must report their concern to

* Their supervisor: or, if they feel that their supervisor may be complicit in the breach;
* The Service Manager or, if they feel that the manager may be complicit in the breach;
* The Committee President.

The person making their concern known shall not suffer any sanctions from the organisation on account of their actions in this regard provided that their actions

* Are in good faith;
* Are based on reasonable grounds;
* Conform to the designated procedures.

Any person within the organisation to whom such a disclosure is made shall:

* If they believe the behaviour complained of to be unquestionably trivial or fanciful, dismiss the allegation and notify the person making the allegation of their decision;
* If they believe the behaviour complained of to be neither trivial nor fanciful, ensure that the allegation is investigated, a finding is made, and the person making the allegation is informed of the finding.

Any such investigation shall observe the rules of natural justice and the provisions of procedural fairness.

Disclosures may be made anonymously, and this anonymity shall as far as possible be preserved by the organisation.

Concerns regarding improper or unethical behaviour

Where an employee of {Insert Service Name} believes in good faith on reasonable grounds that any other employee, volunteer, or contractor has breached any provision of the organisation’s constitution, or its bylaws, or its policies, or its code of conduct, or generally recognised principles of ethics, that employee may report their concern to:

* Their supervisor: or, if they feel that their supervisor may be complicit in the breach;
* The Service Manager or, if they feel that the manager may be complicit in the breach;
* The Committee President.

The person making their concern known shall not suffer any sanctions from the organisation on account of their actions in this regard provided that their actions:

* Are in good faith;
* Are based on reasonable grounds;
* Conform to the designated procedures.

Any person within the organisation to whom such a disclosure is made shall:

* If they believe the behaviour complained of to be unquestionably trivial or fanciful, dismiss the allegation and notify the person making the allegation of their decision;
* If they believe the behaviour complained of to be neither trivial nor fanciful, ensure that the allegation is investigated, a finding is made, and the person making the allegation is informed of the finding.

Any such investigation shall observe the rules of natural justice and the provisions of procedural fairness.

Disclosures may be made anonymously, and this anonymity shall as far as possible be preserved by the organisation.

### Whistleblower Procedure

|  |  |  |  |
| --- | --- | --- | --- |
| Policy number | HR/PRO - 026 | Version | 2 |
| Drafted by | Committee President | Approved by Committee on |  |
| Responsible person | Committee President | Scheduled review date |  |

## Responsibilities

All **employees** and **contractors** are responsible for reporting breaches of general law, organisational policy, or generally recognised principles of ethics to a person authorised to take action on such breaches.

## Definitions

A Whistleblower is a person (being a director, manager, employee or contractor of {Insert Service Name}) who, whether anonymously or not, makes, attempts to make or wishes to make a report in connection with reportable conduct and wishes to avail themselves of protection against reprisal for having made the report.

Breaches of general law, organisational policy, or generally recognised principles of ethics include:

* Corrupt conduct;
* Fraud or theft;
* Official misconduct;
* Maladministration;
* Harassment or unlawful discrimination;
* Serious and substantial waste of public resources;
* Practices endangering the health or safety of the staff, volunteers, or the general public;
* Practices endangering the environment.

Complaints regarding workplace health and safety should, where possible, be made through the organisation’s workplace health and safety procedures.

## Processes

Reporting

Where an employee of {Insert Service Name} believes in good faith on reasonable grounds that any other employee, volunteer, or contractor has breached general law, organisational policy, or generally recognised principles of ethics, that employee must report their concern to

* Their supervisor: or, if they feel that their supervisor may be complicit in the breach;
* The Service Manager or, if they feel that the manager may be complicit in the breach;
* The Committee President.

These procedures do not authorise any employee to inform commercial media or social media of their concern, and do not offer protection to any employee who does so, unless

* It is not feasible for employees to report internally, or
* Existing reporting channels have failed to deal with issues effectively.

Any person reporting such a breach should be informed that

* as far as lies in the organisation’s power, the employee will not be disadvantaged for the act of making such a report; and
* if the complainant wishes to make their complaint anonymously, their wish shall be honoured except insofar as it may be overridden by due process of law; however,
* reporting such a breach does not necessarily absolve the complainant from the consequences of any involvement on their own part in the misconduct complained of.

Any such report should where possible be in writing and should contain, as appropriate, details of

* the nature of the alleged breach;
* the person or persons responsible for the breach;
* the facts on which the complainants’ belief that a breach has occurred, and has been committed by the person named, are founded;
* the nature and whereabouts of any further evidence that would substantiate the complainant’s allegations, if known.

Evidence to support such concerns should be brought forward at this time if it exists. The absence of such evidence will be taken into account in subsequent consideration of whether to open an investigation into the matter. However, absence of such evidence is not an absolute bar to the activation of the organisation’s investigative procedures. The existence of such a concern is sufficient to trigger reporting responsibilities.

In contemplating the use of this policy, a person should consider whether the matter of concern may be more appropriately raised under either the organisation’s constitutional grievance procedures or its Disputes Resolution Policy.

**Anonymity**

If the complainant wishes to make their complaint anonymously, their wish shall be honoured except insofar as it may be overridden by due process of law.

The complainant should, however, be informed that the maintenance of such anonymity may make it less likely that the alleged breach can be substantiated in any subsequent investigation.

Where anonymity has been requested, the complainant is required to maintain confidentiality regarding the issue on their own account and to refrain from discussing the matter with any unauthorised persons.

**Investigation**

On receiving a report of a breach, the person to whom the disclosure is made shall:

* If they believe the behaviour complained of to be unquestionably trivial or fanciful, dismiss the allegation and notify the person making the allegation of their decision;
* If they believe the behaviour complained of to be neither trivial nor fanciful, put in motion the investigation process described below.

The person to whom the disclosure was made shall notify the Manager who shall be responsible for ensuring that an investigation of the charges is established and adequately resourced.

Terms of reference for the investigation will be drawn up, in consultation with the Manager or Management Committee President, to clarify the key issues to be investigated.

An investigation plan will be developed to ensure all relevant questions are addressed, the scale of the investigation is in proportion to the seriousness of the allegation(s) and sufficient resources are allocated.

Strict security will be maintained during the investigative process.

All information obtained will be properly secured to prevent unauthorised access.

All relevant witnesses will be interviewed, and documents examined.

Contemporaneous notes of all discussions, phone calls and interviews will be made.

Where possible, interviews will be taped.

The principles of procedural fairness (natural justice) will be observed[[1]](#footnote-1). In particular, where adverse comment about a person is likely to be included in a report, the person affected will be given an opportunity to comment beforehand and any comments will be considered before the

report is finalised.

The person or persons conducting the investigation shall be as far as possible unbiased.

**Findings**

A report will be prepared when an investigation is complete. This report will include:

* The allegations;
* A statement of all relevant findings of fact and the evidence relied upon in reaching any conclusions;
* The conclusions reached (including the damage caused, if any, and the impact on the organisation and other affected parties) and their basis;
* Recommendations based on those conclusions to address any wrongdoing identified and any other matters arising during the investigation.

The report will be provided to the person making the allegation (with, if necessary, any applicable confidentiality stipulations).

## Protection of Informant

Where the investigation has found that the person making the allegation made it in good faith on reasonable grounds, the Committee President shall designate an officer to be responsible for ensuring that the person suffers no employment-related disadvantage on account of their actions in this matter and to provide additional support for the person where necessary.

## Related Documents

* Confidentiality Policy HR/POL – 005
* Staff Grievance and Dispute Resolution Policy HR/POL – 019

## Relevant Legislation

* Queensland –Public Interest Disclosure Act 2010

1. Natural justice and procedural fairness do not require that the person affected be informed of the identity of the person making the initial disclosure, unless that communication constitutes part of the evidence relied upon in making the eventual finding. [↑](#footnote-ref-1)