[Insert organisation name/logo]

HUMAN RESOURCES POLICY

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***🖌Note\****

*This policy template has been developed to meet the needs of a diverse range of services and includes items for consideration in policy and procedure.*

***Not all content will be relevant to your service.******Organisations are encouraged to edit, add and delete content to ensure relevancy.***

*All notes (like this one) should be considered and deleted before finalising the policy, and the contents list should be updated as changes are made and when content is finalised. See the NADA Policy Toolkit User Guide for more editing tips.*

*\*Please delete note before finalising this policy.*

***🖌Note\****

*To update the contents list when all content has been finalised, right click on the contents list and select ‘update field’, an option box will appear, select ‘Update entire table’ and ‘Ok’.*

*To use the contents list to skip to relevant text, use Ctlr and click to select the relevant page number.*

*\*Please delete note before finalising this policy.*

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# SECTION 1: HUMAN RESOURCES FRAMEWORK

## 1.1 Policy statement

**[Insert organisation name]** is committed to providing transparent, effective, legal, and consistent human resources (HR) systems that benefit the organisation and its staff, Board members, students and volunteers.

## 1.2 Purpose and scope

The purpose of this policy is to provide guidance to **[insert organisation name]** in developing and implementing HR systems that are equitable, efficient, communicated to all staff, Board members, students and volunteers and comply with relevant legislation.

This policy applies to all **[insert organisation name]** employees, Board members, volunteers and student placements.

## 1.3 Definitions

|  |  |
| --- | --- |
| **Worker** | Any person aged 16 years or over who is employed or engaged in work in any of the following capacities:   * as a paid employee; * as a self-employed person or as a contractor or sub-contractor; * as a volunteer (including Board members); * as a person undertaking practical training as part of an educational or vocational course (other than as a student undertaking work experience). |
| **Child/Young person** | A child is a person under the age of 16 years and a young person is aged 16 years to 18 years. |
| **Child-related work** | Any work in an area prescribed as child-related work in the Child Protection (Working with Children) Act 2012 and the Child Protection (Working with Children) Regulation 2013.  This includes, but is not limited to, work in the following areas:   * education, early education and childcare * child development and family welfare services * clubs or other bodies providing services for children * entertainment for children * residential services * transport services for children * religious services. |
| **Mandatory reporter** | Anybody who, as part of their paid or professional work, delivers healthcare, welfare, education, children’s services, residential services or law enforcement to children . |
| **Significant**  **risk of harm** | Refers to a person being in circumstances that are causing significant concern for their safety, welfare or wellbeing. |
| **Employee misconduct** | Is indicated where the minimum requirements of the organisation’s Code of Conduct are not being met and/or where any other improper behaviour or behaviour that endangers the safety of others or the reputation of the organisation is identified. |
| **Serious misconduct** | Includes proven theft, physical assault, gross negligence, serious breach of policies and/or procedures, wilful or malicious damage, serious breach of safety procedures, illegal or fraudulent acts while on company business, or abandonment of employment. |
| **Concern** | Is a work-related issue raised by an employee, student, volunteer or Board member that may be dealt with informally or recorded with no further action required. |
| **Grievance** | Is a clear statement by an employee, student, volunteer or Board member of a work-related problem or complaint that requires formal resolution. |
| **Complainant** | Is the person raising the concern or making the grievance. |
| **Respondent** | Is the person who the concern or grievance is about. |
| **Volunteer** | An unpaid person who contributes to workplace operations and services of their own volition and/or as a participant in a recognised volunteer program. |
| **Volunteering** | An activity which takes place through many organisations and is undertaken:   * to be of benefit to the community and the volunteer * of the volunteer's own free will and without coercion * for no financial payment * in designated volunteer positions. |
| **Student** | An unpaid student who contributes to workplace operations and services on their own volition and/or as a participant in a recognised student program supervised by an academic institution. |
| **Workplace bullying** | Is described as repeated, unreasonable behaviour directed towards a worker or a group of workers that creates a risk to health and safety. |
| **Unreasonable behaviour** | Behaviour that a reasonable person, having regard for the circumstances, would see as victimising, humiliating, undermining or threatening. |
| **Credentialing** | Obtaining evidence contained in verified documents to delineate the theoretical range of services which a clinician is competent to perform.[[1]](#footnote-2) |
| **Credentials** | The qualifications, professional training, clinical experience, and training and experience in leadership, research, education, communication and teamwork that contribute to the competence, performance and professional suitability to provide safe, high quality health care services by a clinician. |
| **Accredited health professional** | A health professional authorised to treat patients in accordance with specified scope of clinical practice and any specified conditions. |
| **Accredited practitioner** | A medical practitioner authorised to treat patients in accordance with a specified accreditation classification and scope of clinical practice. |

## 1.4 Principles

* **[Insert organisation name]** provides an equitable, safe and positive workplace with the absence of nepotism or patronage.
* Workers are valued and recognised for their contribution to the organisation’s successful achievements and outcomes.
* Workers behave in a professional manner that respects the rights of others. Unlawful discrimination is not be tolerated by any worker.
* Flexible and supportive working conditions are provided in line with relevant legislation and comparable to industry standards.

## 1.5 Outcomes

* **[Insert organisation name]** recruits and retains professional workers that contribute to organisational outcomes.
* Working conditions and benefits are an asset of the organisation.
* Human resource practices are free from discrimination.
* Workers drive a dynamic and inspiring culture.

## 1.6 Delegations

|  |  |
| --- | --- |
| **Board of directors** | * Endorse and ensure compliance with the Human Resource Policy. * All HR responsibilities for **[insert CEO/Manager]**. * Ensure succession planning for CEO/Manager and other critical operational positions. * Endorse redundancy action as required. * Act as facilitators in resolving grievances as required. |
| **Business services/ management** | * Compliance with the Human Resource Policy. * Develop and implement HR systems across the organisation. * Implement performance and misconduct management processes as required. * Act as facilitators in resolving grievances as required.   **CEO/Manager**   * HR planning, including identifying position requirements and associated budget. * Endorse recommendations for employment, employee contracts and variations. * Endorse certain leave requests. * Endorse student placements.   **Management**   * HR responsibilities for program/clinical service workers, students, volunteers and others as delegated by CEO/Manager. * Payroll processing and leave record-keeping. |
| **Program services/clinical** | * Compliance with the Human Resource Policy. * HR responsibilities for program/clinical service workers, students, volunteers and others as delegated by CEO/Manager. * Implement performance and misconduct management processes as required. |

## 1.7 Policy implementation

This policy is developed in consultation with **[insert organisation name]** workers and approved by the organisation’s Board of Directors. All workers are responsible for understanding and adhering to these HR policy and procedures. Human Resources is an agenda item in organisation staff meetings where system and implementation issues may be raised.

Specific monitoring and support activities undertaken are:

* Annual personnel file audit to ensure practice compliance with HR policies and procedures
* Evaluation of worker’s orientation experience
* Evaluation of worker’s leaving the organisation.

## 1.8 Risk management

**[Insert organisation name]** develops and implements human resource systems that comply with relevant employment legislation, including the Fair Work Act 2009 (Cth).

All staff, Board members, students and volunteers are made aware of this policy during orientation.

# SECTION 2: WORKPLACE CONDUCT

## 2.1 Code of conduct

**[Insert organisation name]** workers are required to abide by the organisation Code of Conduct. The Code of Conduct outlines standards of behaviour required in the performance of **[insert organisation name]** related duties.

Workers acknowledge understanding and agreement of the organisation Code of Conduct by signing a copy of the code at commencement of their position or placement.

## 2.2 Anti-discrimination

**[Insert organisation name]** workers, clients, stakeholders and visitors are treated fairly and not discriminated against or intimidated in the workplace as a result of their affiliation with a particular cultural or social group or gender. Anti-discrimination legislation makes it illegal for employers to discriminate overtly or obliquely against a current or potential employee based on gender, sexuality, ethnicity, age, carer or parental responsibilities, marital status, cultural background or religious beliefs.

**[Insert organisation name]** requires all workers to contribute to a workplace that is free from discrimination and that they comply with anti-discrimination legislation, including:

* Racial Discrimination Act 1975 (Cth)
* Sex Discrimination Act 1984 (Cth)
* Human Rights and Equal Opportunity Commission Act 1986 (Cth)
* Disability Discrimination Act 1992 (Cth)
* Anti-Discrimination Act 1977 (NSW).

Where internal incidents of discrimination are suspected or identified, the Performance and Development Section of this policy and related procedures are followed and/or disciplinary action taken. Where incidents of discrimination are suspected or identified from external sources, the Feedback and Complaints Section of the Communications Policy and related procedures are followed.

## 2.3 Bullying and harassment

**[insert organisation name]** does not accept workplace bullying and harassment, takes steps to minimise risk of occurrence, and responds to bullying and harassment incidents by actioning employee misconduct management procedures. Refer to the performance and development section of this policy for more detail.

### 2.3.1 Types of bullying behaviour

Bullying may occur face-to-face, via phone, email, instant messaging or social networking applications, and may involve different forms of obvious (direct) or subtle (indirect) unreasonable behaviour. Bullying may be intentional where the actions are intended to humiliate, offend, intimidate or distress, whether or not the behaviour did have that effect. Bullying may also be unintentional where actions which, although not intended to humiliate, offend, intimidate or distress, cause and should reasonably have been expected to cause those effects.

Examples of direct bullying could include:

* Abusive, insulting or offensive language
* Spreading misinformation or malicious rumours
* Behaviour or language that frightens, humiliates, belittles or degrades, including criticism that is delivered with yelling or screaming
* Displaying offensive material
* Inappropriate comments about a person’s appearance, lifestyle, or their family
* Teasing or making someone the brunt of pranks or practical jokes
* Interfering with a person’s personal property or work equipment, or harmful or offensive initiation practices.

Examples of indirect bullying include:

* Unreasonably overloading a person with work or not providing enough work
* Setting timelines that are difficult to achieve or constantly changing deadlines
* Setting tasks that are unreasonably below or beyond a person’s skill level
* Deliberately excluding, isolating or marginalising a person from normal work activities
* Withholding information that is vital for effective work performance
* Deliberately denying access to information, consultation or resources
* Deliberately changing work arrangements, such as rosters and leave, to inconvenience a particular worker or workers
* Unfair treatment in relation to accessing workplace entitlements, such as leave or training.

### 2.3.2 Impact of workplace bullying

Bullying can be harmful for the workers who experience it as well as those who witness it. Individuals react differently to bullying and harassment and in response to different situations.

Reactions may include any of the following:

* Distress, anxiety, panic attacks or sleep disturbance
* Physical illness, such as muscular tension, headaches and digestive problems
* Reduced work performance
* Loss of self-esteem and feelings of isolation
* Deteriorating relationships with colleagues, family and friends
* Depression and risk of suicide.

Those who witness bullying may experience guilt and fear because they do not help or support the affected person in case they too get bullied. Witnesses may feel angry, unhappy or stressed with the workplace and may become unmotivated to work.

Bullying can also damage organisations, leading to:

* High staff turnover and associated recruitment and training costs
* Low morale and motivation
* Increased absenteeism and lost productivity.

## 2.4 Workplace violence

**[Insert organisation name]** does not tolerate violence in the workplace, including intentional damage to property, physical assault or the threat of physical assault. Bullying, harassment and violence may stem from workplace conflict and occur together; however, bullying and harassment does not always result in violence.

The organisation refers all matters of intentional property damage, physical assault or threats of violence to the police.

## 2.5 Dress code

**[Insert organisation name]** workers are required to dress appropriately in all workplace situations to reflect on the organisation as a professional organisation.

## 2.6 Use of computers, mobile devices and social media

**[Insert organisation name]** staff (and Board members, students and volunteers as relevant) are provided with computers, internet access, phones and/or electronic mobile devices for the primary purpose of undertaking the duties of their position. All materials produced, sent and kept by staff on organisational computers, internet, phones and/or electronic mobile devices remain the property of **[insert organisation name]**, including emails and browsing histories.

Social media is an increasing tool and presence in the workplace, for both work-related activities and personal use. Social media may include, but is not limited to:

* Social networking sites, e.g. Facebook
* Video and photo sharing sites, e.g. Instagram, YouTube
* Blogs and micro-blogging, e.g. Twitter
* Wikis, e.g. Wikipedia
* Forums, discussion boards and groups, e.g. Google groups, Linkedln.

**🖌Note\***

Organisations are encouraged to maintain or limit staff members’ use of social media at work according to their views, workload and priorities.

\*Please delete note before finalising this policy.

Incidental and limited personal use of computers, internet, phones, electronic mobile devices and social media is accepted, provided it does not:

* Interfere with the duties of the position and the performance of the employee
* Detrimentally affect network operations, security or other network users
* Create additional usage costs
* Imply organisational endorsement of personal views
* Compromise the organisation’s reputation or the reputation of individual workers
* Include derogatory, shaming or other personal attacks towards or about workers, clients or stakeholders
* Relate to bullying and harassment of any person within, or external to, the organisation
* Reflect staff dissatisfaction or conflict with specific workers, activities, events, systems, policies or privacy related to the organisation
* Disclose personal information relating to workers, clients or stakeholders
* Include viewing, sending or downloading pornographic material
* Include gambling
* Include purchasing and/or downloading software, games, movies or music for the purpose of providing these to a third party
* Violate copyright or licensing agreements
* Violate any State, Commonwealth or International Law.

For more information on social media activities regarding the organisation, refer to the Communications Policy. For more details on client management of social media use, refer to the Service and Program Operations Policy.

## 2.7 Privacy and confidentiality

**[Insert organisation name]** employees and Board members are required to be aware of and comply with State and Commonwealth privacy legislation. Workers maintain confidentiality of all **[insert organisation name]** and personal information obtained during and after their time with the organisation.

Further privacy and confidentiality information is included in the Communications Policy; for details regarding clients, refer to the Client Administration Policy.

## 2.8 Intellectual property

All work developed as a **[insert organisation name]** employee, Board member, student or volunteer remains the property of the organisation.

## 2.9 Drug, alcohol and tobacco use

Persons under the effect of drugs and/or alcohol can cause injury to themselves or others in the workplace. Drug and/or alcohol use can also detrimentally affect a person’s ability to perform their required duties.

**[Insert organisation name]** has a responsibility to protect the health, safety and welfare of workers and clients in the workplace. The organisation requires workers to attend work and perform duties free from the effects of drugs and/or alcohol, except where attending an official work-related event that includes the serving of alcohol and where the CEO/Manager has authorised moderate and safe consumption. Under these circumstances, consumption of alcohol is limited and workers are required to maintain a professional manner and remain fit for work at all times.

The organisation does not accept the possession, sharing, distribution or use of illegal drugs in the workplace or during work hours.

The use of tobacco **[insert is or is not]** permitted on workplace premises or **[insert organisation name]** vehicles. Workers are required to comply with tobacco policies of other organisations and smoking-related laws in the course of their duties.

**🖌Note\***

Some organisations applied “no smoking” polices across their entire facilities and these policies are applied to all staff members and clients; other organisations have allocated areas for smokers. It is recommended that organisations maintain an aligned approach about smoking authorisation for facilities, clients and staff. For more information about “no smoking” procedures in an organisation, refer to the Service and Program Operations Policy of the NADA Policy Toolkit.

\*Please delete note before finalising this policy.

For further information on risk responses refer to the Risk Management Policy.

## 2.10 Work health and safety

**[Insert organisation name]** provides a healthy and safe work environment which complies with the Work Health and Safety Act 2011 (NSW). Employees, Board members, students and volunteers have specific health and safety rights and responsibilities in the workplace, as detailed in the organisation’s Work Health and Safety Policy.

# SECTION 3: EMPLOYEE RECRUITMENT

## 3.1 Permanent and contract employees

The **[insert organisation name]** CEO/Manager and/or **[Insert nominated staff member role]** are primarily responsible for the recruitment of permanent and contract employees, with other senior staff involved where they have responsibility for providing supervision for positions.

### 3.1.1 Position details

Where the organisation intends to recruit to a permanent, contract or casual position, the CEO/Manager and/or **[Insert nominated staff member role]** undertake the following activities:

* Identify need for the position and budget
* Identify remuneration in line with the internal salary scale or other awards[[2]](#footnote-3)
* Develop or review position description.

### 3.1.2 Position descriptions

All **[insert organisation name]** positions have current and relevant position descriptions which detail:

* Title, primary functions and tasks
* Performance indicators
* Reporting and working relationships
* Remuneration range
* Skills and experience required.

### 3.1.3 Advertising vacant positions

**[Insert organisation name]** seeks to appoint the best possible candidate for permanent, casual and contract-based positions, and in general will advertise positions externally.

Advertised positions identify:

* Position title
* Summary of the primary functions
* Remuneration
* Process for applying
* If a National Police Check and/or Working with Children Check will be required
* **[insert organisation name]** contact person for enquiries and application
* Application closing date.

**[Insert organisation name]** positions are advertised through the organisation website and external media. A private recruitment provider may be used if endorsed by the CEO/Manager, according to budget constraints and the type of position and skills required.

**🖌Note\***

Some external media examples to advertise jobs include: NCOSS website, ADCA Update, Ethical Jobs, Jobs of Substance, SEEK, and others. NADA also offers free promotion of positions vacant for NADA member organisations. Contact [admin@nada.org.au](mailto:admin@nada.org.au) for more information.

\*Please delete note before finalising this policy.

In the case of recruiting the CEO/Manager position, the Board is required to authorise the use of a private recruitment provider, or adopt and co-ordinate an independent recruitment process.

The CEO/Manager may make the decision not to externally advertise a vacant position if:

* The position is available for a short period of time only, e.g. less than one year
* Advertising the position would significantly delay the commencement or continuation of the position functions and impact on **[insert organisation name]**’s contracted performance requirements
* A suitable candidate from within **[insert organisation name]** is identified.

### 3.1.4 Position Information Pack

A Position Information Pack is made available on the **[insert organisation name]** website and to potential applicants by request. The Position Information Pack includes:

* Position description
* Organisation chart
* Organisation’s strategic plan
* Guide to applying for organisation’s positions
* **[insert organisation name]** contact person details
* Other information as relevant.

### 3.1.5 Handling position applications

**[Insert organisation name]** responds to enquiries from potential applicants and provides general information about the position and organisation equally to all persons who lodge enquiries.

Applications are valid if received before the specified closing time, in the specified format, and include a cover letter, statement responding to the selection criteria and Curriculum Vitae.

**[Insert organisation name]** formally acknowledges receipt of all applications by email.

A register of all applications is made using the Position Applications Received Register.

### 3.1.6 Applicant selection

Selection of applicants for a position is based on merit, with the best possible candidate identified through their Curriculum Vitae, response to the position selection criteria in their written application, interview process and reference checks.

### 3.1.7 Selection panel

A selection panel reviews, shortlists and interviews applicants, and selects the best candidate. Only applications that address the selection criteria in their written application will be reviewed.

Selection panels include:

* A mix of genders, with at least one male and one female
* The senior staff member who will manage/supervise the position
* CEO/Manager and/or Board member if appropriate
* An independent member with knowledge and expertise in the area the position covers.

The **[insert organisation name]** staff person leading the position recruitment process convenes and provides secretariat support to the selection panel and the interview process.

The selection panel rates applications against the skills and experience required, and shortlists applicants for interview. Interview questions based on the position functions as well as skills and experience required are prepared before interviews are conducted.

### 3.1.8 Applicant interview

Shortlisted applicants are offered an interview for a scheduled date and time. If the applicant is unable to attend at the time offered, the selection panel considers an alternative date and/or time where possible. Refer to the organisation’s Interview Schedule Template.

The interview is considered a two-way process where the organisation is assessing the applicant as well as the applicant assessing the organisation and deciding if they want to work for the organisation.

All applicants are treated fairly and courteously and assisted to feel relaxed in order to be able to demonstrate their skills, knowledge and experience.

Applicants are provided with the prepared interview questions ten minutes before the interview commences. Refer to the organisation’s Interview Questions Template.

At commencement of the interview, the convener is to introduce the panel members and provide an opportunity for each to ask questions from the prepared list. The same questions are asked of each interviewee, with prompts and additional questions as required. The panel rates applicants according to selection criteria and questions. Refer to the organisation’s Interview Individual Applicant Rating Form and the Individual Summary Rating Form.

An approximate timeframe of when a recruitment decision will be made and when applicants will be notified is provided at conclusion of the interview. Applicants are provided an opportunity to ask questions about the position and about the organisation.

The selection panel reviews their ratings and impressions after the last interview and make a decision on the applicant/s best suited for the position.

### 3.1.9 Reference check

The recruitment convener is responsible for undertaking applicant reference checks. Reference checks provide an opportunity for the organisation to confirm employment details provided by the applicant and to further assess suitability for the position.

Reference checks with the applicants’ current and/or recent direct supervisor is sought in order to determine their skills, knowledge and experience. Other referees may be contacted if details are provided by the applicant. Refer to the organisation’s Applicant Reference Check Template.

Other applicant information required by the organisation may include to provide a National Policy Certificate (NPC) or undertake a Working with Children Check (WWCC). For more information refer to Section 3.2 and Section 3.3 of this policy.

### 3.1.10 Interview follow-up

Once references are confirmed to the satisfaction of the selection panel, the preferred applicant/s is contacted and asked to provide a National Police Certificate (NPC) or undertake a Working with Children Check (WWCC) if appropriate. Once the NPC and/or WWCC is confirmed to the satisfaction of the CEO/Manager and Board President, the applicant is offered the position in writing and formally accepts the position in writing. The employee’s remuneration package is confirmed at offer and again at signing the employment contract.

An employment contract may be signed at offer of the position, or in the time leading up to and including the first day of employment.

All unsuccessful interviewees receive formal acknowledgement of such through letter, and are informed that their application is securely retained for a period of **[insert timeframe]** months. Interview feedback can be provided to unsuccessful interviewees if requested.

### 3.1.11 Recruitment records

All position recruitment enquiries, applications and interview documents are considered confidential, with access to such details restricted to those directly involved in the recruitment and selection process.

Once the recruitment process is complete, all recruitment records are filed in the organisation personnel filing cabinet for a period of **[insert timeframe]** months.

The person with responsibility for providing supervision for the new position is to prepare a personnel file for the new employee, as well as an induction and orientation process. Refer to the organisation’s Induction and Orientation and Checklist.

## 3.2 National Police Certificate (NPC)

**🖌Note\***

A National Police Certificate (NPC) is not mandatory except in the case of an organisation that works directly with children. Where this is the case, the following information should be edited to reflect that all staff regardless of role must obtain an NPC.

\*Please delete note before finalising this policy.

Conducting a National Police Check is not mandatory. However, **[insert organisation name]** may ask job applicants and employees to disclose specific criminal record information, if they have identified that certain criminal convictions or offences are relevant to requirements of the job.

Positions which require a NPC include:

* positions that have delegation to sign-off financial approvals
* positions that require employees to work with children or young people (mandatory under the [Commission for Children and Young People Act 1998](http://www.legislation.nsw.gov.au/maintop/view/inforce/act+146+1998+cd+0+N))
* **[Insert other relevant position titles].**

The purposes of **[insert organisation name]** obtaining National Police Certificates is to reduce the risk of fraud, theft and professional misconduct within the organisation, to protect the organisation from reputational risk and to protect vulnerable people, including children and young people.

**🖌Note\***

Organisations that change their policies and procedures to reflect best practice utilising NPCs may require current employees to provide a National Police Certificate. This is particularly relevant for organisations working with children and vulnerable populations, and those positions that have financial responsibilities and delegations.

\*Please delete note before finalising this policy.

### 3.2.1 Requesting a NPC

NPCs are requested from the applicant as the final stage of the recruitment process. The applicant is contacted and offered the position, pending **[insert organisation name]** satisfaction with the NPC. **[Insert organisation name]** reimburses applicants for the cost of the NPC.

The organisations responsibilities include:

* National Police Checks are conducted with the authorisation of the job applicant or current employee.
* A person’s National Police Certificate is to be used only for the purpose for which it was intended.
* A person’s National Police Certificate is personal information to be securely stored in a private and confidential manner.
* Under privacy laws, a person’s criminal record is treated as sensitive information. An employer should respect the privacy of job applicants and employees with criminal records.

### 3.2.2 Risk assessment and results

Applicants’ National Police Certificate that includes one or more convictions or charges does not automatically exclude the applicant from the position. The organisation should give the job applicant or employee opportunity to provide further information, including circumstances surrounding the offence/s and character references, before determining individual employment decisions.

The organisation’s CEO/Manager and the Board President undertake a risk assessment and make a determination on employment, with consideration given to the following:

* Nature of the offence: How do these offences relate to the functions and responsibilities of the position?
* Pattern of offence/s: Is there a pattern, even with minor penalties, which indicates a degree of risk due to recurring behaviour?
* Frequency: How often was the offence/s committed?
* Age: Were the offences committed as a minor?
* Recency: What period of time has elapsed since the conviction?
* Penalty: The quantum and type of penalty may indicate the seriousness of the conviction.
* Mitigating or extenuating circumstances: Mitigating or extenuating circumstances may be considered; these circumstances may include provocation, peer pressure, and misuse of alcohol and drugs at the time of the offence.
* Behaviour patterns: Degree of risk may be indicated by referee reports, peer and manager evaluations, Probation and Parole reports, and stability of employment.
* Decriminalisation: The offence may now have been removed from the statutes, decriminalised or attracting much lesser penalties.

### 3.2.6 Privacy and confidentiality

Only the CEO/Manager, Board President and direct supervisor have access to an applicant’s or employee’s National Police Certificate, which are filed in relevant personnel files.

For more information to National Police Check refer to NADA Information on National Police Checks Resource <http://www.nada.org.au/media/42404/national_police_check_faq.pdf> or [www.police.nsw.gov.au](http://www.police.nsw.gov.au/__data/assets/pdf_file/0004/273982/Information_Sheet_1.pdf).

## 3.3 Working with children checks (WWCC)

**[Insert organisation name]** does require employees to provide working with children checks (WWCC). Positions that have responsibility for managing programs and projects, or any child-related activity are required to provide a Working with Children Check; these personnel include paid employees, Board members, contractors, students and volunteers.

The WWCC involves a national criminal histories from CrimTrac (including convictions, charges and juvenile records) and review of findings of workplace misconduct and must comply with the requirements under the [Child Protection (Working with Children) Act 2012](http://www.legislation.nsw.gov.au/maintop/view/inforce/act+51+2012+cd+0+N), [Child Protection (Working with Children) Regulation 2013](http://www.legislation.nsw.gov.au/maintop/view/inforce/subordleg+156+2013+cd+0+N) and [Child Protection (Working with Children) Amendment (Miscellaneous) Regulation 2013](http://www.legislation.nsw.gov.au/sessionalview/sessional/sr/2013-676.pdf).

**[Insert organisation name]** take reasonable steps to ensure that all persons to be employed or involved in child-related work are suitable to perform the role.

The CEO/Manager, program managers, direct supervisors and administration and records management staff are responsible for ensuring that recruitment processes within this area/s of responsibilities are consistent and comply with the above legislation.

This includes:

* All persons who are required to provide a working with children check or declaration have met the relevant requirements prior to commencing their involvement with the organisation
* Record management and storage of these documents are for a five-year period after the person’s involvement has been completed
* Disposal of these documents in a secure manner acceding to the personnel records sections of this policy
* Review of organisational procedures in regards to Working with Children checks.

In general terms people involved with **[insert organisation name]** as workers in a child-related position are required to meet one of the requirements below:

* WWCC clearance
* WWCC declaration for volunteers and contractors who need to provide a declaration that they are not a “disqualified person” within the meaning of [Section 18](http://www.austlii.edu.au/au/legis/nsw/consol_act/cpwca2012388/s18.html) of the [Child Protection (Working with Children) Act 2012](http://www.legislation.nsw.gov.au/maintop/view/inforce/act+51+2012+cd+0+N). A disqualified person includes a person who has been convicted of an offence in [Schedule 2](http://www.austlii.edu.au/au/legis/nsw/consol_act/cpwca2012388/sch2.html) of the Act.

A person cannot be employed or engaged in child-related work if they are currently placed on a *“not to be employed list”* (or other similar list). This will be checked as part of the shortlisting process. The above condition applies whether the person is to be engaged as a paid employee, a student, a volunteer, or a contractor.

For more information on WWCC results refer to <http://www.kids.nsw.gov.au/Working-with-children/New-Working-With-Children-Check/Working-With-Children-Check-results>.

Each person has the responsibility to apply and request the WWCC with the NSW Children’s Guardian.

For more information, resources and fact sheets for workers and volunteers regarding Working with Children Check refer to the [NSW Office of the Children’s Guardian website.](http://www.kids.nsw.gov.au/Working-with-children/New-Working-with-Children-Check)

## 3.4 Credentialing

In order to provide safe and high quality services **[Insert organisation name]** ensures a formal process to verify the qualifications, experience and professional standing of clinicians with the purpose of forming a view of their competence and professional suitability to work for the organisation.[[3]](#footnote-4)

Candidates applying for **[insert organisation name]** roles to perform duties as a doctor, psychiatrist, psychologist, nurse, **[insert other health profession]** will be credentialed through the [Australian Health Practitioner Regulation Agency (AHPRA)](http://www.ahpra.gov.au/). In some cases this may not be necessary if the specific job description does not require the candidate to have credential, for example if a psychologist is employed as a manager and does not include psychologist duties, the credentialing process will not be implemented. In this case standard recruitment processes will apply.

If current staff members change jobs internally and their new job description includes clinicians’ duties that they are trained to do, but that were not originally part of their employment conditions, will need to become appropriately credentialed through the AHPRA.

Credentialing documentation is kept in the individual’s personnel file and their job description is marked as credentialed (if applicable) once the process is completed. Individual review of credentialing occurs annually, in line with the staff member performance and development review plan.

**🖌Note\***

[Australian Health Practitioner Regulation Agency (AHPRA)](http://www.ahpra.gov.au/) was established under the Health Practitioner Regulation National Law Act 2009 and endorsed by NSW on the [Health Practitioner Regulation National Law (NSW) No 86a](http://www.legislation.nsw.gov.au/maintop/view/inforce/act+86a+2009+cd+0+N).

AHPRA is the organisation responsible for the implementation of the National Registration and Accreditation Scheme across Australia, supporting 14 National Boards regulated by nationally consistent legislation. For more information, refer to their website [www.ahpra.gov.au](http://www.ahpra.gov.au).

The Australian Community Workers Association has also recently established a Community Workers Register allowing a range of roles to be registered and acknowledged professionally including drug and alcohol workers. For more information visit <http://www.acwa.org.au/membership/register-here>

\*Please delete note before finalising this policy.

## 3.5 Casual and temporary recruitment

**[Insert organisation name]** may utilise casual and temporary recruitment to fill an identified short-term need for a period of up to **[insert timeframe]** months. Recruitment of casual and temporary employees is an internal process, and does not require external advertising or a formal selection panel. However, it is important that due process is followed to ensure the process is transparent.

### 3.5.1 Casual and temporary recruitment preparation

Recruitment to casual and temporary positions requires endorsement from the CEO/Manager and identifies the following:

* Need for the position
* Primary functions and tasks
* Cost of the position and how it fits within the program/organisation’s budget
* Position description against **[insert organisation name]** template, including selection criteria and performance indicators
* Whether the staff member recruiting has a perceived or actual conflict of interest, in which case a second senior staff person is involved in the recruitment process.

### 3.5.2 Identify and approach potential candidates

Following CEO/Manager endorsement, potential candidates may be identified through known networks, or by reviewing the credentials of applicants who applied unsuccessfully for similar positions in the past 12 months.

The staff member in charge of the recruiting process makes initial contact with potential candidates, provides a position information pack, and invites interested individual/s to submit a written statement against the selection criteria, Curriculum Vitae and references.

### 3.5.3 Shortlist applicants

The staff member in charge of the recruiting process reviews applications together with the CEO/Manager and meets with the preferred applicant/s to discuss the position and the skills required. At this stage there are no assurances about the position, as a decision is still required by the CEO/Manager.

Once references are checked, National Police Certificate is provided and Working with Children check is confirmed (where relevant) to the satisfaction of the CEO/Manager and endorsement provided, the preferred applicant/s is contacted and offered the position in writing. Once the successful applicant formally accepts the position in writing, the employee’s remuneration package is confirmed twice, at offer, and again at signing the employment contract.

## 3.6 Orientation and induction

### 3.6.1 Prior to the new employee’s commencement date

The position’s direct supervisor prepares for the induction and orientation of the new employee. The Induction and Orientation Checklist details tasks that need to be completed before the new employee’s commencement date.

The supervisor arranges meetings between the new employee, the CEO/Manager and other relevant staff for the first two weeks of the new employee’s commencement date to discuss the organisation, current projects and programs, and the employee’s role and responsibilities.

An orientation pack is prepared which includes:

* Fair Work Information Statement and the National Employment Standards Fact Sheet
* Position Description, Employment Contract and Code of Conduct to be signed
* Induction and Orientation Checklist
* Salary Packaging Agreement, if applicable
* Employee Contact Details Form
* Employee Bank Account Details Form
* Tax File Number Declaration
* Induction and Orientation Feedback Form
* Organisation’s Strategic Plan
* Organisation constitution (if appropriate)
* Organisation structure (if required).

### 3.6.2 Commencement of employment

The new employee is provided with the orientation pack and advised that they are jointly responsible for completing the Induction and Orientation Checklist within the first month of employment.

The new employee is provided an opportunity to ask questions regarding the Employment Contract and/or the position description before signing, if he/she has not already done so.

### 3.6.3 Orientation and induction feedback

One month from commencement of employment, the employee is asked to complete the Induction and Orientation Feedback Form and meet with their supervisor and/or CEO/Manager to discuss. Information provided in the Induction and Orientation Feedback Form is used to inform the development of future orientation and induction processes, and provides an opportunity to address any concerns the new employee or the organisation may have.

### 3.6.4 Qualification period

A **[insert timeframe]** month qualification period applies to all permanent and contract positions. During the qualification period, the new employee and supervisor regularly meet to continue the orientation process and ensure the new employee is aware of their role and performance expectations. This period allows the organisation and the new employee to determine suitability for the position before continuation of the employment contract.

During the qualification period, and for a further three months, **[insert organisation name]** or the employee can terminate employment by providing a minimum of **[insert timeframe]** weeks’ written notice, in line with the Fair Work Act 2009 (Cth).

**🖌Note\***

According to the Fair Work’s Notice of Termination and Redundancy Pay and the National Employment Standards new employees (not more than one (1) year continuous service) are entitled to a minimum of 1 week period of notice. For more information on minimum periods of notice, refer to [Notice of Termination and Redundancy Pay and the National Employment Standards Factsheets.](http://www.fairwork.gov.au/factsheets/FWO-Fact-sheet-Notice-of-termination-and-redundancy-pay.pdf)

\*Please delete note before finalising this policy.

**3.6.5 Orientation of Students, Board members and volunteers**

All workers are provided with an orientation to **[insert organisation name]** that is relevant to their role. For more information on working with students within the organisation, refer to Section 9 of this policy.

For more information on working with volunteers within the organisation, refer to Section 10 of this policy. For more information on Board orientation and responsibilities, refer to the Governance Policy.

# SECTION 4: WORKING CONDITIONS

## 4.1 Employment contract

All **[insert organisation name]** employees have a current and signed employment contract and position description relevant to their roles and responsibilities. The signed employment contract and position description are filed in the employee’s personnel file, with copies provided to the employee.

## 4.2 Hours of work

Each employee’s ordinary hours of work are clearly identified in employment contracts.

Full-time employment requires employees to work **[insert number of hours, for example, 38]** hours per week over five days unless otherwise negotiated with their supervisor and/or the CEO/Manager.

**[Insert organisation name]**’s hours of operations are between **[insert timeframe, e.g.** **7.00am and 7.00pm]**, with the majority of work undertaken during **[insert timeframe e.g. these hours/between 8am and 5pm]**. **[Insert relevant information related to 24-hour services].**

There may occasionally be a need for employees to work reasonable additional hours to fulfil duties or as otherwise required by the organisation, and this is jointly negotiated between the employee and the organisation. Additional hours worked are reimbursed as **[insert relevant agreement; e.g. accumulated as time in lieu with the approval of the supervisor/paid as time-and-a-half].** Unless specifically negotiated, a maximum of **[insert number of hours]** hours of time in lieu/overtime per month can be accrued.

**🖌Note\***

Some organisations may require shift, on-call and overnight workers. Penalty rates may apply in some instances. Detail should be included in this policy if any of these situations apply.

\*Please delete note before finalising this policy.

## 4.3 Remuneration

**[Insert organisation name]**’s remuneration practices aim to be competitive across similar organisations and positions, and to promote a culture of commitment between the organisation and employees.

Employment contracts detail individual employee remuneration packages which may include the following components:

* Salary – as per the internal salary scale or other awards[[4]](#footnote-5)
* Eligibility for salary packaging, if applicable
* Motor vehicle as a component of salary packaging, if applicable
* Office car space, if applicable
* **[insert other benefit]**
* **[insert other benefit].**

Remuneration packages do not include **[insert as relevant, e.g. mobile phone, laptop computer, electronic mobile devices, fuel cards or toll passes].**

The contracted salary is paid **[insert payment period, for example, fortnightly]** by electronic funds transfer to a bank account nominated by the employee as indicated on the Employee Bank Account Details Form.

## 4.4 Superannuation

**[Insert organisation name]** makes superannuation payments in accordance with the Superannuation Guarantee (Administration) Act 1992 (Cth) into a fund nominated by individual employees. If the employee does not nominate a complying superannuation fund within two (2) weeks of commencing employment, **[insert organisation name]** will make contributions into a complying fund nominated by the organisation.

Employees may make additional superannuation contributions from their salary.

## 4.5 Salary packaging [if applicable]

### 4.5.1 Introduction

Salary packaging refers to the option of employees receiving part of their salary as direct payment for certain personal expenses. As an Australian Tax Office recognised public benevolent institution (PBI), **[insert organisation name]** offers salary packaging to permanent and contract-based employees – full-time or part-time. Payment is made by the organisation from the employee’s pre-tax income; therefore the payment is made tax-free.

### 4.5.2 Salary package expense options

Salary packaging can be used to pay certain personal expenses, such as:

* Mortgage payments
* Rent
* Motor vehicle leasing (through the organisation or otherwise)
* Credit card payments
* Personal loan payments
* School fees, including HECS-HELP
* Council rates
* Water, electricity, telephone and gas payments
* Life insurance
* Private health insurance
* Superannuation
* Childcare through registered providers.

**[Insert organisation name]** employees can elect to have personal expenses paid:

* Direct EFT to a nominated bank account for loan or credit repayments; and/or
* Direct EFT to a nominated bank account for expenses; and/or
* Direct to a **[insert bank’s name]** ‘Employee Benefits Card’ for you to pay for expenses as you go.

Salary packaging cannot be used for cash payments.

**🖌Note\***

The above information details a range of options that can be offered through salary packaging. Not all organisations offer all options. Edit the details above to suit the options offered within your organisation.

\*Please delete note before finalising this policy.

## 4.6 Higher duties allowance

Higher duties allowance is paid to the **[insert position name]** when acting in the position of **[insert position name]** under the following conditions:

|  |  |
| --- | --- |
| **Period of acting** | **Higher duties allowance** |
| Five days or less | None |
| Six consecutive days or more | **[insert percentage]**% of the difference between the **[insert position name]** salary and the **[insert position name]** salary. |

**🖌Note\***

Higher duties allowances are not compulsory; it is recommended that organisations have internal and private negotiations with the staff member. Higher duties allowances are subject to budget and funding available in the organisation.

\*Please delete note before finalising this policy.

## 4.7 Leave entitlements

### 4.7.1 Recreational (Annual) Leave

Full-time employees are entitled to a period of **[insert number of days, for example 20 working days]** working days paid Recreational Leave for each 12-month period. Recreational Leave is exclusive of any days declared and observed as public holidays as notified by the NSW and/or Australian Government.

Recreational Leave is accrued at the rate of approximately one-third of a week per month and may be taken after the completion of six months’ service, unless negotiated with the supervisor and the CEO/Manager.

Recreational Leave taken attracts a leave loading of 17.5%, if applicable.

Payment for untaken Recreational Leave at the termination of employment is exclusive of leave loading.

Part-time employees’ Recreational Leave is applied pro rata.

### 4.7.2 Public holidays

Permanent and contract-based employees are entitled to be paid their base rate of pay for the hours they would have ordinarily worked on a public holiday, except where reasonably requested to work, in line with the Fair Work Act 2009 (Cth).

### 4.7.3 Personal leave

Full-time employees are entitled to **[insert number of days, for example 15 days]** days per year of paid Personal Leave, made up of:

* **[Insert number of days]** days for personal illness or injury (Sick Leave), and
* **[Insert number of days**] days Carer’s/Compassionate Leave to either care for a family or household member, or due to bereavement on the death of a family or household member.

Unclaimed Sick Leave may be accrued for a maximum period of **[insert period time, for example 36 months]**. Accrued Sick Leave is not paid out on termination of employment.

Part-time employees’ Personal Leave is applied pro rata.

### 4.7.4 Study Leave

Full-time employees may access a maximum of **[insert number of hours; for example four hours]** hours paid Study Leave per week during semester or term for a course relevant to the position and/or professional development plan, and for the purpose of attending classes, lectures, tutorials, exams and/or preparing for course exams. Study Leave requires the approval of the person’s direct supervisor and the CEO/Manager.

### 4.7.5 Parental Leave

The Fair Work Act 2009 (Cth) defines Parental Leave as:

* Maternity leave in connection with a pregnancy or the birth of a child
* Paternity or partner’s leave for a worker whose spouse is having a child
* Adoption leave for parents who have adopted a child under 16 years of age.

#### 4.7.5.1 Paid Parental Leave

The Australian Government funds a Paid Parental Leave Scheme where eligible working parents are paid the [National Minimum Wage](http://www.fairwork.gov.au/pay/national-minimum-wage/pages/default.aspx) for a maximum period of 18 weeks. This applies to eligible primary carers of newborn or adopted children. The payments are made by the Government to **[insert organisation name]**, who then pays these to the employee.

The payments can be paid before, after, or at the same time as existing entitlements such as annual leave and long service leave.

**[Insert organisation name]** provides additional Paid Parental Leave benefits for employees that meet the Australian Government Paid Parental Leave Scheme eligibility criteria.

Additional Paid Parental Leave benefits are as follows:

* 12 weeks paid at the employees’ contracted salary at the date of commencing leave, to be the primary carer of a newborn child, recently adopted child or recently fostered child
* One week for partners of the mother giving birth, at the time of birth, to the primary carer of a newborn child

**🖌Note\***

If your organisation does not provide additional parental leave benefits, please delete the above paragraph.

\*Please delete note before finalising this document.

Further detail on the Australian Government Paid Parental Leave Scheme is available from:

[http://www.fairwork.gov.au/leave/parental-leave](http://www.fairwork.gov.au/leave/parental-leave/pages/paid-parental-leave.aspx)

#### 4.7.5.2 Unpaid Parental Leave

In line with the Fair Work Act 2009 (Cth), eligible employees are entitled to twelve (12) months (52 weeks) Unpaid Parental Leave where the employee has or will have responsibility for the care of a child associated with:

* The birth of a child to the employee, the employee’s spouse, or the employee’s de facto partner; or
* The placement of a child under 16 with the employee for adoption.

Eligible employees may request an extension of a further 12 months Unpaid Parental Leave (up to 24 months in total), unless they are a member of an employee couple and the other member has already taken 12 months of leave. **[Insert organisation name]** may refuse the extension request on reasonable business grounds, with consideration given to:

* the effect on the workplace, e.g. impact on finances, efficiency, productivity, service delivery
* the ability to manage the workload among existing staff
* the ability to recruit a replacement employee.

Further detail on Unpaid Parental Leave is available from the Australian Government Fair Work homepage: [http://www.fairwork.gov.au/leave/parental-leave](http://www.fairwork.gov.au/leave/parental-leave/pages/default.aspx)

### 4.7.6 Long Service Leave

Long Service Leave entitlements are provided in accordance with the [Long Service Leave Act 1955 (NSW)](http://www.legislation.nsw.gov.au/fullhtml/inforce/act+38+1955+FIRST+0+N/), The leave applies to employees with the exception that **[insert organisation name]** employees are entitled to access Long Service Leave at a pro rata rate after **[insert number of years; e.g. five (5)]** years’ continuous service.

Employees with ten (10) years or more time working for the organisation are entitled to two (2) months (8.67 weeks) paid leave.

No leave loading applies to Long Service Leave.

Payment for untaken Long Service Leave at the termination of employment is provided after ten (10) years’ continuous service and is exclusive of leave loading.

Part-time employee’s Long Service Leave is applied pro rata.

### 4.7.7 Community Service Leave

Employees, including casual employees, are entitled to be absent from work for the purpose of performing certain community service activities, such as:

* a voluntary emergency management activity
* jury service (including attendance for jury selection) that is required by or under a law of the Commonwealth, a State or a Territory.

Community Service Leave is unpaid except in relation to jury service where an employee (other than a casual) is entitled to be paid for the first ten (10) days that the employee is absent for a period of jury service.

### 4.7.8 Leave without pay

Leave without pay may be requested where the employee has taken all other forms of relevant leave and where a period of absence from the workplace is sought.

Leave without pay can only be approved by the CEO/Manager in consultation with the relevant supervisor, and with consideration given to:

* the effect on the workplace, e.g. impact on finances, efficiency, productivity, service delivery
* the ability to manage the workload among existing staff
* the ability to recruit a replacement employee.

### 4.7.9 Leave and work-related travel

**[Insert organisation name]** employees may be required to travel within NSW and/or interstate to undertake work-related duties. Leave may be taken in conjunction with work-related travel with the travelling time the trip ordinarily takes attributable to **[insert organisation name]** and the additional time attributable to the employee’s leave entitlements.

### 4.7.10 Leave application

All leave requests are made through the **[insert organisation name]** Employee Leave Application Form for discussion and approval by the person’s direct supervisor (and CEO/Manager where relevant). Leave requests and approvals or declines are made in advance to leave being taken.

Sick Leave requests may be completed in retrospect, provided the employee has advised their supervisor as soon as possible of the need for Sick Leave.

Supervisors forward the approved Employee Leave Application Form to the **[insert team or staff member assigned to the role]** for payroll processing.

Processed Employee Leave Application Forms are filed in employee’s personnel files.

## 4.8 Flexible work practices

Flexible work practices may be defined as those practices that support both the employer and the employee in meeting work commitments and personal responsibilities. These practices may cover when, where and how work commitments are undertaken.

**🖌Note\***

Some of the reasons why flexible work practices are beneficial include:

* Work duties can be completed in an environment free of the usual interruptions in the workplace
* Travel time is saved, freeing up time for work and/or personal commitments
* Employees may better manage personal and family commitments
* Work duties can be undertaken where employees may otherwise have been forced to take leave
* Employment of individuals may continue where a change in personal circumstances may have made it impossible to continue without flexible work practices
* Diversity across the workforce is supported – age, gender, cultural and community background.

\*Please delete note before finalising this document.

Flexible work practices balance the needs of both the organisation and the employee, and are negotiated between the employee, their direct supervisor and the CEO/Manager. **[Insert organisation name]** supports flexible work practices wherever possible, however they are not an employee entitlement.

Permanent and contract based employees may request flexible work practices after the three month qualification period.

Flexible work practices may include:

* **Flexible working hours:** daily commencement and finishing times vary depending on the needs of the employee and the organisation, provided that required hours are completed or time in lieu is applied.
* **Make up time:** time from ordinary hours may be taken, with these hours worked at a later time at the ordinary rate of pay.
* **Time in lieu:** time taken in lieu of overtime payment for above ordinary hours worked.
* **Working from home:** duties are undertaken by employees in their homes rather than in the organisation’s office, a Working from Home Report and Agreement is completed and actioned before working from home commences. For more details about working from home refer to the Work Health and Safety Policy.

In reviewing requests for flexible work practices, **[insert organisation name]** considers:

* Is the flexible work practice sought the best or only solution to the need?
* Are the employee’s functions/duties/activities suited to the flexible work practice proposed?
* What are the costs and benefits of the proposal in financial and non-financial terms?
* If working from home, does the employee have the information and competency to undertake work unsupervised?
* If working from home, are all necessary equipment/resources available for the employee to safely undertake their duties?
* Are current supervision practices sufficient to manage performance?
* Will the employee still be able to contribute to the organisation as a team member?
* Will the employee still be able to manage external relationships vital to the work of the organisation?
* Are there additional professional development needs as a result of flexible work practices?

Employees are expected to meet their employment responsibilities and adhere to the organisation’s Code of Conduct whether flexible work practices are used or not.

Supervisors are expected to provide adequate and equitable supervision and support for staff.

Communication strategies are adapted to ensure the employee and their team are not adversely affected due to an employee’s flexible work practices.

Approval for flexible work practices may be retracted if there are concerns regarding an employee’s work performance or if the practices are adversely affecting organisation’s operations.

All correspondence relating to an employee’s flexible work practices are to be filed in the employee’s personnel file.

### 4.8.1 Flexible work practice considerations

* Requests for flexible work practices should be consider:
* Is the flexible work practice sought the best or only solution to the need?
* Are the employee’s functions/duties/activities suited to the flexible work practice proposed?
* What are the costs and benefits of the proposal in financial and non-financial terms?
* If working from home, does the employee have the information and competency to undertake work unsupervised?
* If working from home, are all necessary equipment/resources available for the employee to safely undertake their duties?
* **[Insert other considerations in your organisation]**

***🖌Note\****

*Other examples include:*

* Are current supervision practices sufficient to manage performance?
* Will the employee still be able to contribute to the organisation as a team member?
* Will the employee still be able to manage external relationships vital to the work of the organisation?
* Are there additional professional development needs as a result of flexible work practices?

\*Please delete note before finalising this policy.

Approval for flexible work practices may be retracted if there are concerns regarding an employee’s work performance, if the practices are adversely affecting **[insert organisation name]’s** operations, or if there are unacceptable WHS risks.

### 4.8.2 Working from home WHS report and agreement

Once initial approval for working from home has been granted in principal, a **[insert organisation name]** Working from Home WHS Report is to be completed by the staff member and forwarded to their supervisor and the **[insert organisation name]** WHSR. Refer to the Work Health and Safety Policy for more information.

Once the WHS Report has been completed, reviewed and no WHS concerns that would impede working from home the staff member and their supervise develop and document a Working From Home Agreement. This agreement may be reviewed at any time due to WHS concerns, concerns from the supervisor or worker.

Staff are to record their working from home schedule in the **[insert your organisation scheduling tool e.g. shared team electronic calendar or intranet team calendar]** to provide information to staff colleagues and as a record of their whereabouts.

All working from home documentation, including requests, correspondence, working from home report and agreements are filed in the staff member’s personnel file.

**🖌Note\***

Before approving any staff member to work from home it is important to double check your insurance policy to ensure that the organisation is covered to provide this working practice.

\*Please delete note before finalising this policy.

## 4.9 Flexible working arrangements for parents

In line with the Fair Work Act 2009 (Cth), a **[insert organisation name]** employee that has completed at least 12 months continuous service and who is a parent or has responsibility for the care of a child, may request a change in their working arrangements to assist them to care for their child if the child is under school age or under 18 years and has a disability.

Flexible working arrangements may include:

* changes in hours of work, e.g. reduction in hours worked, changes to start/finish times
* changes in patterns of work, e.g. working ‘split-shifts’ or job sharing arrangements
* changes in location of work, e.g. working from home or another location.

Flexible working arrangements for parents can only be approved by the CEO/Manager in consultation with the relevant supervisor, and with consideration given to:

* the effect on the workplace e.g. impact on finances, efficiency, productivity, service delivery
* the ability to manage the workload among existing staff
* the ability to recruit a replacement employee.

Further detail on flexible working arrangements is available from:

[http://www.fairwork.gov.au/resources/fact-sheets/national-employment-standards](http://www.fairwork.gov.au/resources/fact-sheets/national-employment-standards/pages/default.aspx)

## 4.10 Employee assistance program (EAP)

**🖌Note\***

Employee Assistance Programs (EAP) provide individuals (and in some cases their immediate family members) with preventative counselling, intervention counselling and resolution for work-related and personal issues. An EAP is usually provided by organisations to enhance personal wellbeing, work performance, team morale and mental health. EAP services are strictly confidential and it is recommended to have an external contractor managing your organisation EAP.

If your organisation does not provide an employee assistance program, please remove Section 4.10 from your Human Resources Policy.

For further information about Employee Assistance Program please refer to the Work Health and Safety Policy on the NADA Policy Toolkit.

\*Please delete note before finalising this policy

An employee assistant program (EAP) is available for **[insert organisation name]** workers through the **[insert EAP contractor’s name or allocated internal counselling services].** The service provides a 24-hour, 365-day counselling service for employees to debrief after a workplace incident or trauma, or to resolve other work-related issues. The organisation EAP **[insert is or is not]** extended to organisation employees’ family members.

### 4.10.1 EAP access

**[Insert details of workers who have access to EAP, e.g. Permanent and contract staff]** are eligible to access EAP after the three-month qualification period (if applicable).

**[Insert details of those not normally entitled to access EAP e.g. students and Board members]** are not eligible to access the organisation EAP unless extenuating circumstances are negotiated with their direct supervisor and/or the CEO/Manager.

When a worker has an identified issue for referral to the organisation EAP service, internal policies and procedures should be utilised to resolve the issue/s prior to referral to EAP.

**[Insert organisation name]** acknowledges that for some issues, internal processes may not be applicable or appropriate, and a referral to the contracted EAP can be made.

The EAP service is available by referral from either the person’s direct supervisor or the CEO/Manager. All staff are required to obtain initial approval prior to making contact with the **[insert EAP contractor’s name or allocated internal counselling services]** to ensure financial resources are current and available.

Once a request for a referral has been approved, contact **[insert EAP contractor’s name or allocated internal counselling services]** through telephone **[insert EAP contractor’s phone number]** to make an appointment.

### 4.10.2 EAP services

**[Insert organisation name]** workers are eligible to access phone or face-to-face counselling with a registered psychologist/counsellor, and can elect to speak with a male or female person. Phone counselling access is available 24 hours a day, 7 days a week.

Face-to-face appointments are offered at a location that is convenient to the worker’s home or work address within 48 hours.

The amount of EAP counselling sessions provided to a **[insert organisation name]** worker is negotiated between the employee and the referrer (direct supervisor or the CEO/Manager), up to a maximum of three sessions per individual per event.

**[Insert organisation name]** workers have the option of additional counselling, subject to written approval of the CEO/Manager, or may be referred by the **[insert EAP contractor’s name or allocated internal counselling services]** to an external provider at the worker’s own cost.

The EAP service is strictly confidential. **[Insert EAP contractor’s name or allocated internal counselling services]** are bound by privacy legislation. The organisation cannot access information provided by employees to the **[insert EAP contractor’s name or allocated internal counselling services]** EAP service, including attendance or content of counselling sessions. Information can only be released to the organisation at the worker’s request with signed consent.

As the purchaser of the **[insert EAP contractor’s name or allocated internal counselling services]** EAP service, the organisation is provided non-identifying statistical data on an annual basis.

# SECTION 5: PERFORMANCE AND DEVELOPMENT

Employees who are valued and well supported are more likely to remain in the workplace and to further develop their skills. Ongoing supervision and support is essential for monitoring progress and identifying skill deficits and strengths, planning for development and ongoing performance monitoring.

## 5.1 Qualification period

A three (3) month qualification period applies to all permanent and contract positions. During the qualification period, the new employee and supervisor regularly meet to continue the orientation process and ensure the new employee is aware of their role and performance expectations. This period allows **[insert organisation name]** and the new employee to determine suitability for the position before continuation of the employment contract.

In the 2-3 weeks prior to completion of the 3-month qualification period, a review of the employee’s performance is undertaken with their direct supervisor. Elements for discussion in this review include:

* Ability to perform duties as outlined in the position description
* Performance measured against indicators in position description
* Attendance, punctuality and code of conduct
* Participation in team and organisation professional activities.

## 5.2 Performance and development planning

**[Insert organisation name]** employees maintain current performance and development plans and reviews that have been developed as a collaborative process between the employee and their direct supervisor. Plans are informed by the employee’s position description, function areas, and performance indicators; these plans also detail expected target outcomes and professional development activities. Staff members are guided by the organisation’s Performance and Development Plan and Review Template.

Initial performance and development planning is undertaken at the 3-month qualification period for new employees, if employment is continuing.

**🖌Note\***

Organisations can support employee performance and development through the following strategies and activities:

* Subscription to journals and other professional literature
* Membership of professional organisations
* In-house training, briefings and presentations
* Attendance at professional forums, seminars, workshops, conferences, training courses or further studies
* Paid Study Leave
* Undertaking specific projects or activities outside usual role
* Mentoring, supervision, coaching.

\*Please delete note before finalising this policy.

Performance and development plans guide the employee’s work plan which has a more detailed and activity focus.

## 5.3 Work plans and supervision

**[Insert organisation name]** employees undertake formal monthly work plan and supervision sessions with their direct supervisor, providing a two-way process to:

* Discuss current projects, tasks and issues as per employee’s work plan
* Ensure the staff member understands and is meeting all requirements of their position description
* Provide feedback on performance, including achievements and areas for development
* Maintain the link between the individual worker and the organisation’s strategic plan.

The monthly meetings are centered on the employee’s Work Plan Template.

For clinical supervision management, refer to the organisation’s Clinical Supervision Policy.

## 5.4 Performance and development review

Employee’s performance and development reviews are a collaborative process between the employee and their direct supervisor and are conducted in 12-month cycles.

The purpose of performance and development reviews is to review overall performance and achievement, progress against expected outcomes, professional development activities, additional supports required, and remuneration. Performance and development reviews aim to benefit both the employee and the organisation by developing work performance and employee satisfaction.

Supervisors are responsible for providing performance feedback and suggestions for development; however, the employee takes primary responsibility for performance improvement and implementing professional development activities. Where poor performance is identified, it is managed in line with Section 5.8 of this policy, Managing Poor Performance.

Performance and development review meetings are scheduled with a minimum of four (4) weeks’ notice to allow both the employee and their supervisor to populate the Performance and Development Plan and Review Template, including assessment ratings for each function area. The plan may be expanded or adjusted following the performance and development review meeting, before being signed by both parties and filed in the employee’s personnel file, with a copy provided to the employee.

## 5.5 Plan and review cycle

The 12-month performance and development review cycle incorporates several events, as demonstrated in the figure following.

## 5.6 Performance assessment rating

Twelve-month performance reviews include an assessment of achievement against expected performance outcomes. These performance outcomes are developed in previous performance review meetings, and are identified in performance and development plans.

Both the employee and supervisor make an assessment rating for each function area and additional comments to further explain rationale for the rating. The rating is used to discuss performance and achievements, inform future professional development plans, and support recommendation for salary scale progression.

**Performance assessment ratings**

|  |  |
| --- | --- |
| **5** | Consistently exceeds performance expectation and requirement of role, and contributes to raising the standards, profile and/or sustainability of the organisation |
| **4** | Performance indicators met and exceed expectation and requirement of role |
| **3** | Performance indicators met |
| **2** | Performance indicators partially met |
| **1** | Performance indicators not met |

In applying performance assessment ratings, consideration is given to external factors that may have limited the ability of an employee to fulfil performance expectations. External factors may include staff turnover or absence, changes to funding and budget arrangements, and changes to government regulations.

Where it is determined that external factors have impacted on an employee’s ability to meet a target outcome, it is assumed that the employee would have met the target under normal circumstances and a performance assessment rating of 3 applied.

## 5.6 Salary scale progression

**🖌Note\***

Some organisations implement internal salary scale and extra benefits to attract skilled workers to their organisations. However, organisations are required to comply with pay and conditions established by the Fair Work Ombudsman in order to guide minimum wages, penalties, loadings and allowances. For more information on pay and conditions, refer to the [Fair Work website.](https://www.fairwork.gov.au/industries/social-and-community-services/pay/pages/pay-and-conditions-guides.aspx)

If your organisation implements either of these options, it is recommended to include and adapt the following information to reflect your organisational position in these matters to ensure transparency and fair progression pathways.

\*Please delete note before finalising this policy.

**[Insert organisation name]** employees are provided salaries as per the organisation’s Salary Scale. This scale has been designed based on the **[insert government award information]**.

In determining progression through the **[insert organisation name]** Salary Scale, consideration is given to:

* Employee performance and achievement in the preceding 12 months
* Budget availability in the current and subsequent years
* Other remunerations provided.

Annual performance and development reviews provide an opportunity to review the employee’s salary.

Recommendations or otherwise to progress an employee through the organisation’s Salary Scale is made by the person’s direct supervisor to the CEO/Manager, with final approval provided by the CEO/Manager only.

## 5.8 Managing poor performance

Poor performance is work-related behaviour that does not meet the expected performance outcomes in the performance and development review and/or does not meet expected standards outlined in the position description or the organisation’s Code of Conduct.

Consistent and repeated poor performance may lead to termination of employment.

**🖌Note\***

The NADA Policy Toolkit provides a Termination Letter template as per this policy. For further information and templates on employee’s warnings, unsuccessful probation, termination for serious misconduct and redundancy letters, refer to the Fairwork Managing and Ending Employment Templates Resource on their website [www.fairwork.gov.au](http://www.fairwork.gov.au) or in the link <http://www.fairwork.gov.au/resources/templates/Pages/Managing-and-ending-employment.aspx>.

\*Please delete note before finalising this document and print on your business letterhead.

### 5.8.1 First step – performance discussion

Where general poor performance is identified, the person’s supervisor meets with the employee to discuss performance concerns and areas for improvements. Details of the meeting are documented, including performance concerns, employee’s response, action to be undertaken and indicators of improvement. Documentation is filed in the employee’s personnel file.

Poor performance may also be identified and discussed as part of the employee’s 3-month qualification period, monthly work plan and supervision sessions, or performance and development reviews.

Poor performance is to be managed as soon as identified and not left for the next scheduled performance and development review.

Where poor performance is discussed with an employee, the employee is provided the opportunity to respond verbally or in writing within a set timeframe.

Performance improvement required is given a clear timeframe and reviewed against the identified improvement indicators.

**[Insert organisation name]** provides reasonable additional support for the employee to achieve performance improvement.

### 5.8.2 Second step – first written notice

Where initial poor performance discussions do not result in an improvement of performance, the supervisor and employee meet, where a first written notice relating to the poor performance is addressed and provided to the employee.

The first written notice is signed by the supervisor and employee to acknowledge receipt. It includes a description of the poor performance, improvements required and indicators of improvement within a set time period. The employee is informed of the serious nature of receiving a first written notice and that failure to improve performance shall result in a second written notice, with potential to lead to termination of employment.

Following the first written notice, performance is reviewed within the set time period. If performance has improved to the required level, a meeting between the supervisor and employee occurs where ongoing performance is discussed and planned. The matter is then considered closed, with documentation filed in the employee’s personnel file.

### 5.8.3 Third step – second written notice

If performance is reviewed as not meeting the required level after the first written notice, the employee is given a second written notice. This second warning states the process undertaken to date, details of continued poor performance, where improvements in performance have not been made, and why this is considered serious poor performance.

The second written notice is discussed at a meeting between the supervisor and the employee. The supervisor may be accompanied by the CEO/Manager or a Board member if appropriate, and the employee may be accompanied by another person, including a union representative or an advocate.

A statement is to be signed by the supervisor and employee indicating understanding of the poor performance, improvements required and indicators of improvement within a set time period.

Following the second written notice, performance is reviewed within the set time period. If performance has improved to the required level, a meeting between the supervisor and employee occurs where ongoing performance is discussed and planned. The matter is then considered closed, with documentation filed in the employee’s personnel file.

If performance is reviewed as not meeting the required level after the second written notice, the options to be considered for both the organisation and the employee are:

* Change in position, responsibilities and remuneration
* Voluntary resignation
* Termination of employment by the organisation.

## 5.9 Managing employee misconduct

Employee misconduct is indicated where the minimum requirements of the organisation’s Code of Conduct are not being met and/or where any other improper behaviour or behaviour that endangers the safety of others or the reputation of **[insert organisation name]**, is identified.

Serious misconduct may lead to summary dismissal.

### 5.9.1 First instance of misconduct

Where misconduct is identified, the supervisor and CEO/Manager meet with the employee to discuss the issue. The employee may be accompanied by another person, including a union representative or an advocate.

Details of the meeting are documented, including misconduct behaviour, employee’s response and action to be undertaken.

Actions **[insert organisation name]** may take in response to employee misconduct include:

* Change in responsibilities and activities
* Increase in supervision of the employee
* Training/education to improve understanding and behaviour in certain areas
* Temporary suspension from duties
* Summary dismissal.

After the meeting, the employee is provided with written notification of the misconduct behaviour and action to be undertaken. The notification may include a statement that if further instances of misconduct occur, the employee’s employment may be terminated. Documentation is filed in the employee’s personnel file.

### 5.9.2 Second instance of misconduct / first instance of serious misconduct

Where the employee engages in a second instance of misconduct, or where the behaviour is defined as ‘serious misconduct’, the employee may be suspended for a period to emphasise the serious nature of the misconduct and to allow sufficient time for **[insert organisation name]** to determine a further course of action.

This suspension period might be used to undertake employee training/education aimed at improving understanding and behaviour in certain areas, and to allow for return to work planning. Return to work planning includes a written warning that any other instances of misconduct shall result in dismissal.

Serious misconduct, or a second instance of misconduct, may also result in the employee’s employment being terminated. The CEO/Manager is the only staff member who can suspend or dismiss an employee as a result of misconduct. The CEO/Manager may seek advice on suspensions or dismissals from the organisation’s Board and/or an external source, such as an industrial employment body.

In the event of disciplinary action against the CEO/Manager, the Board must authorise the suspension or dismissal of the CEO/Manager.

### 5.9.3 Employee appeals

An employee may appeal against poor performance or misconduct allegation through written notification to the CEO/Manager.

The CEO/Manager shall determine a response and further course of action after consulting with the relevant supervisor and may seek advice from an external source, such as an industrial employment body.

The Board is informed by the CEO/Manager of any appeals against performance management measures. The Board also has the responsibility for ensuring that the CEO/Manager is in compliance with industrial relations laws.

## 5.10 Grievance management

**[Insert organisation name]** is committed to preventing and effectively responding to staff grievances in the workplace and provide appropriate procedures in managing concerns, grievances and disputes by staff, Board members, volunteers and students.

This section include concerns and grievances:

* between workers
* about the behaviour of a staff member, student or Board member not directly impacting on the complainant (e.g. witnessing inappropriate behaviour)
* about a specific policy or decision by the organisation.

This policy does not provide detailed guidance on

* Grievances between Board members – refer to the organisation’s Governance Policy
* Feedback and complaints from clients and stakeholders – refer to the organisation’s Communication Policy.

### 5.10.1 Disciplinary or performance management

* A concern or grievance raised by staff, Board members, students or volunteers is considered separate and independent from disciplinary processes undertaken to manage performance or conduct matters. However, a grievance may give rise to a disciplinary process.
* If a concern or grievance is raised during disciplinary or performance management processes, the matter is to be addressed as per this policy and related procedure, and the disciplinary or performance management process continues independently.

### 5.10.2 External employee assistance or counselling support

* Workers may access external employee assistance or counselling support as part of the grievance management process – refer to the Section 4 of this policy for more detail.

### 5.10.3 Concern resolution

* In the first instance, a concern should be resolved informally. Where this is not possible, or where the complainant seeks a formal outcome, the concern is considered a grievance and the matter proceeds to the formal grievance management process.
* Examples of concerns include reports of another staff member’s behaviour, or an organisation practice that reflects negatively on the organisation, staff members, Board Members, students, volunteers or clients.

### 5.10.4 Formal grievance resolution

* Complainants are to make formal notification of a grievance by completing the organisation Grievance Notice Form and lodging it with their direct supervisor, next-in-line supervisor, or the CEO/Manager. Where the complainant’s direct supervisor is the CEO/Manager and is also the respondent to the grievance, the complainant shall lodge the grievance with the Board’s President, who may manage the grievance or request another board member to do so. Note that in some circumstances concerns or grievances may not relate to a specific respondent.
* An appropriate person to manage the grievance is identified, depending on the nature of the grievance.
* The person who has received formal notification of a grievance shall acknowledge receipt of the grievance in writing within **[insert number of days]** working days.
* The person managing the grievance, the complainant and the respondent (if there is one) manage the grievance process.

This may include:

* The person managing the grievance shall interview the complainant to clarify allegations and details, ascertain desired outcome(s), and advise of the process to be followed.
* The person managing the grievance shall assess the allegations in the context of **[insert organisation name]** policies and relevant legislation, identify whether there is a legitimate complaint, and whether the Human Resources Policy and its Grievance Management Section established an appropriate course of action under which the situation should be addressed.
* Any respondent/s will be informed of the grievance allegations as soon as possible and provided with opportunity to respond in writing and/or in person to the allegations within **[insert number of days]** working days.
* The person managing the grievance may interview other parties only if relevant to the grievance allegation and that a conflict of interest or bias does not exist.
* The person managing the grievance may propose a resolution, allowing both the complainant and the respondent (if any) opportunity to comment and agree to.
* After action has been taken to resolve the grievance, if no further response is received from either the complainant and the respondent (if any) is satisfied with the resolution, the grievance is considered closed. The Grievance Process Form is closed off, the original filed with the Grievance Register, and copies placed in the personnel files of both the complainant and the respondent.
* Where a grievance remains unresolved, the person managing the grievance may seek a more senior staff member or the Board’s President to contribute to the resolution process. Additionally, external mediation may be arranged by the organisation in an attempt to resolve the dispute.
* The complainant and/or the respondent may request to have Union representation or an advocate as part of the external mediation procedure.
* The complainant and/or the respondent and/or the organisation may seek assistance from a relevant industrial tribunal.

### 5.10.5 Withdrawing a grievance

* The grievance complainant may withdraw their grievance at any time through written notification, providing an explanation as to why the grievance is being withdrawn to all those involved.
* A record of the withdrawal shall be kept with the original Grievance Form (with the Grievance Register) and copies kept in the files of both the complainant and respondent.

### 5.10.6 Ill-founded grievances

* The person managing the grievance may determine that the grievance is ill-founded and propose terminating further grievance management procedures.
* Final determination to terminate further grievance management procedures is made by the person managing the grievance and their direct supervisor and/or the CEO/Manager.
* Complainants related to ill-founded grievances have the right to request review of grievance management termination.

### 5.10.7 Documentation

* All grievances are to be lodged using the organisation Grievance Notice Form. Details are to include:
* Grievance allegations
* Respondent’s response if any
* Resolution actions previously undertaken
* Proposed resolution actions.
* Details of how the grievance has been managed are recorded using the organisation Grievance Management Form. Details are to include:
* Names of those involved in the grievance
* Proposed and actual actions undertaken
* Outcomes and further recommendations
* Closure details
* Sign-off by all parties.
* Details relating to grievances are considered confidential outside those directly involved in the grievance management process.
* Copies of Grievance Management Forms and other documentation related to the grievance are retained in the complainant’s and respondent’s respective personnel files and attached to the organisation’s Grievance Register.
* A register of grievances and related original documentation are retained in the secure Human Resource filing cabinet by the identified staff member responsible for human resource systems.
* Grievances remain on the grievance register for a period of not less than **[insert number of years]** years.

For more information on effective dispute resolution refer to [Fair Work’s Website/dispute resolution](http://www.fairwork.gov.au/resources/best-practice-guides/Pages/effective-dispute-resolution.aspx)

# SECTION 6: SUCCESSION PLANNING

Workforce planning ensures **[insert organisation name]** recruits new employees and develops existing employees to undertake roles within the organisation.

The focus of succession planning, as part of broader workforce planning, is on leadership and positions critical to driving the achievement of organisational outcomes. Such positions include the CEO/Manager, those that have multi-functions crucial to operations, specialised roles with technical or content-specific skills, and those positions for which it is generally challenging to recruit personnel. Consideration is also given to positions where the incumbent is well regarded and fosters critical team dynamics, carries significant corporate knowledge, and is highly competent and consistently achieves well above the position requirements.

Succession planning identifies organisational capabilities, ensures organisational systems are current and documented, and guides employee transition and handover processes.

The CEO/Manager is responsible for developing succession plans in partnership with the Board and senior staff members, if appropriate. Actions for succession planning are identified in the organisation’s Quality Improvement Plan. For more information on quality improvement refer to the Organisational Development Policy.

## 6.1 Identifying organisation capabilities

**[Insert organisation name]** identifies current and future organisational capabilities and requirements to ensure planned recruitment to leadership and critical operation positions.

When developing succession plans, the following questions may be considered and used to inform actions:

* What significant functions need to be undertaken now and in the foreseeable future?
* What are the characteristics of the leadership and critical operation positions?
* Which positions may need to be filled in the foreseeable future?
* What is the potential of existing staff to fill positions, considering aspirations, capability, engagement, experience and achievements?
* Is the range of skills required for specific positions common or scarce in the wider market?
* What are the greatest risks related to recruiting to this position?
* What are the likely scenarios and impacts in the event of a current employee vacating a leadership and critical operation position?

## 6.2 Organisational systems

**[Insert organisation name]** maintains current and documented organisational systems to ensure a strong framework of operations in the event of any leadership and critical operation position change.

Effective systems include:

* Established policies and procedures
* Recruitment to leadership and critical operation positions is current
* Leadership and critical operation positions have current position descriptions
* Recruitment documents are current to allow for responsive recruitment action
* Governance and management roles and responsibilities are defined and understood by the Board and leadership positions
* Understanding and capacity of the Board President to lead the recruitment and transition of a new CEO/Management
* Current strategic plan
* Risk management is current and includes a risk register with risk response strategies in place
* Financial delegations are current and documented.

## 6.3 Transition and handover processes

All organisation’s employees contribute to supporting the transition of staff members leaving and commencing positions.

Where a planned exit from leadership and critical operation positions is to occur, the Board and/or other senior positions identify the critical functions and activities that must continue, and work with the **[insert organisation name]** team to allocate temporary responsibility.

Departing employees are responsible for preparing a handover to their supervisor and/or the Board that identifies the status of issues, such as programs/projects, key relationships, finances, operations, and human resources.

# SECTION 7: CEASING EMPLOYMENT

Cessation of employment by either the organisation or the employee is guided by National Employment Standards and the [Fair Work Act 2009 (Cth).](http://www.fairwork.gov.au/about-us/legislation/pages/default.aspx)

**[Insert organisation name]** employment may end under the following circumstances:

* An employee resigns
* An employee’s contracted employment period ends without any renewal
* Casual and temporary employees provide notice of termination or the organisation provides casual and temporary employees notice of termination (generally two weeks)
* During the first six (6) months of initial employment for permanent and contract-based employees, either party can give a minimum of one (1) weeks’ notice of termination
* The organisation terminates employment due to repeated poor performance and/or misconduct
* The organisation initiated redundancy.

Exit procedures are followed for all departing employees and ensure both the organisation and the employee understand the reason for discontinuing employment. **[Insert organisation name]** seeks feedback from the departing employee on their experience with the organisation and potential areas for development as a valuable source of quality improvement.

## 7.1 Notice periods

In line with the Fair Work Act 2009 (Cth), notice of employment termination is to be provided in writing in accordance with the table below:

|  |  |
| --- | --- |
| **Length of continuous service with [insert organisation name]** | **Period of notice** |
| Not more than 1 year | 1 week |
| More than 1 year but less than 3 years | 2 weeks |
| More than 3 years but less than 5 years | 3 weeks |
| More than 5 years | 4 weeks |

Employees who are over 45 years-old and have completed at least 2 years of continuous service with **[insert organisation name]** on the day the notice of termination is given, are entitled to an additional one weeks’ notice from the organisation.

Within the first twelve months of permanent and contract-based employment, the organisation or the employee may terminate employment by providing one weeks’ written notice.

The organisation may terminate employment at any time without notice if employees are guilty of repeated or serious misconduct.

## 7.2 Resignation

Employees resigning from their **[insert organisation name]** employment must provide notice in writing within the required notice period to their direct supervisor and the CEO/Manager, detailing their planned final day of work.

## 7.3 [Insert organisation name] terminated employment

Procedural fairness is applied in all instances of terminated employment. Written notice is provided within the required notice period, detailing the final date of employment and the reasons for termination. The organisation’s Termination Letter Template guides this process.

**🖌Note\***

The NADA Policy Toolkit only provides a Termination Letter template. For further information and templates on employee’s warnings, unsuccessful probation, termination for serious misconduct and redundancy letters, refer to the Fairwork Managing and Ending Employment Templates Resource on their website [www.fairwork.gov.au](http://www.fairwork.gov.au)   
or in the link below.

<http://www.fairwork.gov.au/resources/templates/Pages/Managing-and-ending-employment.aspx>

\*Please delete note before finalising this policy.

Where employment is terminated due to serious misconduct, the employee ceases attendance at work immediately. Payment in lieu of the notice may be approved by the CEO/Manager and Board of Directors.

Employees provided with notice of employment termination have the right to consult and seek representation from a union, lawyer, and/or support person.

## 7.4 [Insert organisation name] initiated redundancy

The Fair Work Act 2009 (Cth) defines redundancy as occurring when an employer:

* decides they no longer want an employee’s job to be done by anyone and terminates their employment; or
* becomes insolvent or bankrupt.

Redundancy may happen when:

* the job someone has been doing is replaced due to the employer introducing new technology (i.e. the job/work can be done by a machine)
* business slows down due to lower sales or production
* the business relocates
* a merger or takeover happens
* the business restructures or reorganises.

Any redundancy action by **[insert organisation name]** is to be authorised by the Board with notice periods in line with the Fair Work Act 2009 (Cth).

## 7.5 Exit interview

All employees ceasing employment with **[insert organisation name]**, except those being terminated due to misconduct, are offered an exit interview with their direct supervisor and/or the CEO/Manager. The employee may request another senior staff member to attend or replace their supervisor and/or the CEO/Manager for the interview.

The purpose of the exit interview is to seek information from the employee about their employment experience with the organisation and how they consider the organisation could improve. The interview is a confidential discussion, though may lead to investigation of certain issues raised.

**[Insert organisation name]**’s Employee Exit Interview Template is used to guide discussion and document key points raised. Information provided during the exit interview is reviewed and incorporated into the organisation’s ongoing quality improvement activities where relevant.

## 7.6 Written reference and certificate of employment

Employees with more than three (3) months’ service may, upon request, be provided with a written reference on performance and service details, unless their employment was terminated due to misconduct.

Employees with less than three (3) months’ service, or those who are terminated due to misconduct may, upon request, be provided with a written statement of service containing the length and nature of the employment – refer to **[insert organisation name]**’s Employee Certificate of Service Template.

## 7.7 Security and return of organisational property

On or before the employee’s final date of employment, the employee is to:

* Return all **[insert organisation name]** property, including keys, phones, electronic devices and computers, documents, etc.
* Return or be reimbursed with outstanding petty cash
* Remove hard copy and electronic personal files
* Inform the supervisor of any passwords or codes that may prevent the organisation access to **[insert organisation name]** operations.

The employee’s supervisor is to complete the organisation’s Employee Exit Checklist, which identifies property to be returned to the organisation by the employee.

## 7.8 Administration

Before the employee’s final date of employment, **[insert organisation name]** is to:

* Calculate remaining leave entitlements and final payments
* Ensure forwarding contact details are provided by the employee
* Inform the employee’s superannuation fund of the employee’s leaving the organisation.

On or before the employee’s final date of employment, **[insert organisation name]** is to:

* Restrict computer network access – both office and remote
* Remove authorisation as a signatory to financial and other transactions.

The employee’s resignation letter or a copy of the organisation’s Employment Termination Letter is filed in the employee’s personnel file, along with the Employee Exit Interview discussion notes and completed Employee Exit Checklist.

# SECTION 8: PERSONNEL RECORDS

**[Insert organisation name]** maintains individual personnel files for employees where information on recruitment, position details, employment contracts, leave records, financial records, performance and development records, and formal communication is kept.

## 8.1 Security

Personnel files are stored in a locked cabinet accessible by the CEO/Manager only. Other employee’s with supervision responsibilities may access relevant personnel files, as required, through the CEO/Manager.

**[Insert organisation name]** maintains an electronic filing system for human resources management accessible on the organisation **[insert electronic location**] drive by the CEO/Manager only.

Following employee recruitment processes, unsuccessful applicants’ details are stored in a locked cabinet for a period of 12 months from the date of finalisation of the position appointment. After   
12 months, the documents are securely destroyed.

Personnel files of previous employees are stored in a locked cabinet accessible by the CEO/Manager only, for a period of six (6) years. After six (6) years, the documents are securely destroyed.

## 8.2 Employee access

Employees are entitled to access their own personnel files; however, they cannot make changes to the file or remove file content.

# SECTION 9: STUDENT PLACEMENT

## 9.1 Introduction

A student is an unpaid person who is required to undertake workplace experience as part of an approved course of academic or practical study, or is a participant in a recognised student internship program. A student is not a volunteer or a substitute for paid employees.

**[Insert organisation name]** is committed to supporting student placements to contribute to the development of an appropriately trained and educated social and community services sector.

The organisation provides an environment for students that is conducive to learning, ensures students undertake policy and/or sector development work which provides them with relevant workplace training and experience, and values the contribution of the student. The student’s workplace supervisor has relevant and adequate supervisory skills.

## 9.2 Student selection

Student placement applications are considered on an individual basis, based on competencies and relevant experience which demonstrate a capacity to achieve agreed outcomes. Student placement candidates participate in an interview with the potential supervisor in the organisation and other staff as determined. The relevant staff member is to communicate with the student’s academic liaison regarding the student’s capacity to undertake the placement.

To encourage and promote optimal outcomes for the organisation and the student, **[insert organisation name]**:

* Ensures mutually agreed objectives are achievable
* Only agrees to placements that undertake tasks which provide relevant training for the student’s course of study and are consistent with the organisation’s strategic objectives
* Make realistic commitments about the number and length of student placements that can be offered at any one time and over the course of a calendar year.

**🖌Note\***

Organisations may have agreements in place with specific institutions or may have identified specific student placement areas of study that facilitate placements that meet the needs of the organisation. Where agreements have been made between an organisation and an institution, these should be referred to for more information.

\*Please delete note before finalising this policy.

## 9.3 Legal responsibilities

The organisation requires workers to abide by its workplace conduct policy outlined in Section 2 of this policy. Contact details of the student and their emergency contacts are documented on the Student Placement Contact Details Form so that **[insert organisation name]** may contact relevant people if required.

## 9.4 Remuneration

There is no remuneration or reimbursement of expenses for student placements unless through duties undertaken at the request of the organisation. Travel expenses to and from the **[insert organisation name]** office and home are not reimbursable.

## 9.5 Insurance

**[Insert organisation name]** accepts students from academic institutions that provide relevant insurance cover for students on placement. Whilst on work placement, students are covered by the Public Liability Insurance held by the organisation, provided they are acting at the direction, and within scope, of **[insert organisation name]** duties. Students are not covered by the Workers Compensation Act 1987 (NSW) and therefore are not covered by WorkCover. For more information, refer to [www.workcover.nsw.gov.au](http://www.workcover.nsw.gov.au/insurancepremiums/Policies/Whotoinsure/Pages/Volunteers.aspx).

## 9.6 Role of academic liaison

A liaison from the student’s academic institution is identified to provide a bridge between students and the organisation. **[Insert organisation name]** utilises this position to assist with a range of issues, including:

* Development of the student learning agreement
* Clarification of issues in relation to evaluation, assessment and supervision of the student
* Resolving workplace difficulties that may occur during placement
* General problem-solving on matters related to the student’s placement.

## 9.7 Supporting students

**[Insert organisation name]** employees with responsibility for supervising students ensure:

* Students are eligible to undertake placement
* Students are aware of and understand **[insert organisation name]** policies and procedures relevant to their placement
* Mechanisms are in place to enable tailored learning goals for the student
* Students undergo an orientation and induction
* Suitable resources and equipment/office space is available for the student
* A Student Placement Agreement is established
* Environmental adjustments are implemented as required
* Student progress is monitored during placement and regular supervision is provided
* Students are encouraged and supported to be part of the **[insert organisation name]** team, e.g. by participating in staff meetings.

## 9.8 Orientation and induction

All student placements are provided with an orientation and induction to **[insert organisation name]**, facilitated by their direct supervisor. The organisation’s Student Placement Induction and Orientation Checklist provides guidance and is to be completed by both the supervisor and student.

## 9.9 Resolving difficulties during student placement

Problems arising from a student’s performance or behaviour are addressed directly with the student by the direct supervisor. If the issue is not resolved, or either the student or **[insert organisation name]** believes it necessary, the academic liaison is consulted.

Where the student experiences difficulties or issues at **[insert organisation name]**, it is recommended that the student discuss this with their direct supervisor in an attempt to resolve the issue. If the issue is not resolved or either the student or the organisation believes it is necessary, the academic liaison is to be consulted.

## 9.10 Variation or cancellation of student placement

A student’s placement with the organisation may be altered or cancelled at any time by the student, the academic institution or **[insert organisation name]**.

Variations to the placement are discussed between relevant parties and documented on the Student Placement Agreement.

Where **[insert organisation name]** is cancelling the student placement, the student’s direct supervisor informs the student and the academic liaison as soon as possible, and provides written notice that details the reasons for cancellation. Where the student or academic liaison is cancelling the student placement, notice is provided as soon as possible, with **[insert organisation name]** seeking a meeting with the academic liaison to discuss the matters.

## 9.11 Completion of placement

**[Insert organisation name]** student placements are offered an end-of-placement interview with their direct supervisor and asked to complete a Student Placement Evaluation. Upon request, students are provided a written reference detailing their role and contribution to the organisation, i.e. length of hours, range of activities, and achievements.

# SECTION 10: VOLUNTEER MANAGEMENT

**[Insert organisation name]** is committed to supporting volunteers and recognises the value adding benefit volunteers bring to the organisation.

The purpose of this section is to ensure volunteers are guided by fair and consistent principles and sound administration that ensures a positive experience and outcome for both the volunteer and the organisation.

This section includes but is not limited to:

* Legal and regulatory responsibilities
* Recruitment and selection of volunteers
* Supervision and management of volunteers
* Termination and resignation of volunteers.

Volunteering is a legitimate way in which community members can contribute to and promote human rights and equality, while respecting the rights, dignity and culture of others.

Volunteer work at **[insert organisation name]** is:

* Unpaid and can significantly benefit and contribute to the development of both the organisation and the volunteer
* Always a matter of choice and is not compulsorily undertaken to receive pensions or government allowances
* Not used as a substitute for paid work at the organisation. Volunteers do not replace paid workers, nor do they constitute a threat to the job security of paid workers.

By implementing this policy, the organisation ensures that:

* Volunteers add value to the work of the organisation
* Clients’ lives are enriched through the work of volunteers
* Employees welcome and support the use of volunteers to contribute to the organisation’s work
* Volunteer time and expertise is valued, applied effectively, and appreciated.

**[Insert organisation name]** plays a role in ensuring a safe and supportive environment for workers and clients by:

* Completing relevant screening checks, such as criminal records, and working with children checks prior to commencement of volunteer work
* Ensuring volunteers undertake activities which align with their expertise, knowledge, experience and interests
* Ensuring volunteers are adequately supervised by an experienced supervisor
* Providing an environment for volunteers that values the contribution of the volunteer and is in line with current strategic objectives and organisational priorities
* Avoiding wasting resources. Expectations from both the volunteer and the organisation regarding the volunteer activities will be made clear at the outset, as should the process by which a volunteer may withdraw from the organisation
* Implementing recruitment and selection processes that support and minimise the need to terminate volunteers due to inappropriate appointments.

## 10.1 Identify Volunteer placement opportunity

Managers and staff members are to discuss with the CEO/Manager and/or **[insert relevant positions]** regarding the possible recruitment of a volunteer.

Discussion of possible volunteer recruitment and opportunities may occur at staff meetings.

## 10.2 Recruitment and selection of volunteers

All human resource duties will be the responsibility of the volunteer’s direct supervisor and will be primarily responsible for the recruitment and selection of volunteers, with other staff involved and/or interested in providing supervision for the volunteer’s positions.

Volunteer’s supervisors have the responsibility to:

* Develop position description for the volunteer opportunity and selection criteria if appropriate
* Identify appropriate methods of advertising, **[insert methods used, for example Ethical Jobs, SEEK, etc.]**
* Provide an Information Package to all potential volunteers. The information package could include: activities and roles, information about the organisation, the application process and other relevant information.

All applications for volunteering are considered on an individual basis, based on personal competencies, relevant experience which demonstrates ability to achieve agreed outcomes and capacity to attend rostered volunteer shifts at agreed times. Suitable candidates will be offered an interview with the staff member who will be the direct supervisor, together with at least one other staff member.

All successful applicants will need to complete the following formalities prior to commencing a volunteer position at the organisation:

* Relevant screening checks, such as criminal record and working with children checks
* Sign a Volunteer Agreement
* Complete and sign the Induction and Orientation Feedback Form
* Sign the organisation’s Code of Conduct.

Following the recruitment of volunteers, copies of all relevant documents are given to appointed volunteers for their records.

The feedback from the orientation and induction will inform future volunteer induction and orientation processes and the review of the policy, checklist and procedure.

**[Insert organisation name]** requires all workers including volunteers to abide by the organisation’s workplace conduct policy outlined in Section 2 of this policy.

## 10.3 Remuneration

There is no remuneration or reimbursements of personal expenses for volunteers unless through duties undertaken at the request of the organisation. Travel expenses to and from the office and home are not reimbursable.

## 10.4 Insurance

Volunteers will be covered by the Public Liability Insurance held by the organisation. Volunteers are not covered by the Workers Compensation Act 1987 (NSW) and therefore are not covered by WorkCover. For more information, refer to [www.workcover.nsw.gov.au](http://www.workcover.nsw.gov.au/insurancepremiums/Policies/Whotoinsure/Pages/Volunteers.aspx).

## 10.5 Supervision and support

A primary consideration for managing and supervising volunteers at **[insert organisation name]** is that staff should have experience in supervising other staff members, or volunteers. If they do not have this experience or expertise, they should approach their supervisor with the aim of gaining support for their activities.

The volunteer and any activities undertaken should be considered under the organisation’s Work Health and Safety policy and procedures.

The volunteer’s supervisor will ensure the volunteer receives regular supervision and will monitor work progress of the volunteer. The supervisor will also provide the volunteer with an alternative contact at the organisation, for supervision and support if they are unavailable.

The volunteer may be encouraged to participate in staff meetings and organisation events.

Staff responsible for supporting volunteers should ensure that volunteers are:

* Aware of relevant organisational policy and procedures
* Complete an orientation and induction to the organisation
* Provided with suitable resources and equipment on commencement
* Implement environmental adjustments as required
* Provided with regular supervision and support
* Training needs of volunteers are identified and addressed where practicable
* Encouraged and supported to be part of the **[insert organisation name]** team.

Additional information about volunteer support will be noted in the Volunteer Agreement.

## 10.6 Orientation and induction

The appointed volunteer supervisor will refer to the Volunteer Induction and Orientation Checklist and ensure it is followed and completed by both the supervisor and volunteer. The checklist provides guidance and is to be completed by both the supervisor and the volunteer.

## 10.7 Resolving difficulties

Problems arising from a volunteer’s performance or behaviour are addressed directly with the volunteer by the direct supervisor in an attempt to resolve the issue. If the issue is not resolved, or either the volunteer or **[insert organisation name]** believes it necessary, these should be discussed as per the Grievance Management Section of this policy.

Where the volunteer experiences difficulties or issues at **[insert organisation name],** it is recommended that the volunteer discuss this with their direct supervisor in an effort to resolve the issue.

## 10.8 Resignation and termination of volunteers

Volunteers may end their volunteering activities at any time by providing notice in writing to their direct supervisor.

A final supervision session should be held between the supervisor and volunteer, with volunteers asked to complete a Volunteer Evaluation Form to provide feedback on their experience as a volunteer in the organisation. Any anecdotal or other feedback supplied from the volunteer should be noted by the supervisor and attached to the Volunteer Evaluation Form.

Upon request, volunteers will be given an appropriate reference detailing their contribution to the organisation, such as the number of hours worked, range of activities and achievements.

Volunteers who fail to attend volunteer activities for **[insert number of sessions]** without notifying their direct supervisor in advance will be considered to have resigned from the position. The volunteer direct supervisor will write a letter to the volunteer that it has accepted such a resignation, with the letter signed by the direct supervisor and the CEO/Manager.

Termination of volunteers will be necessary when the focus of the services provided by the organisation changes, and/or a volunteer:

* fails to adhere to the Code of Conduct
* lacks the necessary skills for the activity/role
* breaches safety or confidentiality guidelines
* breaks the law.

The volunteer will return all confidential information, keys and any other **[insert organisation name]** property upon completion of the placement.

## 10.9 Documentation

All human resource documentation will be filed in the appropriate volunteer file on the human resources drive and/or filing cabinet. Such information includes:

* Position description, promotional material
* Applications, volunteer interview details, agreement
* Code of conduct
* Orientation and induction checklist
* Evaluation form
* Grievance documents ( if required).

This feedback will be provided to staff and used to review the volunteer policy documents and the volunteer program at the organisation.

# SECTION 11: INTERNAL REFERENCES

## 11.1 Supporting documents

* [Code of conduct](HR%20Supporting%20Documents/1.HR_Code%20of%20conduct.docx)
* [Human resources audit](HR%20Supporting%20Documents/2.HR_Human%20resources%20audit.docx)

**Employee forms and templates**

* [Application for Leave](HR%20Supporting%20Documents/Employee%20forms/1.HR_Employee%20Forms_leave%20application%20form.docx)
* [Casual employee timesheet](HR%20Supporting%20Documents/Employee%20forms/2.HR_Employee%20Forms_Casual%20employee%20timesheet.docx)
* [Employee Bank Account details](HR%20Supporting%20Documents/Employee%20forms/3.HR_Employee%20Forms_Employee%20bank%20account%20details.docx)
* [Employee Certificate of Service](HR%20Supporting%20Documents/Employee%20forms/4.HR_Employee%20Forms_Employee%20certificate%20of%20service.docx)
* [Employee contact details](HR%20Supporting%20Documents/Employee%20forms/5.HR_Employee%20Forms_Employee%20contact%20details.docx)
* [Employee exit checklist](HR%20Supporting%20Documents/Employee%20forms/6.HR_Employee%20Forms_Employee%20exit%20checklist.docx)
* [Employee exit interview](HR%20Supporting%20Documents/Employee%20forms/7.HR_Employee%20Forms_Employee%20exit%20Interview.docx)
* [Salary packaging agreement](HR%20Supporting%20Documents/Employee%20forms/8.HR_Employee%20Forms_Salary%20sacrifice%20agreement.docx)
* [Employee termination letter.](HR%20Supporting%20Documents/Employee%20forms/9.HR_Employee%20Forms_employee%20termination%20letter.docx)

**Grievance forms and templates**

* [Grievance management form](HR%20Supporting%20Documents/Grievance%20templates/1.HR_Grievance%20templates_grievance%20management%20form.docx)
* [Grievance notice form](HR%20Supporting%20Documents/Grievance%20templates/2.HR_Grievance%20templates_grievance%20notice%20form.docx)
* [Grievance register.](HR%20Supporting%20Documents/Grievance%20templates/3.HR_Grievance%20templates_grievance%20register.docx)

**Performance and development**

* [Employee work plan](HR%20Supporting%20Documents/Performance%20and%20development/1.HR_Employee%20work%20plan.docx)
* [Performance and development plan and review](HR%20Supporting%20Documents/Performance%20and%20development/2.HR_P&D_PD%20plan%20template.docx)
* [CEO/Manager performance and development review.](HR%20Supporting%20Documents/Performance%20and%20development/3.HR_P&D_CEO_Manager%20PD%20review.docx)

**Recruitment and interview**

* [Guide to applying](HR%20Supporting%20Documents/Recruitment/2.%20HR_Recruitment_%20Guide%20to%20applying%20for%20org%20positions.docx)
* [Induction and orientation checklist](HR%20Supporting%20Documents/Recruitment/3.%20HR_Recruitment_%20Induction%20and%20orientation%20checklist.docx)
* [Induction and orientation feedback form](HR%20Supporting%20Documents/Recruitment/4.%20HR_Recruitment_%20Induction%20and%20orientation%20feedback%20form.docx)
* [Position description template](HR%20Supporting%20Documents/Recruitment/5.%20HR_Recruitment_Position%20description%20template.docx)
* [Employment contract template](HR%20Supporting%20Documents/Recruitment/6.%20HR_Recruitment_Employment%20contract%20template.docx)
* [Position applications received register](HR%20Supporting%20Documents/Recruitment/7.%20HR_Recruitment_Position%20applications%20received%20register.docx)
* [Applicant reference check template](HR%20Supporting%20Documents/Recruitment/1.%20HR_Recruitment_%20Applicant%20reference%20check%20template.docx)
* [Interview questions template](HR%20Supporting%20Documents/Recruitment/Interview/1.HR_Interview_%20questions%20template.docx)
* [Interview – individual applicant rating form](HR%20Supporting%20Documents/Recruitment/Interview/2.HR_Interview_%20individual%20applicant%20rating%20form.docx)
* [Interview – individual summary rating form](HR%20Supporting%20Documents/Recruitment/Interview/3.HR_Interview_%20rating%20form%20individual%20summary.docx)
* [Interview schedule template.](HR%20Supporting%20Documents/Recruitment/Interview/4.HR_Interview_%20schedule%20template.docx)

**Student placement**

* [Student placement agreement template](HR%20Supporting%20Documents/Student%20placement%20templates/1.HR_Student%20Placement_%20Agreement%20template.docx)
* [Student placement contact details form](HR%20Supporting%20Documents/Student%20placement%20templates/2.HR_Student%20Placement_contact%20details%20form.docx)
* [Student placement evaluation form](HR%20Supporting%20Documents/Student%20placement%20templates/3.HR_Student%20Placement_Evaluation%20form.docx)
* [Student placement induction and orientation checklist.](HR%20Supporting%20Documents/Student%20placement%20templates/4.HR_Student%20Placement_induction%20checklist.docx)

**Volunteers**

* [Volunteer agreement template](HR%20Supporting%20Documents/Volunteers/1.HR_Volunteers_%20Agreement%20template.docx)
* [Volunteer contact details form](HR%20Supporting%20Documents/Volunteers/2.HR_Volunteers_contact%20details%20form.docx)
* [Volunteer evaluation form](HR%20Supporting%20Documents/Volunteers/3.HR_Volunteers_Evaluation%20form.docx)
* [Volunteer induction and orientation checklist.](HR%20Supporting%20Documents/Volunteers/4.HR_Volunteers_induction%20and%20orientation%20checklist.docx)

**Part of the WHS Policy**

* [Working from home WHS report and agreement](../../1.Governance%20and%20Leadership/2.Work%20Health%20Safety%20Policy/WHS%20Supporting%20Documents/5.%20WHS_Working%20from%20Home%20WHS%20Report%20Agreement.docx)

## 11.2 Related Policies

* [Communications Policy](../2.1%20Communications/2.1Communications%20Policy.docx)
* [Organisational Development Policy](../../1.Governance%20and%20Leadership/4.%20Organisational%20Development/1.4%20Organisational%20development%20Policy.docx)
* [Information and Communication Technology Policy](../2.4%20Information%20&%20Communication%20Technology/2.4%20ICT%20Policy.docx)
* [Work Health and Safety Policy](../../1.Governance%20and%20Leadership/2.Work%20Health%20Safety%20Policy/1.2%20Work%20Health%20Safety%20Policy.docx)
* [Financial Management Policy.](../../1.Governance%20and%20Leadership/3.%20Financial%20Management/1.3%20Financial%20Management%20Policy.docx)

# SECTION 12: EXTERNAL REFERENCES

## 12.1 Legislation

* Annual Holidays Act 1944 (NSW)
* Anti-Discrimination Act 1977 (NSW)
* Disability Discrimination Act 1992 (Cth)
* Fair Work Act 2009 (Cth)
* Human Rights and Equal Opportunity Commission Act 1986 (Cth)
* Industrial Relations Act 1996 (NSW)
* Long Service Leave Act 1955 (NSW)
* Racial Discrimination Act 1975 (Cth)
* Sex Discrimination Act 1984 (Cth)
* Superannuation Guarantee (Administration) Act 1992 (Cth)
* Workers Compensation Act 1987 (NSW)
* Work Health and Safety Act 2011 (NSW)
* Child Protection (Working with Children) Act 2012
* Child Protection (Working with Children) Regulation 2013
* Child Protection (Working with Children) Amendment (Miscellaneous) Regulation 2013
* Children and Young Persons (Care and Protection) Act 1998 (NSW)
* Commission for Children and Young People Act 1998 (NSW)
* Education Act 1990
* Health Practitioner Regulation National Law (NSW) No 86a

## 12.2 Resources

* MHCC Organisation Builder (MOB) – Policy Resource

<http://mob.mhcc.org.au/home.aspx>

* NADA Information on National Police Checks Resource

<http://www.nada.org.au/media/42404/national_police_check_faq.pdf>

* NSW Health, Statewide Credentialing and Scope of Clinical Practice Project Background Paper, September 2011.
* Standard for credentialing and defining the scope of clinical practice standard. Australian Commission on Safety and Quality in Healthcare, 2004

## 12.3 Websites

* Fair Work

[www.fairwork.gov.au](http://www.fairwork.gov.au) – accessed on 14/01/2014

Dispute resolution guide – [Fair Work’s Website/dispute resolution](http://www.fairwork.gov.au/resources/best-practice-guides/Pages/effective-dispute-resolution.aspx)

* Department Of Education and Communities

[www.det.nsw.edu.au](http://www.det.nsw.edu.au) – accessed 16/01/2014

[Working with Children Check Policy](https://www.det.nsw.edu.au/policies/student_serv/child_protection/work_child/PD20050264.shtml)

* Child Wellbeing and Child Protection – NSW Interagency Guidelines

<http://www.community.nsw.gov.au/kts/guidelines/info_exchange/introduction.htm>

* Keep Them Safe website

<http://www.keepthemsafe.nsw.gov.au/>

* NSW Online Mandatory Reporter Guide

<http://www.keepthemsafe.nsw.gov.au/reporting_concerns/mandatory_reporter_guide>

* Working with Child Check website

[www.kids.nsw.gov.au](http://www.kids.nsw.gov.au/Working-with-children/New-Working-with-Children-Check) – accessed on 16/01/2014

1. NSW Health, Statewide Credentialing and Scope of Clinical Practice Project Background Paper, September 2011 [↑](#footnote-ref-2)
2. For more information on awards, pay rates and conditions refer to [www.fairwork.gov.au](https://www.fairwork.gov.au/industries/social-and-community-services/pay/pages/pay-and-conditions-guides.aspx) [↑](#footnote-ref-3)
3. Standard for credentialing and defining the scope of clinical practice standard. Australian Commission on Safety and Quality in Healthcare, 2004 [↑](#footnote-ref-4)
4. For more information on awards, pay rates and conditions, refer to [www.fairwork.gov.au](https://www.fairwork.gov.au/industries/social-and-community-services/pay/pages/pay-and-conditions-guides.aspx) [↑](#footnote-ref-5)