



# **POLICIES & PROCEDURES**

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**FEBRUARY 2020**  
**FAME**

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## Bullying POLICY

### INTRODUCTION

**3KND** believes that all people should work in an environment free from bullying.

**3KND** understands that workplace bullying is a threat to the health and wellbeing of its staff, volunteers and customers.

Accordingly, **3KND** is committed to eliminating, so far as is reasonably practicable, all forms of workplace bullying by maintaining a culture of openness, support, and accountability.

### PURPOSE

The purpose of this document is to communicate that **3KND** does not tolerate any form of workplace bullying and to set out the process which is to be followed should any instances of workplace bullying be reported.

### DEFINITIONS

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

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

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

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

- abusive, insulting or offensive language or comments
- unjustified criticism or complaints
- deliberately excluding someone from workplace activities
- withholding information that is vital for effective work performance
- setting unreasonable timelines or constantly changing deadlines
- setting tasks that are unreasonably below or beyond a person’s skill level
- denying access to information, supervision, consultation or resources to the detriment of the worker
- spreading misinformation or malicious rumours
- changing work arrangements such as rosters and leave to deliberately inconvenience a worker or workers.

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

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

## Bullying POLICY

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

- setting reasonable performance goals, standards and deadlines
- deciding not to select a worker for promotion where a reasonable process is followed
- informing a worker about unsatisfactory work performance in an honest, fair and constructive way
- taking disciplinary action, including suspension or terminating employment.

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

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

### POLICY

**3KND** has a duty of care to provide a safe workplace, and ensure, so far as is reasonably practicable, that workers and other people are not exposed to health and safety risks.

**3KND** accepts and acts on its duty of care. Any reported allegations of workplace bullying will be promptly, thoroughly, and fairly investigated.

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

All parties will be treated with respect.

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

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Bullying PROCEDURES

### RESPONSIBILITIES

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

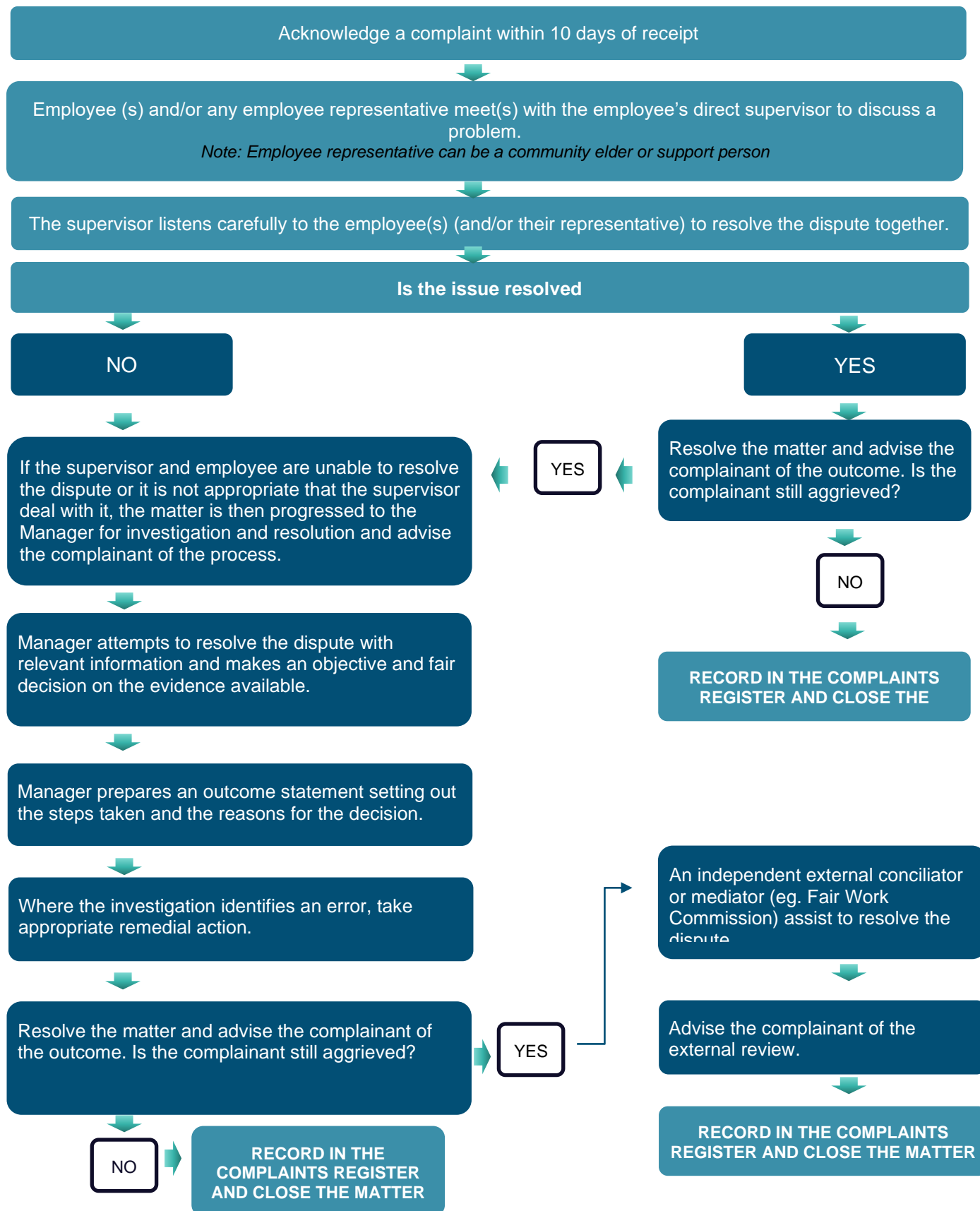
All workers have:

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

It is the responsibility of all managers to ensure that:

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

## COMPLAINTS PROCESS



## Bullying PROCEDURES

### PROCEDURES

#### Complaints Procedures

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

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

#### Informal Intervention

The manager will explain the rights and responsibilities of the employee or volunteer under the relevant policy and procedures.

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

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

#### Formal Complaints Procedure

The formal complaint procedure involves a formal investigation of the complaint. Formal investigations may be conducted internally (by a manager or officer) or by an external investigator.

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

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

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

## Bullying PROCEDURES

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

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

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

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

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

Following an investigation concerning a bullying complaint (irrespective of the findings), the manager concerned will:

- consult with the parties involved to monitor the situation and their wellbeing; and
- educate and remind all employees and volunteers of their obligations and responsibilities in relation to providing a workplace free from bullying

### Procedures for Dealing with Criminal Conduct

Some forms of severe bullying (physical attack, for example, or obscene phone calls) may constitute criminal conduct. While **3KND** is committed to treat most complaints about bullying at an organisational level as far as possible, this type of conduct is not suited to internal resolution. Such complaints should be treated by the criminal justice system. Employees or volunteers should be advised of the option of police support or intervention. It is not the obligation or duty of the organisation to report such matters to the police on behalf of the complainant.

### RELATED DOCUMENTS

[Affirmative Action Policy](#)  
[Anti-Discrimination Policy](#)

[Equal Employment Opportunity Policy](#)  
[Sexual Harassment Policy](#)

### AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number	Version	<<insert number>>
Drafted by Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person Manager 3KND	Scheduled review date	June 2021



## Company Vehicle and Equipment POLICY

### INTRODUCTION

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

### PURPOSE

The primary purpose for which vehicles and equipment are provided to **3KND** staff and volunteers is to assist them in carrying out the duties of their employment. This policy sets out guidelines for acceptable personal use of **3KND** vehicles and equipment by employees and volunteers of **3KND**.

This policy is made up of specific policies governing the use of

- Mobile Phones; and
- Vehicles.

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

### POLICY

**3KND's** facilities, vehicles, and equipment are to be used to support its mission. [Name of Organisation] staff and volunteers may not use the organisation's resources (including any person, money, or property) under their control for personal benefit or gain, or for the benefit or gain of other individuals or organisations, except as specified below.

Employees and volunteers are permitted limited use of vehicles and equipment for personal needs where such use does not interfere with **3KND** business, involves minimal additional expense to **3KND**, involves minimal additional risk to **3KND**, and conforms with applicable organisational procedures. Such permission may be revoked or limited at any time by the Board or the CEO.

**3KND** believes that staff and volunteers should be given the tools needed to effectively carry out their assigned responsibilities. Allowing limited personal use of these tools helps enhance the quality of the workplace and helps **3KND** to retain qualified and skilled workers.

This policy does not apply to those situations where personal use of **3KND's** equipment constitutes agreed remuneration under a contract of employment.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Company Vehicle and Equipment PROCEDURE

### RESPONSIBILITIES

It is the responsibility of Management to ensure that:

- staff are aware of this policy;
- any breaches of this policy coming to the attention of management are dealt with appropriately.

It is the responsibility of the all employees to ensure that their usage of **3KND** equipment conforms to this policy.

### PROCESSES

#### Use of Mobile Phones

Employees and volunteers of **3KND** whose duties necessitate use of a mobile phone may be assigned a phone or may be reimbursed for business use of a personal phone under the following circumstances.

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

- A requirement to travel frequently on business away from the office;
- A need for others to communicate with the employee about **3KND** business when the employee is away from their office;
- A need for the employee to communicate with others regarding **3KND** business when the employee is away from their office;
- A need for the employee to have access to mobile internet when away from their office;
- The employee supports or is otherwise responsible for programs, services or systems that necessitate frequent and immediate communications throughout the day or after working hours.

The lowest cost plan available to accommodate the particular organisational need shall be used. The need for a phone must be reviewed at least once a year to verify that the arrangement continues to be justified. The arrangement shall be terminated on resignation, separation or transfer of the employee.

Personal use of a **3KND** mobile phone, where such use is likely to incur a substantial additional cost for the organisation, is highly discouraged. Employees are expected to fully reimburse **3KND** for any extra costs incurred by the organisation as a result of such usage.

Alternatively, the employee may purchase their own telephone and submit a reimbursement request for organisation-related calls.

## Company Vehicle and Equipment PROCEDURE

### Use of Vehicles

3KND vehicles must not be used other than for 3KND business.

### RELATED DOCUMENTS

- [Acceptable Use of Electronic Media Policy](#)

### AUTHORISATION

Signature of Manager 3KND

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Name of Manager 3KND

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Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Equal Opportunity POLICY

### INTRODUCTION

**3KND** recognises that Equal Employment Opportunity is a matter of employment obligation, social justice and legal responsibility. It also recognises that prohibiting discriminatory policies and procedures is sound management practice.

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

### PURPOSE

This policy is designed to ensure that **3KND** complies with all of its obligations under the relevant legislation.

### DEFINITIONS

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

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

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

- asserted their rights under equal opportunity law;
- made a complaint;
- helped someone else make a complaint; or
- refused to do something because it would be discrimination, sexual harassment or victimisation.

### POLICY

**3KND** is an equal opportunity employer and will provide equality in employment for all people employed or seeking employment.

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

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

## Equal Opportunity POLICY

Consistent with this, **3KND** does not condone any form of unlawful discrimination or vilification, including that which relates to:

- gender;
- pregnancy;
- potential pregnancy;
- marital/domestic status;
- disability;
- race, colour, national extraction, social origin, descent, and ethnic, ethno-religious or national origin;
- age;
- family responsibilities, family status, status as a parent or carer;
- racial classification;
- sexuality;
- HIV/AIDS vilification;
- religious belief or activity;
- political belief or activity;
- industrial activity;
- employer association activity;
- trade union activity;
- physical features;
- breastfeeding;
- transsexuality;
- transgender;
- profession, trade, occupation or calling;
- medical record; and
- criminal record.

In all cases no factors other than performance and competence are to be used as the basis for performance assessment, training and development opportunities and promotions.

This policy is to be used in conjunction with the [Discrimination, Harassment and Affirmative Action](#) policies.

### RELATED INFORMATION

<https://www.humanrightscommission.vic.gov.au/home/the-law/equal-opportunity-act>

### AUTHORISATION

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 Date of approval by the Board \_\_\_\_\_  
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Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Equal Opportunity PROCEDURES

### RESPONSIBILITIES

It is the responsibility of the Manager **3KND** to ensure that:

- all staff understand and are committed to the principles and legislation relating to equal opportunity and applying it in the workplace;
- employment decisions relating to appointment, promotion and career development are determined according to individual merit and the individual's inherent ability to carry out the job;
- the organisation has a workplace culture that encourages equal employment opportunity; and
- sets an example by their own behaviour.

It is the responsibility of the Manager **3KND** to ensure that:

- all staff are aware of and understand their obligations, responsibilities and rights in relation to equal employment opportunity;
- all staff are committed to operating in accordance with the equal opportunity laws in the workplace;
- any matter which does not comply with the principles of equal employment opportunity are identified and addressed as promptly and sensitively as possible;
- immediate and appropriate steps are taken to minimise or eliminate unlawful harassment, discrimination, and bullying in the workplace; and
- ongoing support and guidance is provided to all employees in relation to equal employment opportunity principles and practice in the workplace.

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

- comply with this policy and treat all colleagues and customers with respect and professionalism without regard to non-relevant criteria or distinctions;
- refrain from engaging in discriminatory or harassing behavior; and
- inform Manager **3KND** if they believe that they (or someone else) has been treated unfairly.

## Equal Opportunity PROCEDURES

### PROCEDURES

Employees who believe they are being treated unfairly as a result of discrimination should promptly notify the Manager **3KND**.

Should a complaint of discrimination or harassment be made, it will be investigated in a confidential and procedurally fair manner. If proven, the person responsible will be disciplined. In serious cases, this may involve dismissal.

### RELATED DOCUMENTS

- [Affirmative Action Policy](#)
- [Anti-Discrimination Policy](#)
- [Sexual Harassment Policy](#)
- [Bullying Policy](#)

### AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Flexible Work POLICY

### INTRODUCTION

**3KND** is committed to helping its employees achieve their personal, family and relationship goals. As part of this endeavour, the organisation fosters flexibility in employment arrangements to achieve the optimum balance between work and family responsibilities for all employees.

### PURPOSE

Work flexibility ensures that employees are able to balance work and family commitments while taking into account organisational needs.

### POLICY

**3KND** will mandate best practice employment arrangements in relation to

- Parental/maternity/paternity leave
- Personal/Carer's/Family leave
- Sorry Business (Bereavement) leave
- Flexible working arrangements

Staff are encouraged to voice their opinions about the availability, accessibility and application of flexible work arrangements in their area.

Manager **3KND** delegated authority should

- become role models for flexibility, where possible accessing flexible work arrangements themselves;
- become knowledgeable about the range of flexibility options available and how to manage them;
- have the practical skills and confidence to lead a team with different working arrangements;
- track the career progression of staff who are working flexibly to ensure they have access to all training and other benefits and to ensure that they suffer no discrimination in opportunities for promotion;
- evaluate the outcomes of the arrangement and look for improvements; and
- seek appropriate training if lacking in any of the skills necessary to properly administer this program.

Documenting agreed family-friendly provisions enables both **3KND** its employees to have a clear understanding of the available provisions and how they can be accessed.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

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Responsible person	Manager 3KND	Scheduled review date	<<insert date>>



## Flexible Work PROCEDURES

### RESPONSIBILITIES

It shall be the responsibility of the Manager **3KND** to ensure that the procedures specified in this policy are implemented appropriately.

### PROCEDURES

Procedures and arrangements for parental/maternity/paternity leave, personal/carer's/family leave, bereavement/sorry business leave, and flexible working arrangements shall be as set out in National Employment Standards contained in the Fair Work Act 2009 ([https://www.fwc.gov.au/documents/legislation/download/FW\\_Act\\_vol\\_1.pdf](https://www.fwc.gov.au/documents/legislation/download/FW_Act_vol_1.pdf)), as modified by the organisation's provision of additional entitlements in any area.

#### Documentation of procedures

Family-friendly workplace provisions will be negotiated with the employee at commencement of the position, and as requested or required thereafter. Any provisions agreed at the outset of employment will be included in the employment agreement, and those agreed later shall be placed on the employee's file.

Family-friendly clauses in individual staffing agreements should contain information on:

- the nature of the provision (e.g. flexible hours of work)
- entitlements under the provision (e.g. a right to apply for flexible hours of work)
- eligibility criteria (e.g. primary care of a child or children under school age).

As staff and organisational needs change over time family-friendly provisions will be regularly reviewed via in-house supervision to ensure that provisions are consistent with applicable legislation and do not become outdated or irrelevant to the employee or the organisation.

### RELATED DOCUMENTS

- [Long Service Leave Policy](#)
- [Personal Leave, Carer's Leave & Compassionate Leave Policy](#)
- [Unpaid Leave Policy](#)

### AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Grievance and Sorry Business Process POLICY

### INTRODUCTION

The experience of loss and grief must be appropriately managed. The organisation's response to loss and grief among its employees is a matter of common humanity and an Occupational Health and Safety issue.

### PURPOSE

This policy seeks to ensure that employees of **3KND** experiencing loss and grief are treated appropriately and given access to any internal and external resources that would assist them to cope.

### POLICY

Employees of **3KND** experiencing loss and grief shall be treated appropriately and given access to any internal and external resources that would assist them to cope.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Grievance and Sorry Business Process PROCEDURES

### RESPONSIBILITIES

It shall be the responsibility of the Manager **3KND** to ensure that the procedures specified in this policy are implemented appropriately. The Manager **3KND** shall undertake periodic reviews of the organisation's grief and loss strategy to ensure that it continues to reflect best practice.

### PROCEDURES

#### Training

All persons in areas where the client base has an elevated mortality risk shall be provided with appropriate training to allow them to

- Understand grief and responses to grief
- Recognise grief in themselves and in their fellow workers
- Appropriately manage grief in themselves and in their fellow workers
- Carry out appropriate protocols in the event of client adverse events.

Such training shall, where appropriate, be included in induction training.

The Manager **3KND** shall identify a peer support person in the workplace. These persons will be provided with appropriate training, and given ongoing resources and support. Peer support persons shall be available for initial debriefing following work-related loss and grief.

#### Resourcing

Where appropriate, the Manager **3KND** shall authorise (at the organisation's expense) access to counsellors and other external specialists to assist persons experiencing grief and loss.

### RELATED DOCUMENTS

- [Personal Leave, Carer's Leave & Compassionate Leave Policy](#)

### AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number	Version	<<insert number>>
Drafted by Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person Manager 3KND	Scheduled review date	June 2021

## Health and Safety POLICY

### PURPOSE

**3KND** is committed to ensuring, as far as is reasonably practicable, the health, safety and welfare of the working environment for its staff, volunteers, contractors and visitors to its premises.

### SCOPE

This policy applies to:

- (a) All staff members; and
- (b) Contractors, volunteers and visitors to **3KND** 's premises, to the extent it is relevant to them.

In this policy, 'workplace' includes working on site or off-site, attendance at a work-related conference or function, and attendance at a client or other work-related event, including retreats and social events.

### POLICY

#### Overview

**3KND** supports the rights of all persons covered by the policy to work in an environment that is, so far as is reasonably practicable, safe and without risks to health.

**3KND** is committed to the promotion of a joint and united approach to consultation and resolution of Work Health and Safety issues.

**3KND** is committed to improving health and safety with a view to improving workplace efficiency and productivity. This will be accomplished through the ongoing development, in consultation with **3KND**'s Safety Representatives, of management systems and procedures designed to, so far as is reasonably practicable:

- identify, assess and control workplace hazards;
- reduce the incidence and cost of occupational injury and illness; and
- provide a rehabilitation system for those affected by occupational injury or illness.

Work Health and Safety statutory requirements, including regulations and codes of practice, are minimum standards and so the aim is for them to be improved upon, where practicable.

## Health and Safety POLICY

### ***Bullying and violence at work***

**3KND** is committed to reducing bullying and occupational violence so far as is practicable in the workplace.

Bullying is repeated, unreasonable behaviour directed toward a person, or a group of persons, that creates a risk to their health and safety.

Examples of bullying can include:

- verbal abuse;
- excluding, ignoring or isolating a person.
- psychological harassment;
- intimidation;
- assigning meaningless tasks unrelated to a person's job;
- giving a person impossible assignments and deadlines;
- unjustified criticism or complaints;
- deliberately withholding information vital for effective work performance; and
- constant taunting, teasing or playing practical jokes on a person who is not a willing participant.

Bullying can be verbal, or in writing (including online).

Occupational violence refers to any incident where a person is physically attacked, abused, assaulted or threatened in the workplace.

### ***Breach of this Policy***

Any breach of this policy may result in counselling and/or disciplinary action, which, in the case of employees, may lead to dismissal, or, in the case of volunteers, may lead to the cessation of their engagement.

Any breach of this policy by a contractor may result in cancellation by Manager **3KND** of the services provided by that contractor.

### ***Occupational Health and Safety***

The Manager **3KND** will be held accountable for coordinating 3KND's management of health and safety on behalf of the Board.

Manager **3KND** will communicate to all staff on health and safety matters.

## Health and Safety POLICY

### *Health and Safety Committee*

Where required under legislation, Manager **3KND** will establish a Health and Safety Committee consisting of management and employee representatives. The Health and Safety Committee will be the principal forum in which management consults with employees on broad health and safety and policy issues.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

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Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Health and Safety PROCEDURE

### RESPONSIBILITIES

The Manager **3KND** and the Board will:

- be committed to the provision and maintenance of a healthy and safe workplace;
- consult and participate in the health and safety program;
- use risk identification, assessment and control principles to reach **3KND** 's health and safety objectives;
- inform and train all persons to whom this procedure applies in relevant policies, procedures and health and safety obligations; and
- participate in **3KND** 's inductions and implement all safety procedures.
- ensure that all staff receive appropriate training in the policy and related procedures, and their obligations under occupational health and safety laws.

The Manager **3KND** will:

- coordinate the identification, development, implementation and review of Work Health and Safety policies and procedures;
- identify, assess and select measures to control hazards and risks to health and safety;
- evaluate hazards and risk control measures;
- identify, develop and provide appropriate Work Health and Safety -related information, instruction and training;
- monitor and advise on legislative and technical changes relating to health and safety;
- monitor and provide regular reports to the Board on **3KND**'s Work Health and Safety performance;
- support employees and Health and Safety Representatives to follow policies and safe work procedures developed.

**Employees** will:

- participate in health and safety training, actions and activities and support **3KND** in its efforts to reach its health and safety and, where relevant, rehabilitation objectives;
- follow reasonable health and safety instructions from the Manager **3KND** or delegated authority;
- report any serious incidents, accidents, injuries or hazards in the workplace to the Manager **3KND** or delegated authority;
- aim to work in a way that does not endanger the health or safety of themselves or others;
- properly use and maintain safety equipment;
- make sure visitors follow safety rules in the workplace; and
- participate in **3KND** induction programs and implement all detailed safety procedures.

**Contractors and visitors** to **3KND** will:

- assess risks to their health and safety arising from the provision of their services;
- have control measures in place to address those risks, including complying with any relevant **3KND** policies and practices.

## Health and Safety PROCEDURE

The role of the **Health and Safety Committee** (if relevant) is to:

- assist in the development, monitoring and review of health and safety policies and procedures;
- consider any proposal for, or changes to the workplace, policies, work practices or procedures which may affect the health and safety of employees;
- promote the importance of health and safety amongst management and employees;
- monitor 3KND 's health and safety performance;
- monitor the rehabilitation of injured employees;
- assist in the resolution of health and safety disputes.

The Committee will meet on a quarterly basis, or more frequently if required. An agenda will be circulated by the Head of the Committee prior to the meeting. A designated note-taker will take minutes of the meeting.

The role of **Health and Safety Representatives** is to:

- represent employees from their work group in relation to health and safety matters;
- investigate health and safety related complaints prior to representations to management;
- make representations to management and report back to employees on any matter relating to health and safety;
- discuss with the employees, any proposals or matters which may affect the health and safety of employees;
- assist management in the identification of hazards, the assessment of risks and implementation of risk control measures;
- assist in promoting adherence to health and safety policies and procedures;
- assist in the monitoring of risk controls and health and safety policies and procedures.

## PROCESSES

### Manual

Detailed Work Health and Safety procedures are as set out in the organisation's Work Health and Safety manual.

### Health and Safety Committee

The Manager 3KND should review the relevant legislation for Victoria to determine whether a Health and Safety Committee is required for the workplace.

Where a Health and Safety Committee is required by legislation, or where the Board otherwise deems it necessary, 3KND will establish a Health and Safety Committee.

The Manager 3KND must ensure that employee representatives are selected appropriately and that the Committee is established and conducted in accordance with the applicable legislation.



## Health and Safety PROCEDURE

### ***Occupational Health and Safety Committee Membership***

The number of Committee members will be decided and agreed by the Manager **3KND**, in consultation with employees.

Elected health and safety representatives may also be Health and Safety Committee members. At least half the Health and Safety Committee members must be employee representatives.

Health and Safety Committee meetings are to be conducted at least every three months. An agenda will be established prior to the meeting and issued to all persons attending the meeting. Minutes will be taken and forwarded to all Health and Safety Representatives, and copies shall be made available to all employees.

**3KND** encourages sites to invite appropriate visitors to attend the Occupational Health and Safety meetings and positively contribute.

### ***Occupational Health and Safety Representative***

Where required by law, or where deemed necessary, designated work groups shall each elect a Health and Safety Representative as their elected spokesperson.

Health and Safety Representatives are encouraged to work with the Manager **3KND** to discuss Work Health and Safety issues, and to work with the Manager **3KND** to improve health and safety standards.

### **Occupational Health and Safety Forums**

Where the organisation is not required to establish a Health and Safety Committee, and does not otherwise establish such a Committee, the organisation may conduct regular Health and Safety forums.

### **Review of Policy and Procedure**

This procedure will be reviewed annually by the Board in consultation with the Health and Safety Committee (if relevant) and Health and Safety Representatives.

The review will involve assessing the effectiveness of the procedures by (among other things):

- reviewing overall health and safety performance; and
- monitoring the effectiveness of policies and procedures.

### **Dissemination of Policy and Procedure**

The Workplace Occupational Health & Safety Policy and related procedures will be displayed in the workplace and all employees and volunteers will be provided with a copy by the Manager **3KND**. New employees will be provided with a copy of the documents as part of their induction.

The policy and related procedures will be reviewed on an annual basis or more frequently, if required, to ensure continued compliance with the relevant legislation.

## Health and Safety PROCEDURE

### Related Documents

- [Name of organisation] to insert references to specific policies

### Legislation & awards

- <https://www.worksafe.vic.gov.au/occupational-health-and-safety-act-and-regulations>

### AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Injury and Incident Reporting POLICY

### INTRODUCTION

**3KND** recognises that the health and safety of its employees is a priority and that if accidents or incidents do occur, they should be reported. Incidents should be investigated to ensure that the possibility of recurrence or further risk is minimised.

**3KND** understands the importance of incident reporting and investigation and has developed hazard inspection, hazard reporting and maintenance programs to minimise the workplace accidents or dangerous occurrences.

This policy applies to all employees, volunteers, contractors and visitors under the control of **3KND**.

### PURPOSE

This policy has been developed to ensure that all employees (including volunteers) understand the processes to be taken in the event of a dangerous occurrence or accident.

### DEFINITION

*Incident* refers to any event which causes or could have caused injury, illness, damage to plant, equipment, vehicles, property, material, or the environment or public alarm.

It also includes losses of containment, fire, explosion, non-compliance with environmental regulatory requirements, vehicle incidents and off-site incidents.

### POLICY

**3KND** commits to preventing workplace accidents and minimising dangerous occurrences and will endeavour to achieve a zero-accident rate.

**3KND** will:

- Provide a mechanism for reporting accidents, incidents, work-related illness and dangerous occurrences;
- Investigate accidents to determine the root cause with the objective of preventing a recurrence;
- Obtain statistical information about the accident or incidents;
- Meet legislative requirements for reporting accidents and incidents.

All accidents or incidents that result in an injury or work-related illness during the course of work must immediately be reported to the Manager **3KND**.

## Injury and Incident Reporting POLICY

Any dangerous occurrence which has the potential to result in injury or damage to property must be reported in the same manner as an accident.

In the event of a dangerous occurrence or accident **3KND** must ensure the relevant state authority is notified and that a full investigation is undertaken to determine the root cause.

The most appropriate corrective action will be taken to ensure the incident does not recur.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Injury and Incident Reporting PROCEDURES

### RESPONSIBILITIES

It is the responsibility of the Manager **3KND** to ensure that:

- Delegated authority notify the Manager **3KND** of all dangerous occurrences;
- Manager **3KND** and delegated authority are aware and understand the principles of incident and accident reporting and investigation;
- All incidents and accidents that result in or have the potential to result in injury or damage are investigated and, where necessary, corrective or preventative action is taken;
- All matters relating to employee/volunteer welfare are dealt with in the most appropriate and timely manner.

It is the responsibility of **all employees, including volunteers or contractors**, to ensure that:

- Accidents and hazards are reported to management at the earliest opportunity;
- All requirements and obligations under the relevant legislation are complied with.

It is the responsibility of the Manager **3KND** to:

- Help identify the causes of dangerous occurrences and accidents and develop corrective action;
- Ensure State Authorities are appropriately notified of all reportable occurrences or events.

### PROCEDURES

All accidents or incidents that result in an injury or illness at work must be reported to the Manager **3KND** within 24 hours of the incident occurring.

Any workplace accident or incident (*dangerous occurrence*) which has the potential to result in injury or damage to property must be reported in the same manner as an incident or accident that results in injury or damage.

#### Immediate actions

All injuries and illnesses must be assessed by a qualified First Aid Officer to determine whether medical treatment is required and must advise the Manager **3KND** of all injuries or illnesses.

## Injury and Incident Reporting PROCEDURES

If medical treatment is required, the injured person's Manager must ensure that suitable arrangements are made for transport to a doctor or hospital. It must be noted that:

- All eye injuries (including foreign objects between the eye and eye lid which is not dirt or dust particles) must be referred to a doctor or hospital.
- When injury or illness involves a chemical, a Material Safety Data Sheet and other information which may have been prepared for such incidents must accompany the injured person to the doctor or hospital.

The Manager **3KND** must be notified immediately in the event of any incident which occurs.

All injuries resulting in lost work time must be reported to the Manager **3KND** within 24 hours.

The following documents must be completed for all incidents and injuries involving employees, volunteers, agency staff, contractors, visitors or the general public:

- The **3KND** Accident/Incident Report Form (see Appendix B of First Aid Policy);
- The **3KND** Injury Register (see Appendix D of First Aid Policy);
- Incident notification as appropriate to the relevant WorkCover authority.
- 

A copy of the completed incident report form must be retained and filed by the Manager **3KND**.

If the incident/injury results in a Worker's Compensation claim, the following forms need to be completed:

- Worker's Compensation form from the employee;
- Worker's Compensation form from the employer;

All claims for compensation must be accompanied with an appropriate medical certificate for time lost.

Ensure copies of all documents are kept on the employee's personnel file.

The Manager **3KND** will ensure that an appropriate incident investigation for all lost time injuries and major incidents is conducted and reported to the Board. Each accident or incident must be investigated in consultation with the Manager **3KND** to ensure that corrective or preventative action is taken as appropriate.

Manager **3KND** and delegated authority are required to implement corrective or preventative actions arising from any investigation.

## Injury and Incident Reporting PROCEDURES

### In an event of a Death

Advise Emergency Services on 000. If an incident results in a death, the site of the incident must not be disturbed until:

- an inspector arrives at the site of the incident; or
- an inspector directs otherwise at the time of notification.

The above does not apply if the disturbance to the site is for the purpose of:

- protecting the health and safety of any person; or
- aiding an injured person involved in an incident; or
- taking essential action to make the scene safe or to prevent a further occurrence of an incident.

Advise the Manager **3KND** immediately.

The Manager **3KND** will advise the Board immediately.

### RELATED DOCUMENTS

- [Work Health and Safety Policy](#)
- [First Aid Policy](#)

### AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number	Version	<<insert number>>
Drafted by Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person Manager 3KND	Scheduled review date	June 2021



## Leave POLICY – Annual Leave



## Leave POLICY – Long Service Leave

### PURPOSE

The purpose of this policy is to outline the availability of long service leave to employees of **3KND** and set out the processes for applying for and taking long service leave.

### SCOPE

This policy applies to all employees of **3KND**.

This policy reflects, but does not override, long service leave entitlements that employees of **3KND** may have under any industrial instrument, contract, or legislation, as amended from time to time.

### POLICY

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

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

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

If an employee with an accrued entitlement to long service leave wishes to take some or all of that leave during their employment with **3KND** they may apply to do so in accordance with this policy. **3KND** will pay an employee in respect of their accrued and untaken long service leave entitlement on termination of their employment.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Leave PROCEDURES – Long Service Leave

### RESPONSIBILITIES

The Manager **3KND** is responsible for:

- establishing and recording leave entitlements for each employee;
- ensuring that long service leave procedures are observed across the organisation; and
- ensuring all applications for long service leave are processed correctly.

Manager **3KND** and/or **delegated authority** are responsible for:

- adhering to the provisions of the relevant contract, industrial instrument or legislation in relation to long service leave; and
- ensuring all applications for long service leave are forwarded to the Human Resources Department for processing.

**Employees** are responsible for:

- discussing the taking of long service leave with the Manager **3KND** and/or **delegated authority**; and
- initiating applications for long service leave by completing the appropriate documentation and submitting them to the Manager **3KND** and/or **delegated authority** for actioning.

### PROCESSES

Employees must

- provide a reasonable amount of notice to the Manager **3KND** and/or **delegated authority** before the intended commencement of long service leave; and
- take their leave at a time convenient to the organisation, taking account of its operational requirements and reasonable business needs.

Upon approving an application for long service leave, the Manager **3KND** and/or **delegated authority** must advise the employee.

If the employee decides to cancel their application to take leave prior to the commencement of the leave, they must notify the Manager **3KND** and/or **delegated authority** immediately in writing.

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

### RELATED DOCUMENTS

- [insert, as applicable]

### LEGISLATION & AWARDS

- [Insert applicable legislation by state]
- [insert reference to applicable industrial instruments]



## AUTHORISATION

Signature of Manager **3KND**

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Name of Manager **3KND**

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Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Leave POLICY – Personal Leave, Careers Leave, Compassionate Leave

**\*MUST CHECK THIS WITH PAYROLL**

### PURPOSE

This policy sets out 3KND 's employees' entitlement to personal/carer's leave and compassionate leave.

This policy sets out the manner in which personal/carer's leave will accrue to employees covered by this policy, as well as guidelines and procedures for the taking of leave.

### SCOPE

This policy applies to all employees of 3KND except casual employees, unless otherwise specified.

### POLICY

#### *Personal/carer's leave*

- Full-time employees accrue paid personal/carer's leave at a rate of [insert number of days – this will depend on the entitlement in an applicable industrial instrument. If no industrial instrument applies, the minimum amount of leave under the National Employment Standards is 10 days per year of service] days per year of service.
- Part-time employees are entitled to a pro-rata amount of paid personal/carer's leave depending on their ordinary hours of work. **[IMPORTANT NOTE: a judgement by the Fair Work Tribunal on August 29, 2019 has thrown doubt on this clause, suggesting that all workers, including those working part-time, are eligible for the full complement of 10 days' leave per year. The decision is being appealed to the High Court. Please proceed with caution and seek legal advice before enacting this clause.]**
- If an individual's contract of employment provides a more generous entitlement to leave than under this policy, the more generous entitlement will apply.
- Employees' entitlement to paid personal/carer's leave accrues progressively during a year of service according to the employee's ordinary hours of work, and accumulates from year to year.
- Paid personal/carer's leave may be taken:
  - because an employee is not fit for work because of a personal illness, or personal injury, affecting the employee; or
  - to provide care or support to a member of the employee's immediate family, or a member of the employee's household, who requires care or support because of:
    - a personal illness, or personal injury, affecting the member; or
    - an unexpected emergency affecting the member.
- If the period during which an employee takes personal/carer's leave includes a day or part-day that is a public holiday in the place where the employee is based for work purposes, the employee is taken not to be on paid personal/carer's leave on that public holiday.

## Leave POLICY – Personal Leave, Careers Leave, Compassionate Leave

- Employees are not entitled to personal leave for any period of time in respect of which they are entitled to workers' compensation payments.
- Accrued but untaken personal/carer's leave will not be paid to employees upon termination of employment.
- Where an employee is or expects to be absent from work due to illness for an extended period of time, arrangements may be made for the employee to take additional unpaid leave.

### *Compassionate leave*

- An employee is entitled to two days paid compassionate leave [two days is the minimum period under the NES – employers should check any applicable award or agreement in case the entitlement is more generous under one of these instruments] for each occasion when a member of the employee's family, or a member of the employee's household:
  - contracts or develops a personal illness that poses a serious threat to his or her life; or
  - sustains a personal injury that poses a serious threat to his or her life; or
  - dies.

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

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

## DEFINITIONS

'Immediate family' means an employee's:

- spouse, de facto partner, child, parent, grandparent, grandchild or sibling; or
- a child, parent, grandparent, grandchild or sibling of the employee's spouse or de facto partner.

## AUTHORISATION

Signature of Board Secretary

Date of approval by the Board

Name of organisation

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Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Leave PROCEDUREES – Personal Leave, Careers Leave, Compassionate Leave

**\*MUST CHECK THIS WITH PAYROLL**

### RESPONSIBILITIES

The Manager **3KND** is responsible for ensuring that:

- employees' leave entitlements are recorded; and
- the process for taking personal/carer's leave or compassionate leave below are observed across the organisation.

The Manager **3KND** and/or **delegated authority** are responsible for ensuring that:

- employees are familiar with their entitlements and duties in relation to this policy; and
- where appropriate, employees submit documentation to support the taking of leave.

**Employees** are responsible for:

- notifying Manager **3KND** and/or **delegated authority** of any absences or expected absences in accordance with this policy; and
- where relevant, providing the necessary documentation as evidence of the reason for the absence.

### PROCESSES

- Personal/carer's leave may be taken as either full days or part days. **[NOTE: This clause is also under review due to the August 29, 2019 judgement by the Fair Work Tribunal. Please proceed with caution.]**
- Compassionate leave may be taken for a permissible occasion as one single continuous two-day period, two separate periods of one day each, or any separate periods to which the employer and the employee agree.
- Employees must notify their supervisor as soon as practicable with regards to the taking of any paid personal/carer's leave. If possible, employees should notify their manager prior to their rostered or normal time for beginning work. Employees must also advise:
  - the reason for taking the leave; and
  - the period, or expected period, of the leave.
- Where an employee's immediate supervisor/manager is not contactable, employees must try to leave a message with another supervisor/manager of comparable seniority, who will then be responsible for notifying the appropriate supervisor/manager of an employee's absence as soon as possible.

## Leave PROCEDUREES – Personal Leave, Careers Leave, Compassionate Leave

- If neither the immediate supervisor/manager nor an alternative supervisor/manager is available at the time of notification, a message may be left with another appropriate member of the employer's staff.
- Employees seeking to take paid personal/carer's leave may be requested to provide to the relevant supervisor/manager evidence that the employee has, or is seeking to, take the leave for a permissible reason. Generally, the following circumstances will require the employee to provide a valid medical certificate or other satisfactory evidence if the employee wishes to take paid personal/carer's leave:
  - absences in excess of one day; or
  - absences in excess of four single days per anniversary year; or
  - absences of one day or more either side of a public holiday, weekend or normal rostered day(s) off.
- The relevant supervisor/manager may also request that employees provide satisfactory evidence of the reason for taking personal/carer's leave or compassionate leave in some circumstances.
- A 'valid medical certificate' is deemed to be a certificate signed by a registered medical practitioner. Medical certificates must be signed and dated and must state the period of the absence and the reason for the absence. Certificates that have been post-dated may not be accepted in some circumstances.
- Upon notification of an employee taking personal/carer's leave (and, where relevant, on receipt of valid evidence for the reason for taking the leave), supervisors/managers must inform Payroll of the leave being taken.
- If a supervisor/manager is unsure as to the validity of any relevant documentation, they should contact the Human Resources Department for advice.

## LEGISLATION & INDUSTRIAL INSTRUMENTS

- *Fair Work Act 2009 (Cth)*
- *Fair Work Regulations 2009 (Cth)*
- [Insert name of applicable industrial instrument]

## AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number	Version	<<insert number>>
Drafted by Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person Manager 3KND	Scheduled review date	June 2021

## Managing Performance POLICY

### PURPOSE

This policy sets out the policy and process for dealing with unsatisfactory performance of employees within **3KND**.

### SCOPE

This policy applies to all employees of **3KND** except casual employees and employees within their probationary period.

### POLICY

Where **3KND** identifies unsatisfactory performance, **3KND** will take action to address the performance issues. Action taken to address unsatisfactory work performance will be consistent with the principles of procedural fairness.

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

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

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>



## Managing Performance PROCEDURES

### RESPONSIBILITIES

The Manager **3KND** and/or **delegated authority** is responsible for ensuring that:

- they consult with all employees where serious performance issues arise, and especially where termination of employment is contemplated; and
- all documentation is completed to ensure employees receive their correct entitlements upon termination of their employment.

The Manager **3KND** and/or **delegated authority** are responsible for ensuring that:

- employees are aware of the performance standards expected of them;
- they discuss performance issues with employees as and when they arise and listen to any mitigating factors presented by the employees.

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

- discuss performance issues or difficulties with the Manager **3KND** and/or **delegated authority** when they arise;
- seek assistance in the performance of their duties, if necessary; and
- make every effort to improve their work performance where performance issues are raised.

### PROCESSES

#### *Prior to commencing a formal underperformance process*

Prior to commencing any formal unsatisfactory work performance process, the employee's supervisor/manager must attempt to informally discuss the performance issues with the employee.

The Manager **3KND** and/or **delegated authority** must consider organisational or personal factors that play a role in the employee's unsatisfactory work performance and consider alternatives to the unsatisfactory work performance process to address the problem.

Unsatisfactory work performance should be addressed as and when it arises to provide employees with support and assistance to improve their performance at the earliest opportunity. The Manager **3KND** and/or **delegated authority** should not wait until an employee's end of cycle performance review to address issues of unsatisfactory work performance.

**Delegated authority** must seek the advice of the the Manager **3KND** prior to commencing any formal unsatisfactory work performance process.

#### *Formal process*

Where **3KND** considers that informal attempts to address the employee's unsatisfactory work performance have been unsuccessful, **3KND** may proceed to manage the employee's unsatisfactory work performance through a formal process.

## Managing Performance PROCEDURES

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

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

The formal process for the management of an employee's unsatisfactory work performance is:

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

### Stage One – Formal Counselling

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

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

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

### Stage Two – Formal Written Warning

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

The formal written warning must indicate:

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

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

### Stage Three – Final Written Warning

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

## Managing Performance PROCEDURES

The final written warning must indicate:

- the standard of performance expected of the employee;
- where and how the employee is not meeting this standard;
- the consequences if the employee fails to improve their performance, including that the employee's employment may be terminated by **3KND**.

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

At each of stages one, two and three of the formal process, **3KND** will provide the employee with an opportunity to respond.

### Termination of the employee's employment

**3KND** may terminate the employee's employment for unsatisfactory work performance if stages one, two and three of the formal process have been followed. Notice of termination will be advised to the employee in writing and a copy of the notice will be placed on the employee's personnel file.

## RELATED DOCUMENTS

- [Insert references to applicable policies]

## LEGISLATION & AWARDS

- *Fair Work Act 2009*
- *Fair Work Regulations 2009*
- [insert reference to applicable industrial instruments]

## AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Misconduct POLICY

### PURPOSE

**3KND** may discipline an employee who engages in unacceptable behaviour. The purpose of this policy is ensure that employees are aware of behaviour that could amount to misconduct and that all relevant parties are aware of **3KND** 's policy for dealing with misconduct.

### SCOPE

This policy applies to all employees of **3KND** unless otherwise specified.

### POLICY

**3KND** expects employees to observe acceptable standards of behaviour. Employees must not engage in behaviour that amounts to misconduct (including serious misconduct) at the workplace. This includes where employees are working on site or off-site, attending a work-related conference or function, or attending a client or other work-related event, including retreats and social events.

#### *Misconduct*

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

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

- failing to obey lawful and reasonable instructions of **3KND**;
- failing to follow defined policies, procedures and rules;
- failing to share relevant information with **3KND**;
- unacceptable disruptive behaviour;
- unauthorised absence from the workplace; and
- repeatedly being late for work without lawful excuse.

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

#### *Serious misconduct*

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

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

- willful or deliberate behaviour that is inconsistent with the employee's contract of employment;
- theft;
- fraud;
- assault;
- intoxication at work;

## Misconduct POLICY

- use of derogatory, violent or abusive language;
- fighting;
- failure to observe safety rules;
- concealment of a material fact on engagement;
- obscenity;
- dishonesty in the course of the employment; and
- criminal conduct including conduct that, if proven, renders the employee completely unfit for work.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Misconduct PROCEDURE

### RESPONSIBILITIES

The Manager **3KND** and/or **delegated authority** is responsible for ensuring that:

- the processes in this policy are followed in relation to all instances and allegations of misconduct;
- employees that are the subject of any investigation are afforded procedural fairness; and
- confidentiality is maintained to the greatest extent possible.

The Manager **3KND** and/or **delegated authority** is responsible for ensuring that:

- where appropriate, they try to informally resolve any instances or allegations of employee misconduct with the employee(s) involved in first instance;
- instances or allegations of misconduct are reported to the Manager **3KND**; and
- all necessary assistance is provided to any delegated authority or any other person investigating an instance or allegation of misconduct.

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

- comply with this policy and related procedures; and
- report any instances or allegations of misconducts to the Manager **3KND** and/or **delegated authority**, or as appropriate.

### PROCESSES

A breach of this policy or related procedures may lead to disciplinary action and possible dismissal. Where **3KND** considers that an employee has engaged in serious misconduct, **3KND** may dismiss the employee without notice.

Each instance or allegation of misconduct will be considered by **3KND** on its own merits, and any mitigating circumstances will be taken into account.

Where an employee is accused of engaging in misconduct, it is open to **3KND** to stand the employee down on full pay in order to further investigate the matter.

Investigations into instances or allegations of misconduct will be conducted in accordance with the principles of procedural fairness. Employees accused of misconduct will be given an opportunity to respond to the allegations against them and may have a support person present at any disciplinary meetings with **3KND**.

Any meetings relating to instances or allegations of misconduct or serious misconduct will be conducted by two members of **3KND**, one of whom will act as a note taker.

If **3KND** decides that the appropriate action is to dismiss an employee, the employee will be provided with the full reasons for the decision.

## Misconduct PROCEDURE

### LEGISLATION & AWARDS

- *Fair Work Act 2009 (Cth)*
- *Fair Work Regulations 2009 (Cth)*
- [Insert reference to applicable industrial instruments]

### AUTHORISATION

Signature of Manager **3KND**

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Name of Manager **3KND**

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Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Performance Review POLICY

### INTRODUCTION

**3KND's** Annual Performance Review process has been designed to provide a vital link between the organisation's Business Plan, its vision and guiding principles, and individual staff members. It is also designed to ensure that goals and objectives flow from the top of the organisation to the personal objectives of each individual. It is integral to fostering an engaged and productive workforce, recognising and rewarding good performance, and managing underperformance.

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

### PURPOSE

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

### POLICY

During the first month of an employee's commencement in a role, Manager **3KND** and/or **delegated authority** will work with the employee to develop a Performance Plan which will be updated during the Financial Year Period. The Performance Plan will outline the employee's goals and objectives for a 12-month period in line with the organisation's Business Plan.

Similarly, a Development Plan will outline the individual's development priorities for the following 12-month period, as well as reviewing any for the previous 12 months. Consideration should also be given to the individual's long-term career objectives. The Manager **3KND** will conduct a formal Annual Performance Review with each employee within the first six weeks of the new financial year for the review period from 1<sup>st</sup> July to 30<sup>th</sup> June of the previous financial year (or specified period or time frame). Progress reviews may be conducted on an informal basis more frequently throughout the financial year.

Periodic assessment and discussion of performance will be carried out throughout the course of the review period between the Manager **3KND** and each of their employees on an "as needed" basis.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>



## Performance Review PROCEDURE

### RESPONSIBILITIES

It is the responsibility of the **Board** to ensure that managers and/or delegated authority.

- familiarise themselves with the performance management system objectives and procedures;
- carry out their responsibilities according to this policy.

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

- participate openly and honestly in planning and assessing their own performance objectives and receiving feedback from their **delegated authority**.

It is the responsibility of the Manager **3KND** to:

- continually review and refine the performance management system to ensure it will support the achievement of the organisation's objectives, and which will fairly and consistently evaluate each individual's performance against these objectives;
- provide ongoing development of the Manager **3KND**'s skills that are required to effectively conduct performance reviews;
- ensure the Manager **3KND** and/or **delegated authority** are aware of their responsibilities in the performance management process;
- provide ongoing support and guidance to Managers with performance management issues.

It is the responsibility of the Manager **3KND** to:

- set reasonable performance goals, standards and deadlines with employees;
- consider reviewing an employee's role and changing it if workflow is becoming unmanageable;
- inform employees about unsatisfactory work performance in an honest, fair and constructive way that allows for mutual discourse;
- Be objective and confidential when discussing sensitive issues
- ensure employees' position descriptions are up-to-date and reflect their current roles;
- seek regular feedback from employees about their health and wellbeing;
- provide employees with the resources, information and training they need to carry out their work safely and effectively.

### Performance Management and Performance Plan

The Performance Plan is designed to provide the opportunity to establish targets (Indicators of Effectiveness) which provide a challenge to employees and which can be reviewed and modified in response to employee achievements.

The Manager **3KND** should develop a Performance Plan in conjunction with the employee within the first month of an employee commencing or during the Annual Review process. The Performance Plan is to be updated during every Annual Performance Review or as required throughout the course of the financial or performance year.

## Performance Review PROCEDURE

Employees should initially draft their own Performance Plan and then arrange a discussion with the Manager **3KND** so that the Plan can be agreed and finalised. If a situation occurs in which the employee and Manager **3KND** are unable to come to an agreement, both the employee and the Manager **3KND** should attach a memo outlining their position, and forward the Performance Plan to the Board for a final decision.

The Performance Plan should outline goals and objectives for the following 12-month period. It is the Manager **3KND**'s responsibility to ensure that these are in line with the business plan. Each objective should have targets and measures documented, to allow accurate assessment.

The Performance Plan will also include an agreement of what competencies are to be demonstrated in the role.

### Development Plan

During the Annual Review process, or the first month of commencing employment, each employee should have a Development Plan established. The Development Plan discussion should review the individual's development over the previous 12 months, and outline the individual's broad career directions and development priorities for the following 12 months. The Manager **3KND** should consider what skills, knowledge and competencies are required to achieve the objectives outlined in the Performance Plan, and to close the gap on current and planned competencies.

### Annual Review

Each year in the first six weeks of the new financial or performance year, the Manager **3KND** must complete an Annual Performance Review interview with their employees.

The Manager **3KND** must review the employee's performance against his or her agreed performance objectives, targets and measures, as well as performance against the agreed competency levels.

The individual's agreed performance objectives and competencies should be reviewed against the set performance ratings.

To ensure a degree of objectivity is apparent throughout the review process, the Board will continue to be involved in the review process and must agree with the review and sign it off.

### Link to Salary Review Process

The Annual Performance Review process can be linked to the salary review process. People should be rewarded on the basis of their contribution to the organisation through either an annualised salary adjustment (increase in base pay) or a one-off reward – e.g. bonuses, plaques, lunches, certificates, etc.

## RELATED DOCUMENTS

- [Staff Recruitment Policy](#)
- [Professional Development Policy](#)

## AUTHORISATION

Signature of Manager **3KND**

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Name of Manager **3KND**

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Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Privacy POLICY

### INTRODUCTION

The Board of **3KND** is committed to protecting the privacy of personal information which the organisation collects, holds and administers. Personal information is information which directly or indirectly identifies a person.

### PURPOSE

The purpose of this document is to provide a framework for **3KND** in dealing with privacy considerations.

### POLICY

**3KND** collects and administers a range of personal information for the purposes of payroll, emergency contact, health and safety, compliance. The organisation is committed to protecting the privacy of personal information it collects, holds and administers.

**3KND** recognises the essential right of individuals to have their information administered in ways which they would reasonably expect – protected on one hand, and made accessible to them on the other. These privacy values are reflected in and supported by our core values and philosophies and also reflected in our Privacy Policy, which is compliant with the Privacy Act 1988 (Cth).

**3KND** is bound by laws which impose specific obligations when it comes to handling information. The organisation has adopted the following principles contained as minimum standards in relation to handling personal information.

**3KND** will

- Collect only information which the organisation requires for its primary function;
- Store all confidential information securely in Australia. Confidential information is not shared to any overseas data storage facilities.
- Ensure that stakeholders are informed as to why we collect the information and how we administer the information gathered;
- Use and disclose personal information only for our primary functions or a directly related purpose, or for another purpose with the person's consent;
- Store personal information securely, protecting it from unauthorised access; and
- Provide stakeholders with access to their own information, and the right to seek its correction.

### AUTHORISATION

Signature of Board Secretary

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Date of approval by the Board

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Name of organisation

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Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Privacy PROCEDURES

### RESPONSIBILITIES

**3KND's** Board is responsible for developing, adopting and reviewing this policy.

The Manager **3KND** is responsible for the implementation of this policy, for monitoring changes in Privacy legislation, and for advising on the need to review or revise this policy as and when the need arises.

### PROCESSES

#### Collection

**3KND** will:

- Only collect information that is necessary for the performance and primary function of **3KND**.
- Notify stakeholders about why we collect the information and how it is administered.
- Notify stakeholders that this information is accessible to them.
- Collect personal information from the person themselves wherever possible.
- If collecting personal information from a third party, be able to advise the person whom the information concerns, from whom their personal information has been collected.
- Collect Sensitive information only with the person's consent. (Sensitive information includes health information and information about religious beliefs, race, gender and others).
- Determine, where unsolicited information is received, whether the personal information could have collected it in the usual way, and then if it could have, it will be treated normally. (If it could not have been, it must be destroyed, and the person whose personal information has been destroyed will be notified about the receipt and destruction of their personal information).

#### Use and Disclosure

**3KND** will:

- Only use or disclose information for the primary purpose for which it was collected or a directly related secondary purpose.
- For other uses, **3KND** will obtain consent from the affected person.
- In relation to a secondary purpose, use or disclose the personal information only where:
  - a secondary purpose is related to the primary purpose and the individual would reasonably have expected us to use it for purposes;
  - or
  - the person has consented; or
  - certain other legal reasons exist, or disclosure is required to prevent serious and imminent threat to life, health or safety.

## Privacy PROCEDURES

- In relation to personal information which has been collected from a person, use the personal information for direct marketing, where that person would reasonably expect it to be used for this purpose, and **3KND** has provided an opt out and the opt out has not been taken up.
- In relation to personal information which has been collected other than from the person themselves, only use the personal information for direct marketing if the person whose personal information has been collected has consented (and they have not taken up the opt-out).
- Provide all individuals access to personal information except where it is a threat to life or health or it is authorized by law to refuse and, if a person is able to establish that the personal information is not accurate, then [organisation] must take steps to correct it. **3KND** may allow a person to attach a statement to their information if **3KND** disagrees it is inaccurate.
- Where for a legal or other reason we are not required to provide a person with access to the information, consider whether a mutually agreed intermediary would allow sufficient access to meet the needs of both parties.
- Make no charge for making a request for personal information, correcting the information or associating a statement regarding accuracy with the personal information.

### Storage **3KND**

- Implement and maintain steps to ensure that personal information is protected from misuse and loss, unauthorized access, interference, unauthorized modification or disclosure.
- Before **3KND** discloses any personal information to an overseas recipient including a provider of IT services such as servers or cloud services, establish that they are privacy compliant. **3KND** will have systems which provide sufficient security.
- Ensure that **3KND**'s data is up to date, accurate and complete.

### Destruction and de-identification **3KND**

- Destroy personal information once is not required to be kept for the purpose for which it was collected, including from decommissioned laptops and mobile phones.
- Change information to a pseudonym or treat it anonymously if required by the person whose information **3KND** holds and will not use any government related identifiers unless they are reasonably necessary for our functions.

### Data Quality

#### **3KND** will:

- Take reasonable steps to ensure the information [the organisation] collects is accurate, complete, up to date, and relevant to the functions we perform.

## Privacy PROCEDURES

### Data Security and Retention

**3KND** will:

- Only destroy records in accordance with the organisation's Records Management Policy.

### Openness

**3KND** will:

- Ensure stakeholders are aware of **3KND**'s Privacy Policy and its purposes.
- Make this information freely available in relevant publications and on the organisation's website.

### Access and Correction

**3KND** will:

- Ensure individuals have a right to seek access to information held about them and to correct it if it is inaccurate, incomplete, misleading or not up to date.

### Anonymity

- Allow people from whom the personal information is being collected to not identify themselves or use a pseudonym unless it is impracticable to deal with them on this basis.

### Making information available to other organisations

**3KND** can:

- Release information to third parties where it is requested by the person concerned.

## RELATED DOCUMENTS

- [Records Management Policy](#)
- [Confidentiality Policy](#)

## AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Recruitment POLICY – Manager 3KND

### INTRODUCTION

The Board of **3KND** is responsible for the employment and monitoring of the organisation's Manager **3KND**, who is the highest-level staff member of the organisation.

### PURPOSE

To stipulate policy and procedures relating to the appointment and conditions of employment for **3KND**'s Manager.

### POLICY

**3KND** will employ the best available person for the job of Manager **3KND**, will utilise an open and transparent appointment process, and will be a good employer, providing fair and appropriate terms and conditions of employment.

When a new Manager **3KND** is to be appointed, the position will be advertised in order to attract the widest possible range of potential applicants.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>



## Recruitment PROCEDURE – Manager 3KND

### RESPONSIBILITIES

The responsibility for appointing, monitoring and terminating the employment of **3KND's** Manager lies with the Board.

The process of advertising, interviewing and short-listing for the position of Manager **3KND** is the responsibility of a committee that shall be set up by the Board for this purpose, with a membership selected by the Board. After due deliberation, this committee will make a recommendation to the Board.

The final decision for the appointment of the Manager **3KND** is to be made by the full Board.

### PROCEDURES

The position statement for the Manager **3KND** will be that approved by the Board. The Manager **3KND's** terms and conditions of employment are contained in the Contract negotiated and signed by the Chair (or a person delegated to this role by the full Board). Procedures for the termination of the Manager **3KND's** contract are to be contained in that Contract.

The Manager **3KND's** performance, remuneration and conditions of employment are to be reviewed annually by the Board, or a committee delegated to this role. Any variations to the Contract shall be negotiated by the Chair (or delegate) and ratified by the Board.

The Manager **3KND** and the Chair (or designated committee) will meet annually to carry out a formal appraisal of the Manager **3KND's** performance based on criteria agreed to and set at the beginning of the monitoring period. The format and process for this meeting will be negotiated and agreed upon between the Manager **3KND** and the Chair/committee.

### RELATED DOCUMENTS

- [Staff Recruitment Policy](#)

### AUTHORISATION

Signature of Manager **3KND** \_\_\_\_\_  
 Name of Manager **3KND** \_\_\_\_\_  
 Date \_\_\_\_\_

Procedures number	Version	<<insert number>>
Drafted by Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person Manager 3KND	Scheduled review date	June 2021

## Recruitment POLICY

### INTRODUCTION

The success **3KND** relies on its ability to attract the best staff and volunteers available. Recruitment methods must be fair, efficient, and effective.

### PURPOSE

The Staff Recruitment Policy has been established to ensure **3KND** the opportunity to attract the best available staff and volunteers for all vacant positions. This policy relates to employment of all staff and volunteers other than the Manager **3KND**.

### POLICY

**3KND** is committed to providing high quality programs and services to our community. To support the achievement of this objective we recognise the importance of employing the most suitable applicant for all vacant positions.

**3KND** will ensure it has the best opportunity to attract the best available staff by broadly advertising (internally and externally as deemed appropriate) all vacant remunerated positions and volunteer vacancies.

**3KND** will take all reasonable steps to ensure that applicants may be safely entrusted with the duties of their position.

**3KND** will internally advertise all vacant positions to current staff and volunteers to encourage career advancement and increase participation.

**3KND** is committed to providing a work environment that is free from harassment and discrimination.

All recruitment and selection procedures and decisions will reflect **3KND**'s commitment to providing equal opportunity by assessing all potential candidates according to their skills, knowledge, qualifications and capabilities. No regard will be given to factors such as age, gender, marital status, race, religion, physical impairment or political opinions.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Recruitment PROCEDURES

### RESPONSIBILITIES

It shall be the responsibility of the Manager **3KND** (or a delegated authority) to implement this policy and to monitor its performance.

It is the responsibility of Manager **3KND** (or a delegated authority) to ensure that:

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

It is the responsibility of the Manager **3KND** (or a delegated authority) to ensure that:

- Manager **3KND** (or a delegated authority) are aware of their responsibilities in the recruitment and selection process;
- Delegated authority are given continuous support and guidance in regards to recruitment and selection issues.

### PROCEDURES

#### Pre-Recruitment Activities

When it becomes necessary to recruit for a position, Manager **3KND** (or a delegated authority) should carefully consider the requirements for the position, and the key selection criteria including skills, experience and qualifications.

If no position description exists for the available position, or if it requires revising, this is the responsibility of the Manager **3KND**. Once the new position description or amendments have been drafted and approved by the Manager **3KND** and/or Board. Selection criteria will be drawn up based on the basis of a position statement.

Where the position description is for a new role, the Manager **3KND** will review and evaluate the position and draw up a position statement that will then, if appropriate, approved by the Board.

Prior to commencing the recruitment process, the responsible Manager (or a delegated authority) is required to gain approval from the Board.

## Recruitment PROCEDURES

### Direct Internal Appointments/Promotions

In situations where the Manager **3KND** wishes to promote an employee who meets the specific selection criteria for the vacant position into the internal vacancy, the appointment must be authorised and approved by the Board.

### Internal Advertising

Where appropriate, **3KND** advertise all vacancies internally.

Exceptions to this rule may occur when:

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

Upon receiving approval for the vacant position, Manager **3KND** will advertise the available position internally. Internal advertisements should include the following:

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

All internal applicants should forward a current copy of their resume, together with covering letter, to the Manager **3KND** for acknowledgement, consideration and processing.

Internal applicants who possess the required skills, qualifications and work-related experience, as specified in the internal advertisement, will be interviewed for the position by the relevant Manager **3KND** or delegated authority.

### External Advertising

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

Volunteer positions will be advertised as widely as deemed reasonable.

All advertisements must be approved by the Manager **3KND** or Board if applicable.

If required, the Manager **3KND** will prepare an appropriate recruitment advertisement for the position and will administer the placement of the advertisement and monitor applications received.

## Recruitment PROCEDURES

### Use of Recruitment Consultants

Where deemed appropriate, external recruitment consultants may be used for recruitment purposes. It remains the relevant **Manager 3KND**'s responsibility to ensure that the recruitment consultant adheres to **3KND**'s recruitment and selection policies.

### Screening Applicants

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

Resumes must be screened against the position description so that assessments can be made of their suitability for the specific role. Applicants who are assessed as suitable will then be selected for interview.

Delegated authority should consult with the Manager **3KND** if they require any assistance with the selection process.

Where appropriate, but particularly in positions of financial responsibility or in dealing with vulnerable clients / children, police checks may be arranged. Police checks shall be arranged only with the consent of the applicant concerned; however, if consent is refused this shall be taken into consideration in the selection process.

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

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

### Conducting Interviews

The short-listing and interview process will be conducted by a selection panel which will be appointed by Manager **3KND** for the position.

If any member of staff finds that they are assessing any applicant where there is a perceived or actual conflict (eg. Where the applicant is a family member, friend or past colleague) they shall declare the perceived or actual conflict to the panel.

## Recruitment PROCEDURES

### Reference Checking

Manager **3KND** or delegated authority are to ensure that, where possible, a minimum of two reference checks are conducted prior to an offer of employment being extended to a candidate.

Details of the reference checks should be attached to the candidate's application for future reference.

### New Starter Paperwork

If an internal candidate is selected, the Manager **3KND** is required to notify the successful candidate and their immediate report. If an external candidate has been selected, the Manager **3KND** is to make a verbal offer to the candidate.

To authorise the commencement or transfer of an internal employee, the Manager **3KND** will provide confirmation of the Boards approval. The Manager **3KND** should ensure that all recruiting documents are completed filed appropriately.

The Manager **3KND** will prepare a written letter of offer for the successful candidate. The letter of offer and or contract of employment will confirm the start date, salary (if any), position and the terms and conditions of employment pertaining to the employee.

Once the Manager **3KND** has received the candidate's signed letter of offer, the Manager **3KND** or delegated authority is to notify all unsuccessful candidates. If an external recruitment agency has been used, the Manager **3KND** is to notify the agency, who will notify the unsuccessful candidates.

The Manager **3KND** is responsible for the necessary documentation, equipment and access privileges are prepared for the new employee.

The Manager **3KND** will forward an induction kit to the new employee for their completion.

### Records and Correspondence

All contact regarding the position is to be directed through administration, with all applications marked "Confidential" and posted to the Manager **3KND**.

Letters/emails of acknowledgment should be posted to all applicants prior to the short-listing of final suitable applicants. Short-listed but unsuccessful applicants should be advised that their CV will be retained by **3KND** for future reference, unless the applicant advises otherwise.

Applicants who do not meet the key selection criteria and are not suitable to be short-listed for an interview should be sent a written letter advising them that their application has been unsuccessful.

## Recruitment PROCEDURES

### RELATED DOCUMENTS

- [Employment References Policy](#)
- [Manager 3KND Recruitment Policy](#)
- [Staff Induction Policy](#)

### AUTHORISATION

Signature of Manager 3KND \_\_\_\_\_

Name of Manager 3KND \_\_\_\_\_

Date \_\_\_\_\_

Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Recruitment PROCEDURES – APPENDIX A

### INTERVIEW GUIDELINES

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

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

#### Prior to Conducting the Interview

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

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

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

#### Conducting the Interview

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

- create a friendly, conversational atmosphere
- reduce communication barriers;
- maintain control of the interview;
- ensure that all interview questions based on the key selection criteria

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

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



## Recruitment PROCEDURES – APPENDIX A

### Step 1: Set the Stage

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

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

### Step 2: Outline the Agenda

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

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

## Recruitment PROCEDURES – APPENDIX A

### Step 3: Gather Information

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

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

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

### Step 4: Welcome Added Information and Answer Questions

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

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

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

## Staff Grievances and Dispute Resolution POLICY

### INTRODUCTION

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

**3KND** encourages its staff and volunteers to resolve any issues or concerns that they may have at the earliest opportunity with each other or, failing that, their immediate supervisor.

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

### PURPOSE

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

### POLICY

**3KND** will establish mechanisms to promote fast and efficient resolution of workplace issues.

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

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

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

This Policy applies to permanent and part-time paid employees and to volunteer workers.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Staff Grievances and Dispute Resolution PROCEDURES

### RESPONSIBILITIES

It is the responsibility of Manager **3KND** and/or delegated authority to ensure that:

- They identify, prevent and address potential problems before they become formal grievances;
- They are aware of and committed to the principles of communicating and information sharing with their employees and volunteers;
- All decisions relating to employment practices are made with consideration given to the ramifications for the individual, as well as the organisation in general;
- Any grievance is handled in the most appropriate manner at the earliest opportunity;
- All employees and volunteers are treated fairly and without fear of intimidation.

It is the responsibility of **Staff (including Volunteers)** to ensure that:

- They attempt to resolve any issues through their immediate supervisor and through internal processes at the earliest opportunity.

It is the responsibility of the Manager **3KND** to ensure that:

- All staff and volunteers are aware of their obligations and responsibilities in relation to communication and information sharing with their employees;
- Ongoing support and guidance is provided to all staff in relation to employment and communication issues;
- All staff and volunteers are aware of their obligations and responsibilities in relation to handling grievances;
- Any grievance that comes to the attention of Manager **3KND** is handled in the most appropriate manner at the earliest opportunity.

## Staff Grievances and Dispute Resolution PROCEDURES

### PROCEDURES

#### Employment Practices

Manager **3KND** should be aware of the possible ramifications of their actions when dealing with employee/volunteer issues. They must ensure that all employees and volunteers are treated with fairness, equality and respect.

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

Where a grievance or dispute has been brought to the Manager **3KND**'s attention, they should assess whether the employee involved is covered by an Award or Agreement, and if so should refer to that document for grievance procedures. If the employee or volunteer involved is not covered by such a document, the guidelines below should be followed.

#### Grievances and Dispute Resolution

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

The Manager **3KND** should follow the steps outlined below:

- Make sure that the employee feels listened to and supported. You don't have to agree with what they say, but you must make sure that they know you will act on their concerns.
- If more than one person is present, establish the role of each person.
- Outline the process that is to be followed.
- Inform the parties that any information obtained in the conduct of the review is confidential.
- Listen to the complainant. Obtain a chronology of events (who, what, why, when, how etc).
- Run through the applicable policies and procedures (e.g. the organisation's anti-discrimination policy) with the complainant.
- Ask the complainant what kind of outcome they are hoping for (best case scenario) and then talk them through next steps: e.g. you will discuss the matter confidentially with the HR manager or CEO to determine a way in which to deal with the issue and report back to them within a set timeframe.
- Provide the complainant with the organisation's confidentiality and non-victimisation agreement. Explain that they cannot be adversely affected because they have made a complaint, and explain who to report matters to internally if they do feel that they are being adversely affected.

## Staff Grievances and Dispute Resolution PROCEDURES

- Provide the complainant with plenty of time to ask questions.
- Offer the complainant assistance (such as counselling through an Employee Assistance Program) or a way to get home safely if they are visibly upset.
- Provide the complainant with a direct contact number that they can call if they have any concerns or queries.
- Take accurate and detailed notes of all conversations (including dates, people involved) and attach any supporting documentation.
- If deemed necessary, provide the employee/volunteer with a written summary of the meeting and clarification of the next steps to be taken.

The Manager **3KND** must ensure that the manner in which the meeting is conducted will be conducive to maintaining positive working relationships, and will provide a fair, objective and independent analysis of the situation.

All parties are to maintain complete confidentiality at all times.

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

### Investigating a Grievance or Dispute

Procedural fairness and transparency can make or break a workplace investigation.

Maintaining procedural fairness means that you can:

- protect the interests of the participants in the investigation;
- enhance the credibility of the investigation process;
- rely on the investigation (and your findings) when making employment decisions; and
- defend your employment decisions in a court or tribunal.
- Following are some pointers to ensure that a workplace investigation is procedurally fair. The investigator should ensure that:
  - the respondent is aware of all the allegations made against them in sufficient detail;
  - the respondent is allowed a reasonable opportunity, including adequate time, to respond to each of the allegations;
  - the investigation is carried out in a reasonable time frame;
  - all participants are given the opportunity to have a support person in the interviews pertaining to the investigation;
  - all participants are required to maintain confidentiality and sign a confidentiality agreement;

## Staff Grievances and Dispute Resolution PROCEDURES

- the investigator has no personal interest or bias in the matter being investigated;
- all participants are given the opportunity to respond to any contradictory evidence;
- the investigator makes reasonable and diligent enquiries to ensure that there is sufficient evidence before making findings on the balance of probabilities.

### The Importance of Impartiality

It is critical to ensure that the person responsible for carrying out an investigation is impartial. The investigator must not have a vested interest in the outcome of the matter. Employees will often consider that the Manager **3KND** is not sufficiently impartial because of their involvement and role in the workplace. If such a concern is raised, it's important to consider:

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

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

### RELATED DOCUMENTS

- Board Dispute Resolution Policy
- [Bullying Policy](#)
- [Anti-Discrimination Policy](#)
- Template: Confidentiality and non-victimisation agreement
- Template: Complaint meeting
- Template: Investigation terms of reference

### AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Redundancy POLICY

### PURPOSE

This policy sets out **3KND**'s approach to the implementation of redundancies within the business.

### SCOPE

This policy applies to all employees of **3KND**, apart from casual employees, temporary employees, apprentices, sessional employees, trainees and fixed term employees who have completed their term of employment.

### POLICY

**3KND** may from time to time determine the requirement for an internal restructure (based on genuine business grounds) which may include certain positions becoming redundant. **3KND** must notify and discuss any organisational changes as required by any applicable industrial instrument or legislation.

Where a position is identified by **3KND** as being surplus to business needs, **3KND** will attempt to find the employee whose position is redundant an alternative position with the business. Suitable positions will be identified with reference to the skills and experience of the employees whose positions are being considered for redundancy. Employees will be given the opportunity and adequate time to consider the alternatives and to respond accordingly.

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

Redundancies may also arise as a result of a transfer of business. Where this occurs, an employee who accepts an offer that recognises their service for redundancy purposes or rejects an offer of employment with a new employer that is on terms and conditions substantially similar to and, considered on an overall basis, no less favourable than, the employee's terms and conditions of employment with **3KND**, and where the new employer recognises the employee's service with **3KND**, will not be entitled to redundancy pay.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>



## Redundancy PROCEDURE

### RESPONSIBILITIES

The Manager **3KND** is responsible for ensuring that:

- all avenues for employee redeployment are exhausted prior to seeking approval for redundancies from the Board or for arranging for the issue of any final termination advice; and
- the authorised termination advice is issued to payroll for timely processing.

The Manager **3KND** is responsible for ensuring that:

- all instances of redundancy follow the appropriate process, including open communication with the employees concerned;
- all documentation relating to employee entitlements upon termination of employment for redundancy is completed and issued to payroll for timely processing.

The **Board** is responsible for:

- ensuring that any decision made in relation to the retrenchment of employees is based on sound and objective operational criteria and that the positions selected for redundancy are the most appropriate; and
- providing final authorisation for any redundancies.

The Manager **3KND** is responsible for ensuring that:

- all alternatives to redundancy, including redeployment, are fully explored within in their own departments and within **3KND** generally;
- communication regarding the redundancy is delivered in an appropriate, confidential and sensitive manner; and
- all company property is accounted for at the time of termination of employment.

**Employees** are responsible for ensuring that:

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

### PROCESSES

If required to do so under an industrial instrument, **3KND** will consult with employees where redundancies are being considered.

Where **3KND** identifies a potentially suitable alternative position in the business, **3KND** will consult with the affected employee about the position.

Affected employees may also identify vacant positions within the business and may propose those to the Manager **3KND** as possible options for redeployment.

If an employee's employment is terminated for redundancy, **3KND** will provide the employee with a statement of service and payment of all accrued but unused entitlements, including notice and (if applicable), redundancy pay.

The Manager **3KND** may conduct exit interviews with employees whose employment ends by reason of redundancy.

In some cases, **3KND** may engage external out-placement/career consultants to provide counselling to affected employees.

## LEGISLATION & AWARDS

- *Fair Work Act 2009*
- *Fair Work Regulations 2009*
- [Insert reference to applicable industrial instruments]

## AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Resignation POLICY

### PURPOSE

The Manager **3KND** is committed to creating a working environment that will encourage employees to become long-standing employees and possibly to remain with the **3KND** until their retirement.

This policy sets out **3KND**'s employees' entitlements where their employment ends by reason of their resignation or retirement from **3KND**.

This policy also sets out processes to be followed by **3KND** and employees who are ending their employment by reason of resignation or retirement.

### SCOPE

This policy applies to all employees of **3KND**, except casual employees, unless otherwise specified.

### POLICY

When an employee resigns or retires from their employment with **3KND**, the employee is entitled to be paid in respect of the accrued but unused annual leave and long service leave entitlements.

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

Feedback from employees leaving the **3KND** can provide valuable information on their perception of **3KND** and the way it is managed. Employees who are resigning or retiring from their employment will therefore be invited to attend an exit interview.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Resignation PROCEDURE

### RESPONSIBILITIES

The **Manager 3KND** is responsible for ensuring that:

- employees are aware of this policy and related procedures;
- retiring employees receive a letter recognising their contribution to **3KND**;
- appropriate documentation is provided and payments are made to employees who have resigned or retired from their employment;
- all cases of resignation are reviewed to ensure all beneficial learning is achieved and appropriate action is taken as a result of the learning;
- where appropriate, resignations are accompanied by an exit interview;
- all paperwork and documentation is completed to ensure employees receive their correct entitlements upon their employment ending.

**Delegated authority** are responsible for ensuring that:

- longstanding employees are recognised for their contribution to **3KND**; and
- all property of **3KND** in the resigning or retiring employee's possession is returned to the **3KND**.

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

- are familiar with the contents of this policy;
- provide the required amount of notice of termination of employment (which may be in their contract) when resigning or retiring;
- return all property of **3KND**.

### PROCESSES

#### *Notice*

An employee wishing to resign or retire must provide notice of their intention to resign or retire in writing to their supervisor/manager. The letter must state the proposed date of resignation or retirement. The employee must give notice in accordance with their contract of employment or an applicable industrial instrument.

The Manager **3KND** and/or delegated authority will record the letter of resignation or retirement for processing and inclusion in the individual's personal file.

The Manager **3KND** will prepare a letter to be signed by a member of the Board recognising the employee's contribution to **3KND** and accepting the employee's resignation or retirement. This will be forwarded to the Manager **3KND** to be presented to the employee. In the event that an employee wishes to withdraw their resignation or retirement, **3KND** is under no obligation to accept the withdrawal.

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

## Resignation PROCEDURE

The Manager **3KND** may decide to relax the period of notice required from the employee, in consultation with the Board. In addition, **3KND** has discretion to request that an employee not work the applicable notice period. In this case, the employee will not be required to attend work and the employee will be paid in lieu of notice.

### *Payments on termination of employment*

The Manager **3KND** will arrange for payroll to make a final payment to the employee at the completion of the notice period. The final payment will be made on termination of employment. The Manager **3KND** will arrange for payroll to prepare a final payment to the employee at completion of the notice period.

In cases where **3KND** decides that the applicable notice period is not to be worked out, payment in lieu of notice is to be made. The payment must be in accordance with legislative and/or requirements under any industrial instrument. Where an employee requests early release from the notice period and it is agreed by the manager, payment is made only for the time worked.

### *References/certificates of service*

**3KND** will provide references/certificates of service at its discretion, in consultation with employees.

### *Exit interviews*

Exit interviews will be conducted by the Manager **3KND** and/or a **delegated authority** and the employee in accordance with organisational practice. Any information obtained from an employee who is resigning or retiring from their employment during an exit interview will be recorded in writing.

## RELATED DOCUMENTS

- Exit Interview Guidelines

## LEGISLATION & AWARDS

- *Fair Work Act 2009* (Cth)
- *Fair Work Regulations 2009* (Cth)
- [Insert name of applicable enterprise agreement/modern award]

## AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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

Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Sorry Business (Grief and Loss) POLICY

### INTRODUCTION

The experience of loss and grief must be appropriately managed. The organisation's response to loss and grief among its employees is a matter of common humanity and an Occupational Health and Safety issue.

### PURPOSE

This policy seeks to ensure that employees of **3KND** experiencing loss and grief are treated appropriately and given access to any internal and external resources that would assist them to cope.

### POLICY

Employees of **3KND** experiencing loss and grief shall be treated appropriately and given access to any internal and external resources that would assist them to cope.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
 Date of approval by the Board \_\_\_\_\_  
 Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

## Sorry Business (Grief and Loss) PROCEDURES

### RESPONSIBILITIES

It shall be the responsibility of the Board to ensure that the procedures specified in this policy are implemented appropriately. The Board shall undertake periodic reviews of the organisation's grief and loss strategy to ensure that it continues to reflect best practice.

### PROCEDURES

#### Training

All persons in areas where the client base has an elevated mortality risk<sup>1</sup> shall be provided with appropriate training to allow them to

- Understand grief and responses to grief
- Recognise grief in themselves and in their fellow workers
- Appropriately manage grief in themselves and in their fellow workers
- Carry out appropriate protocols in the event of client adverse events.

Such training shall, where appropriate, be included in induction training.

The Board shall identify a peer support person in every workplace. These persons will be provided with appropriate training, and given ongoing resources and support. Peer support persons shall be available for initial debriefing following work-related loss and grief.

#### Resourcing

Where appropriate, the Board shall authorise (at the organisation's expense) access to counsellors and other external specialists to assist persons experiencing grief and loss.

### RELATED DOCUMENT

- [Personal Leave, Carer's Leave & Compassionate Leave Policy](#)

### AUTHORISATION

Signature of Manager 3KND

Name of Manager 3KND

Date

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Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

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<sup>1</sup> Aged care, for example, palliative care, or hospital care  
 3KND POLICIES AND PROCEDURES  
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## Volunteer Management POLICY

### INTRODUCTION

**3KND** relies heavily on the unpaid work of volunteers and values their contribution highly.

### PURPOSE

This policy is intended to ensure that volunteers working at **3KND** have work that is safe, significant, fulfilling, and appreciated.

### POLICY

All volunteers shall be treated with respect and gratitude for their contribution.  
Volunteers shall carry out duties assigned by the management of **3KND**.

### AUTHORISATION

Signature of Board Secretary \_\_\_\_\_  
Date of approval by the Board \_\_\_\_\_  
Name of organisation \_\_\_\_\_

Policy number		Version	2 of 1
Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>



## Volunteer Management PROCEDURES

### RESPONSIBILITIES

It is the responsibility of the **Manager of 3KND** to appoint a delegated Volunteer Authority. The delegated Volunteer Authority shall be responsible for organising the recruitment, training, and supervision of volunteers. The delegated Volunteer Authority shall report to the **Manager 3KND** or if the **Manager of 3KND** is has the responsibility of the volunteer management then the **Manager of 3KND** shall report to the 3KND Board .

The delegated Volunteer Authority shall assign supervisors to volunteers and shall monitor the work of the volunteers. The appointed delegated Volunteer Authority shall ensure that each volunteer is trained and capable of fulfilling their functions adequately.

The **Manager 3KND** shall report to the board regularly on 3KND's volunteer program.

### PROCEDURES

#### Recruitment

All volunteers are subject to the screening procedures set out in the appropriate section of 3KND's Recruitment Policy.

#### Induction

All volunteers shall be offered appropriate information and training to discharge their functions, and successful completion of this training shall be a condition of carrying out these functions.

#### Supervision

All volunteers shall receive appropriate supervision in the exercise of their functions.

#### Reimbursement

All volunteers shall be reimbursed for all pre-approved expenditure incurred in the exercise of their functions, as set out in 3KND's Reimbursement of Expenses Policy.

### RELATED DOCUMENTS

- [Staff Recruitment Policy](#)
- [Reimbursement of Expenses Policy](#)
- 

### AUTHORISATION

Signature of Manager 3KND \_\_\_\_\_  
 Name of Manager 3KND \_\_\_\_\_  
 Date \_\_\_\_\_

Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

## Volunteer Management APPENDIX A

### VOLUNTEER SATISFACTION SURVEY

**Surveying your volunteers is a practical and common-sense way of gaining feedback from those who have taken part in a volunteer-based partnership activity.**

Feedback from surveys like these can be used not only to gauge reaction to certain aspects of the activity undertaken, but also to cater better for volunteers' needs and wants the next time an activity is planned.

The following is a sample survey. It can, of course, be varied to suit more specific volunteering tasks, but it provides a general guide to the sort of questions and comments you should ask of volunteers.

Remember to:

- Encourage the prompt return of the surveys.
- Stress to volunteers their responses to the survey will remain confidential and that they don't have to put a name to the survey if they do not wish.
- Encourage volunteers to answer as many questions as they want, but say they don't have to answer them all.

### SURVEY

*Following the recent volunteer activity you helped with, we would like you to take a few minutes to fill in as many questions contained in this survey as you can.*

*Your responses will remain confidential. We will study your responses, as well as those of other volunteers, to see if there are any ways in which we can improve the next volunteer activity we organise as part of our partnership.*

*Thank you for your time.*

Name	
How many times have you volunteered?	
Are you planning to volunteer again in the future?	
Why did you volunteer?	

### TRAINING

Was there any training needed for your volunteer role?

## Volunteer Management APPENDIX A

If so, what sort of training was needed, and how many hours of training did you receive?

Was this on-the-job training or a special training session?

Was the training you received (Please tick one):

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor
- ☐ Received none

Did your training prepare you for your volunteer role? (Please tick one):

- ☐ Very well
- ☐ Somewhat
- ☐ Didn't relate
- ☐ Received none

If you have comments you'd like to share, please include them below.

### SUPERVISION

Were you provided with a clear outline of what was expect from you? YES/NO

Did your direct supervisor provide adequate support? YES/NO

Did he/she make you feel like a valuable member of the team? YES/NO

Did you feel that the **3KND** as a whole, supports volunteers? YES/NO

Did you feel that the **3KND** got as much from your service as it could have?  
YES/NO

If you have comments you'd like to share, please include them below.

## Volunteer Management APPENDIX A

### RECOGNITION

- Did you feel that your efforts were being/have been recognized and appreciated? YES/NO
- Did you receive recognition for your service? If so, what was it?  
\_\_\_\_\_  
\_\_\_\_\_
- Was the recognition you received sufficient? YES/NO
- Were the efforts of volunteers recognised publicly, or in the media? If so, how?  
\_\_\_\_\_  
\_\_\_\_\_

### FEEDBACK

- Were your views on the **3KND** program sought out? YES/NO
- Were your views listened to? YES/NO

### OVERALL SATISFACTION

- How would you rate your overall volunteer experience? (Please circle one):  
Excellent/Good/Fair/Poor
- Were you treated properly and with respect? YES/NO
- Did you enjoy working with other volunteers on the day? YES/NO
- What was the highlight of your volunteering stint?  
\_\_\_\_\_  
\_\_\_\_\_
- Please use the space below to make any further comments about your experience that could help us improve the volunteer experience for yourself and others?  
\_\_\_\_\_  
\_\_\_\_\_
- Thank you for taking the time to complete and return this survey. Your answers are important to us and will be kept confidential. If you would like further information about this survey, please provide your contact information below.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## AUTHORISATION

Signature of Manager **3KND** \_\_\_\_\_  
 Name of Manager **3KND** \_\_\_\_\_  
 Date \_\_\_\_\_

Procedures number		Version	<<insert number>>
Drafted by	Maria Dugan	Approved by Manager 3KND on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	June 2021

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**Follow up Notes:**

- ☐ Policies **can be established or altered only by the Board:** Procedures **may be altered by the CEO/Manager 3KND.**
- ☐ Consultation with management and board
- ☐ Reimbursement expense form
- ☐ Template: Confidentiality and non-victimisation agreement
- ☐ Template: Complaint meeting
- ☐ Template: Investigation terms of reference
- ☐ References Policy
- ☐ Health and safety Agenda template
- ☐ Health and Safety Minute template
- ☐