



POLICIES & PROCEDURES

Human Resources_____

FEBRUARY 2020
FAME

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Code of Conduct

Policy

Employees and Management Committee members adhere to the organisation's Code of Conduct which reflects the behaviour expected and is designed to encourage integrity and professionalism.

Definitions

A Code of Conduct is a set of rules, regulations, and guidelines which employees are expected to observe during their employment.

Procedure

Code of Conduct philosophy

The organisation prides itself on the professionalism and ability of its employees and Management Committee to meet community needs. The organisation strives to be a leading service provider and to provide a safe, healthy, and happy workplace.

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

Compliance

- **All employees and Management Committee members are expected to:**
 - observe all policies, procedures, rules, and regulations always
 - comply with all Federal, State, and local laws and regulations
 - comply with all reasonable, lawful instructions and decisions related to their work
 - maintain a high degree of ethics, integrity, honesty, and professionalism in dealing with community members and other employees
 - adhere to the *Workplace Health and Safety Policy and Procedure*
 - maintain the confidentiality of the organisation's operations in relation to service activities, confidential documentation, and work practices during and after their employment
 - take reasonable steps to ensure their own health, safety, and welfare in the workplace, as well as that of other employees and community members. Employees are expected to make themselves familiar with their workplace health and safety obligations.

Employee and Management Committee behaviour

- If an employee breaches the following guidelines, disciplinary action may be taken.
- If the breach of conduct is of a legal nature, it will be addressed in accordance with relevant Federal, State, or local government laws.
- Employees and Management Committee members **should not:**
 - discriminate against another employee or community member based on sex, age, race, religion, disability, pregnancy, marital status, or sexual preference

- engage in fighting or disorderly conduct, or sexually harass other employees and community members
- steal, damage or destroy property belonging to the organisation, its employees or community members
- work intoxicated or under the influence of controlled or illegal substances
- bring controlled or illegal substances to the workplace
- smoke on the organisation's premises or in its motor vehicles
- accept benefits or gifts which give rise to a real or apparent conflict of interest.

Dealing with aggressive behaviour

- Employees are expected to provide high standards of service provision, but the organisation does not accept any form of aggressive, threatening, or abusive behaviour towards its employees by community members.
- If an employee is unable to calm the person and/or believes the situation places them or other employees in danger, they should notify the Manager or their Program Supervisor.

Dress code

- Employees and Management Committee members **should**:
 - dress to comply with workplace health and safety regulations relevant to their work activities
 - dress suitably for their position, presenting a clean, neat, and tidy appearance always
 - wear minimal jewellery
 - wear a uniform (if supplied) and maintain its condition (clean and not torn)
 - consult with the Manager or Program Supervisor if unsure of the type of clothing appropriate to their position.
- Employees who deliberately breach this dress code may receive disciplinary action.

Privacy and confidentiality

- Securely store personal information provided by a client or employee.
- Take reasonable steps to ensure this material is kept secure against:
 - loss
 - unauthorised access
 - use
 - modification or disclosure
 - misuse.
- Use personal information only for the purposes for which it was collected. Do not disclose personal information to another party unless the individual is aware of, or has consented to, the disclosure.
- Keep information about all service provision confidential within the organisation. Do not disclose information associated either directly or indirectly, to the organisation to external parties unless authorised by the Manager or Program Supervisor.

Use of computers, telephones, facsimiles

- Unauthorised access and use of confidential information can severely damage the reputation of the organisation and undermine personal privacy.
- **Employees and Management Committee members should:**
 - use communication and information devices for officially approved purposes only
 - use these communication and information devices for limited personal use, as long this use does not interfere with their daily duties
 - not share their password/s with another employee or share another employee's password/s.

Use of the Internet and email

- Internet and email are provided to employees and Management Committee members for genuine work-related purposes.
- Employees and Management Committee members **should:**
 - limit personal use to a minimum. The organisation may monitor use and call upon employees to explain their use.
 - comply with copyright regulations when using the Internet or email.
- Employees and Management Committee members **should not:**
 - divulge personal or confidential information via the Internet or email
 - use the Internet to access websites or send emails of an explicit sexual nature or in any manner that breaches the *Equity, Anti-Discrimination and Workplace Harassment Policy and Procedure*.
- While the privacy of all employees is respected, emails may be used as evidence if legal action is taken against an employee.
- This information may also be used as evidence of a breach of the *Code of Conduct* or the *Equity, Anti-Discrimination and Workplace Harassment Policy and Procedure*.

Bullying

POLICY

3KND does not tolerate any form of workplace bullying and sets out the process which to be followed should any instances of workplace bullying be reported. **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

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.

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.

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).

Examples of Bullying Behaviour include:

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).

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).

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>>

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.

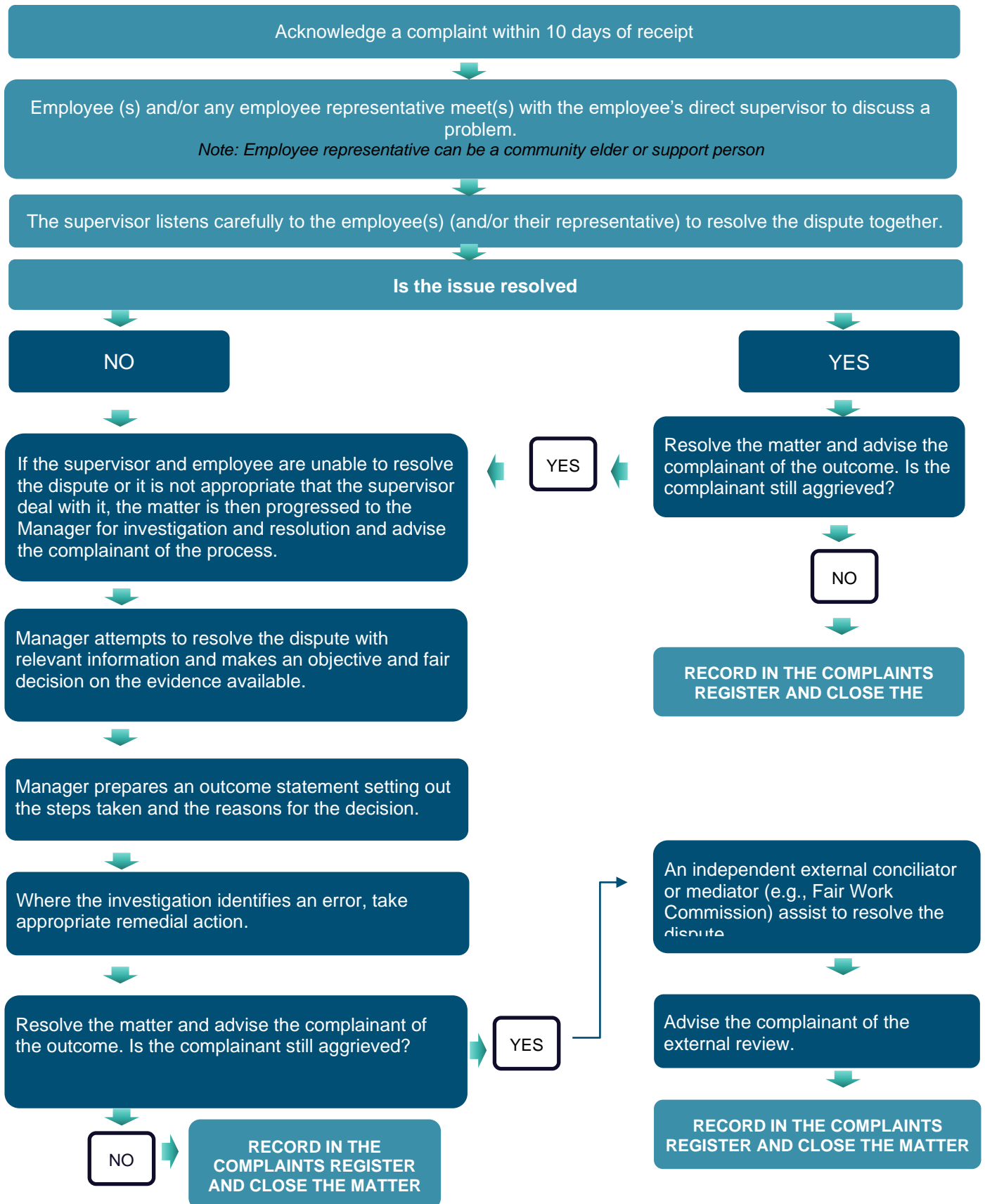
All workers have:

- 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



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.

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

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

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.

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

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.

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.

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.

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.

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

- <https://www.humanrightscommission.vic.gov.au/home/the-law/equal-opportunity-act>
- [Affirmative Action Policy](#)
- [Anti-Discrimination Policy](#)
- [Sexual Harassment Policy](#)
- [Bullying 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

Flexible Work

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.

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), 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

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 Loss

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.

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](#)
- [Sorry Business Leave](#)

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

Health and Safety

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.

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 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.

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.

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.

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.

Injury and Incident Reporting

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**.

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.

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.

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.

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

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

Annual Leave

Introduction

3KND is committed to meeting its legal obligations in relation to annual leave.

All full-time employees shall accrue four weeks annual leave for each year of service. Part-time employees will accrue annual leave on a pro-rata basis. Casual and volunteer employees do not accrue annual leave.

Purpose

The purpose of this document is to outline the entitlements for accrual of annual leave as well as guidelines for applying for annual leave.

Policy

All full-time employees will accrue annual leave entitlements in accordance with the relevant Contract, Legislation, Award or Agreement.

Part-time employees will accrue annual leave on a pro rata basis, according to the number of hours worked.

Payment shall not be made in lieu of annual leave, except upon termination or where Legislation, Awards or Agreements specifically allow.

Employees should be strongly encouraged to take their annual leave balance, and not let it accumulate.

If a public holiday falls whilst an employee is on leave, no deduction will be made from annual leave credits for that day.

All accrued annual leave will be paid out on termination of employment.

Responsibilities

It is the responsibility of **Managers and Supervisors** to:

- adhere to the provisions of the relevant contract, legislation, or Award/Agreement provisions for annual leave.
- ensure all applications for annual leave are processed for employees.

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

- adhere to the provisions of the relevant contract, legislation, or Award/Agreement provisions for annual leave.
- initiate leave applications for annual leave by completing the appropriate documentation for approval (see Leave Application Form).

Procedure

Applications for annual leave are to be submitted to the Manager.

Employees are requested to provide sufficient notice to the Manager prior to the commencement of the annual leave.

Upon receiving an application for annual leave, the Manager is required to forward their authorisation to Payroll for processing.

If the employee decides to cancel their leave prior to the commencement of the leave, they are required to notify the Manager and Payroll immediately in writing (email).

Annual leave payments will be paid at the employee's current ordinary rate of pay at the time of commencing the leave.

Related Legislation

Victoria: Workplace Relations Act 1996 [Cth]

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>>

Sick Leave

INTRODUCTION

3KND is committed to maintaining the wellbeing of all employees.

This document applies to permanent full-time and part-time employees. Casual and volunteer workers are not entitled to paid sick leave.

PURPOSE

This policy has been designed to outline the entitlements to sick leave for permanent full time and part time employees, as well as the requirements for notification and application for such leave.

POLICY

All employees will be provided with paid leave in the event of illness or injury, subject to conditions specified in this policy.

An employee's sick leave entitlement will be in accordance with the terms and conditions of the individual's contract of employment.

All employees are required to prove to the satisfaction of MMIGP that they are unable, on account of illness or injury, to attend for duty on the day or days for which sick leave is claimed.

The employee's immediate supervisor must be notified on the first day of the absence.

Sick leave may be taken as either full days or part days.

Employees are not entitled to sick leave for any period of time in respect of which they are entitled to workers' compensation.

Where an employee may be absent from work due to serious illness for a prolonged period of time, arrangements may be made for additional sick leave.

Responsibilities

It is the responsibility of Management to ensure that:

- employees are familiar with their entitlements and obligations in accordance with this policy.
- applications for sick leave by employees are accurately completed and provide the required documentation.

It is the responsibility of all Employees to:

- notify their immediate supervisor of any absences in accordance with this policy.
- apply for leave and provide the necessary documentation as required by this policy for all absences.

It is the responsibility of the Human Resources Department to ensure that:

- appropriate policies and procedures are implemented in respect to provision of paid sick leave.
- applications for sick leave are processed accurately and efficiently.

Procedures

Employees must advise the Manager of any absence prior to their rostered or normal commencement time. Exceptions to this requirement may be accepted at the discretion of the Manager in exceptional circumstances.

Failure to meet the notification requirements as specified above may result in disciplinary action by the Manager or may eventually result in proceedings relating to abandonment of employment.

Notifications of absences are to be made directly to the relevant Manager.

Where the Manager is not contactable at the time of notification, a message is to be left with another staff member, who is then responsible for notifying the Manager as soon as possible. In circumstances where neither the immediate Manager nor an alternative Manager is available at the time of notification, a message may be left with the appropriate person on site.

In all cases of notification, the employee is to specify the reason for, and the expected duration of the absence.

Payment for sick leave is subject to the provision of a valid certificate in the following circumstances:

- 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, or
- as requested by the Manager.

A valid medical certificate is deemed to be a certificate signed by a registered medical practitioner. Medical certificates are to be signed, dated, state the duration of the absence, and state the reason for the absence. Certificates that have been post-dated will not be accepted.

In assessing whether additional sick leave should be provided, the Manager should consider the likely length of time that the employee will be off work, the possibility of early retirement or total and permanent disablement, length of service, attendance record and job performance.

Employees are to ensure that their application for leave is accompanied by any relevant medical certificates prior to submitting the form to the Manager for approval.

Upon approval of an application for sick leave, the Manager is to forward the medical certificates to Payroll for processing.

Where the Manager is unsure as to the validity of an absence or associated documentation, they should contact the Human Resources Department for advice.

The [Workplace Relations Act 1996 \(Cth\)](#) provides eight days per year. For an award-covered employee refer to the relevant sick leave provision in the relevant Award. The Workplace

Relations Act 1996 provides for unlimited accumulation; sick leave conditions also apply to non-award employees.

Part time employees accrue sick leave on a pro rata basis (based on hours per week worked).

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>>

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. This includes entitlements for accrual of long service leave, as well as the guidelines for making an application for 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.

3KND Volunteers are not entitled to Long Service Leave.

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.

Definition of Ordinary Pay:

- Includes shift penalties and allowances
- Excludes overtime, travel allowances and bonuses
- Where there is no fixed rate of pay, the average weekly rate earned in the previous 12 months is used.
- Where remuneration includes payment by results (ie. Commission), the average weekly rate earned in the previous 3 months is used.

What Service Counts in the accrual of LSL:

- Annual leave and periods of long service leave
- Absence of not more than 48 weeks due to illness or injury
- Service with a transmitted business
- Service as an apprentice where the employee starts with the employer within 12 months of completing the apprenticeship

Taking LSL:

- By agreement initial leave entitlements may be taken in up to 3 separate periods.
- By agreement, leave can be granted in advance and postponed

Effect of Public holidays:

- Public Holidays occurring during leave do not extend the period of 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 the provisions of 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.
- Adhering to the provisions of the relevant contract, industrial instrument, or legislation in relation to the provisions of long service leave

PROCESSES

Employees must:

- provide a reasonable amount of notice (minimum four weeks) 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 and **forward their authorisation to Payroll**.

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 and payroll** immediately in writing.

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

LEGISLATION & AWARDS

- *Long Service Leave Act 1992*
- *Fair Work Act 2009 (Cth)*
- *Fair Work Regulations 2009 (Cth)*

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

Parental Leave

PURPOSE

3KND is committed to meeting its legislative obligations in relation to the provision of parental leave.

This leave may be taken as maternity, paternity, or adoption leave.

All permanent full-time and part-time employees who have completed at least 12 months continuous service with their employer are eligible to take 52 weeks unpaid parental leave.

Casual and volunteer workers are ineligible for unpaid parental leave.

This document has been designed to outline the entitlements to parental leave for permanent full-time and part-time employees, as well as the requirements for notification and application for such leave.

Policy

Parental leave is available to all permanent employees with at least 12 months continuous service at the commencement of any planned parental leave.

Employees are entitled to unpaid parental leave of up to 52 consecutive weeks, with a minimum period of 6 weeks. Typically, the 6 weeks parental leave is commenced prior to the confinement date.

Absence due to parental leave will not break continuity of service, however annual leave, sick leave, and long service leave will not accrue during this period.

Employees can choose to take any available annual leave or long service leave as part of the maximum 52 weeks absence.

Parental leave cannot be taken by an employee in conjunction with any parental leave taken by their spouse or partner, except for a one-week period at the time of the birth or adoption of the child.

The 52-week period of leave entitlement period will be reduced by any period of leave taken by the employee's spouse or partner.

An employee on parental leave is entitled to return to the position they held prior to commencing the leave. Where the position no longer exists, a position of comparable status and compensation is to be made available.

With the approval of **3KND**, an employee may elect to return to work on part-time employment after the birth or adoption of a child.

An employee on parental leave may terminate their employment at any time in accordance with the resignation policy and procedure.

Definitions

Parental Leave: leave taken to be the primary caregiver for a newborn or adopted child. This leave may be taken as maternity, paternity, or adoption leave.

Primary Care Giver: the person who assumes the principal role of providing care and attention to a child.

Responsibilities

It is the responsibility of the Manager to:

- ensure all applications for parental leave are processed for employees as soon as possible.
- manage absences of employee.

It is the responsibility of all Employees to:

- initiate the application for parental leave and provide the required supporting documentation.
- apply for leave as soon the information required is known.
- meet the notification requirements as specified in this policy for the return from parental leave.

Procedure

Applications for parental leave are to be submitted to an employee's Manager at least 10 weeks prior to the commencement date.

Notification is required to be in writing and is to be accompanied by a doctor's certificate stating the expected date of birth of the child (for parental leave) or similar documentation in the case of adoption.

At least four weeks prior to the commencement of parental leave, the employee is required to complete an application for leave which the employee's Manager is to forward to the Human Resources Department.

Upon receiving notification of an application for parental leave, the Manager will provide the employee with a letter which outlines the dates of the parental leave and the conditions associated with parental leave. The employee is to review and sign a copy of the letter and return this to the Human Resources Department.

In the case of maternity leave, some state legislation requires employees to commence leave 6 weeks prior to the date of confinement. If an employee requests to work within the 6-week period prior to the date of confinement, medical certification is required.

Where a pregnant employee suffers from a related illness, the employee is entitled to take any paid sick leave for which they are eligible, or they may be granted special unpaid maternity leave. Unpaid leave taken prior to the commencement of parental leave will be inclusive of the 52-week limit.

The employee may return to work earlier than initially planned as agreed with MMIGP.

An employee is expected to confirm their intention to return from parental leave not less than 6 weeks prior to the expected return date. Such notification is to be made in writing to the Human Resources Department.

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

Personal Leave, Carers Leave, Compassionate Leave

***MUST CHECK THIS WITH PAYROLL**

PURPOSE

3KND is committed to maintaining the well-being of all its employees and will provide employees with leave entitlements for compassionate reasons during a time of loss of an immediate family member.

The provisions outlined in this document apply to all permanent full-time and part-time employees.

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.
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 – i.e., Sorry Business Leave] for each occasion when a member of the employee's family, or a member of the employee's household:
 - contracts or develops a personal illness that poses a serious threat to his or her life; 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.

In the case where an employee requires sorry business leave – the Sorry Business leave policy will apply.

Employees will be entitled to up to three days (or an alternate documented period) paid leave on any one occasion.

If the absence extends beyond three days, or if the funeral is not of a person who is a close relative, this will be considered personal time and will be treated as annual leave.

Exceptions to this policy, under certain circumstances, such as an extended period of leave, may be considered by the Manager.

Compassionate leave will be granted for the death of any other persons at the discretion of the Manager.

DEFINITIONS

'Immediate family' means an employee's:

- spouse, de facto partner, child, parent, grandparent, grandchild, or sibling; or
- a child or an adult child (including an adopted child, a step child, a foster child, or an ex-nuptial child);
- a parent (including a foster parent and legal guardian
- a child, parent, grandparent, grandchild or sibling of the employee's spouse or de facto partner or
- a niece, a nephew, or a cultural relation of the employee

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 obligations and entitlements in accordance with the policy;
- where appropriate, employees submit documentation to support the taking of leave; and
- All applications for personal/carer's leave or compassionate leave are promptly processed for employees.

Employees are responsible for:

- notifying Manager **3KND** and/or **delegated authority** of any absences or expected absences in accordance with this policy;
- initiate leave applications for personal/carer's leave or compassionate leave by completing the appropriate documentation for approval; and
- where relevant, providing the necessary documentation as evidence of the reason for the absence.

PROCEDURE

- 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.

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)*

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

Unpaid Leave

***MUST CHECK THIS WITH PAYROLL**

INTRODUCTION

3KND is committed to providing a considered approach to balancing the needs of its employees with those of the Organisation. 3KND recognises that on occasions, some employees may need to take leave that cannot be catered for with other leave provisions.

This document applies to all permanent full-time and part-time employees. Casual and volunteer workers are excluded from the provisions outlined in this document.

PURPOSE

The purpose of this document is to outline the provisions for unpaid leave, as well as the application and approval process for taking a period of unpaid leave.

POLICY

Leave without pay will only be considered for employees in exceptional circumstances. Each situation will be judged on its merits, with the following factors being taken into consideration:

- Length of Service with the Organisation;
- Record of Performance.

Where applicable, an employee's accrued annual leave is to be utilised before leave without pay will be considered.

Prior to granting leave without pay which extends beyond one week, the Manager must obtain the approval of the Board.

Where leave without pay extends beyond a one-week period, other leave entitlements will cease to accrue for the period of unpaid leave.

RESPONSIBILITIES

It is the responsibility of the Manager to:

- adhere to the provisions of this policy when approving applications for leave without pay;
- process all applications for leave without pay as soon as possible.

It is the responsibility of Employees to:

- Adhere to the provisions of this policy when making an application for leave without pay;
- Initiate leave applications by completing and submitting the appropriate leave documentation.

PROCEDURE

Leave without pay may be granted to an employee for exceptional circumstances, such as personal reasons.

Applications for leave without pay are to be submitted to the Manager for review.

Applications for leave without pay should be made as soon as the employee is made aware of the requirement for leave.

Upon receiving an application for leave without pay, the Manager is to consider all the circumstances surrounding the request for leave and make a decision in consultation with the Board or their delegate.

It is important that the conditions under which an employee is granted leave without pay are documented in the form of a standard memo (refer to Appendix A). A copy of this memo is to be filed in the employee's personnel file.

Attachments

Appendix A: Sample letter to be issued to employees granted leave without pay.

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

SAMPLE LETTER TO BE ISSUED TO EMPLOYEES GRANTED LEAVE WITHOUT PAY

Date

Name

Address

Dear _____,

Re: Application for Leave without Pay

In reference to your application for leave without pay for the purposes of [insert reason for leave], I am pleased to confirm approval of this leave subject to the following conditions.

The period of leave without pay will commence [first day of leave] and will conclude on [last day of leave]. Any variation to these leave dates must be approved by an authorised manager of **3KND**.

Whilst on leave without pay, you will continue to maintain an employment relationship with MMIGP. Consequently, you may not accept any other employment during the period of leave of absence without the permission of **3KND**.

On completion of your leave without pay, we will endeavour to return you to the same position you held immediately prior to commencing the leave of absence. If the position is not available, we will endeavour to provide you with a position with similar responsibilities and conditions. Please contact your manager no later than the [insert date] to advise of your return date, this will ensure your payroll details are reactivated.

Continuity of service

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

Unpaid leave will not be considered for the purposes of calculating all service-related benefits including, but not limited to, the accrual of annual leave and long service leave. All leave balances will be suspended until you return from your leave without pay.

Superannuation

Your superannuation contributions will be suspended for the period of your leave without pay.

Contact with you during your leave

Please ensure that your current contact address and phone numbers are reflected accurately in 3KND's records to ensure we can contact you if necessary, during your leave without pay.

Conduct and Behaviour

Even though you will not be working at **3KND** during your leave without pay, because you remain an employee, we expect that you will conduct yourself in a manner befitting a **3KND** employee. Any conduct, which might tend to adversely reflect upon the reputation or standing of **3KND** will be viewed seriously and may result in disciplinary action being taken on your return.

Notification of return to work

One month prior to the day on which you are expected to return to work you must notify your manager or the Human Resources Department to confirm your return date. This will help in finding suitable work for you upon your return.

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

If you have any queries, please contact [insert contact details] directly on [insert contact number].

Please sign this memorandum and return it to [insert contact details and postal address]

Regards,

Manager

Managing Performance

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>>

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 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.

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.

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

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

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;

- 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.



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.

LEGISLATION & AWARDS

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

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

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 1st July to 30th 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.



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.

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 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

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.



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.

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.

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 (e.g. Where the applicant is a family member, friend or past colleague) they shall declare the perceived or actual conflict to the panel.

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.

RELATED DOCUMENTS

- Employment References Policy
- Manager 3KND Recruitment Policy
- Staff Induction Policy

AUTHORISATION

Signature of Board Secretary _____
 Date of approval by the Board _____
 Name of organisation _____

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Drafted by	Mari Dugan	Approved by Board on	<<insert date>>
Responsible person	Manager 3KND	Scheduled review date	<<insert date>>

Recruitment – 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.

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.

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

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.



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.

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

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

The 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;
- 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

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

Redundancy

PURPOSE

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

SCOPE

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.

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

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

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.

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.

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

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Responsible person Manager 3KND	Scheduled review date	June 2021

Sorry Business, Cultural Leave and Ceremonial Leave

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.

Cultural Leave

Leave taken by Aboriginal and Torres Strait Islander employees to attend community cultural obligations, community meetings (not AGMs), Traditional Owner business, NAIDOC and Reconciliation Week events and activities.

Sorry Business

Leave taken by Aboriginal and Torres Strait Islander employees to attend funerals, reburials, memorials, reopening of tombs, coming of the light (Torres Strait Islanders), smoking and welcoming ceremonies.

Immediate family or Extended family (expanded definition of immediate family)

Aboriginal and Torres Strait Islander people have a complex system of family relations in the local community. These extended family relationships are the core of indigenous kinship systems that are central to the way culture is passed on and society is organised.

For instance, children are not just the concern of the biological parents, but the entire community. The raising, care, education, and discipline of children is the responsibility of everyone: male, female, young and old.

Elders bridge the past and the present and provide guidance for the future. They teach important traditions and pass on their skills, knowledge, and personal experiences. It is for these reasons that in Aboriginal societies Elders are treated with respect.

Due to these complex cultural kinships systems, the connection to 'immediate family' as defined in the policy is expanded to include the concept of the extended family.

The employee's immediate or extended family means:

- the employee's spouse (including the employee's former spouse, de facto spouse, and former de facto spouse). The employee's 'de facto spouse' means a person who lives with the employee as husband, wife, or same sex partner on a bona fide domestic basis, although not legally married to the employee
- a child or adult child (including an adopted child, a step child, or an ex-nuptial child), parent, grandparent, grandchild or sibling of the employee or the employee's spouse or de facto spouse, and
- aunty, uncle, niece, nephew, cousin and the traditional adoption of aforementioned people of significant 'importance of consequences' connections to the employee.

POLICY

This policy seeks to ensure that Aboriginal and Torres Strait Islander employees of **3KND** who wish to access Sorry Business, Cultural and Ceremonial leave are treated appropriately and given access to any internal and external resources that would assist them to take this type of leave.

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 Sorry Business, Ceremonial and Cultural Leave Policy to ensure that it continues to reflect best practice.

3KND Managers and staff will be culturally sensitive and aware of the responsibilities of Aboriginal or Torres Strait Islander employees within their extended family and community, including the impact this might have on the employee's work at various times, such as unplanned or short notice requirements for leave for cultural activities, such as attending funerals or attending community meetings.

PROCEDURES

Paid and unpaid leave up to three days for Aboriginal and Torres Strait Islander employees who have experienced a death or serious illness by a member of their immediate family, extended family, or community.

Grant approval to employees to take cultural and ceremonial leave.

RELATED DOCUMENT

- [Personal Leave, Carer's Leave & Compassionate Leave Policy](#)
- www.fairwork.gov.au – ATSI fact sheet

AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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Responsible person	Manager 3KND	Scheduled review date	June 2021

Volunteer Management

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**.

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** 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>>
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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 do not 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

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 would 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 would like to share, please include them below.

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>>
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Responsible person	Manager 3KND	Scheduled review date	June 2021

Critical Incident Report

Policy

Critical incidents involving services, employees or clients will be reported in accordance with procedures to ensure they are efficiently and effectively managed.

This policy recognises the importance of the health, safety and well-being of clients, staff, volunteers, and the public. A standard system of reporting critical incidents will enhance quality service provision and minimise the risk of harm to clients, staff, volunteers, and the public.

Definitions

A critical incident is a traumatic event or situation, either accidental or deliberate, where there is risk of or actual serious harm, injury, or death.

Procedure

All critical incidents must be recorded on the organisation's ***Critical Incident Report*** and include the following actions:

At the time of the incident:

- Contact emergency services as soon as it is safe to do so. Ensure injured and/or traumatised employees, clients or members of the public are provided with an appropriate emergency response.
- Inform the Manager or most relevant staff member, immediately. It is the Manager's responsibility to inform the Chairperson of the Management Committee.
- Where the critical incident involves suspected criminal activity, the matter must be reported to the Queensland Police Service, regardless of any issues of consent or confidentiality.
- Inform government agencies, such as funding agencies and the Department of Industrial Relations, in accordance with legislative requirements. More detailed reporting may be required in some circumstances, e.g., where the incident involves a child or an adult with impaired capacity. Your local Community Support Officer or equivalent in Communities and Disability Services Queensland will provide advice on these matters.

Immediately after the incident:

- Assist those involved in the incident to contact family or support persons to advise them of the situation.
- Provide people who have been exposed to the critical incident with emotional support and practical assistance.
- Assist in providing transport if required.
- If the critical incident is of a Police nature or a workplace health and safety issue, ensure the area or site is not disturbed.

Following the incident:

- Encourage employees or clients to seek further assistance if necessary.
- Defuse any issues for employees involved in the critical incident.
- Provide a professional post-trauma counselling service if required.
- Return the worksite to normal operation as soon as practicable.
- Follow up with employee's status later as required.

For further information regarding workplace health and safety issues contact the Department of Industrial Relations, Workplace Health and Safety Infoline on 1300 369 915

AUTHORISATION

Signature of Manager **3KND**

Name of Manager **3KND**

Date

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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
- ☐