



Management Support Unit (MSU)

Sample Policy and Procedures Manual for Management & Governance

2005 edition



NCOSS Management Support Unit (MSU)
66 Albion Street, Surry Hills NSW 2010
phone: 02 9211 2599 ext 127 **fax:** 02 9281 1969
email: msu@ncoss.org.au **web:** www.ncoss.org.au/msu

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(i) Our Vision

(ii) Our Purpose

(iii) Our Values

(iv) Our Structure (example)

(ORGANISATION) is governed by a board with an elected President, Vice President and Treasurer. The board has sub executive Sub-committees...

(ORGANISATION)'s management comprises.....

Section 1

Governance and Management

1 Introduction

(ORGANISATION) is an Incorporated Body registered under the Associations Incorporations Act 1984. The Constitution list the objects of the Company, its legal powers, composition of the Board, office bearers, conduct of elections and general meetings, membership, and so on. Copies of the Constitution are held in the office and are available to all members and staff of the organisation.

This section explains in more detail:

- **The Role of the Board**
- **Board meetings and decision-making**
- **Committees of the Board, co-option of Board members, and orientation for new members**
- **Conflict of interest**
- **The role of the Coordinator/Executive Officer/Coordinator**
- **Planning processes**
- **Membership, membership fees and maintenance of the membership register**
- **The election of the Board, the Annual General Meeting, Annual Report, compliance with Association Incorporations Act 1984 requirements and public officer.**

1.1 The Role of the Board

The Role of the Board falls into three areas:

1.1.1 Organisational management and governance

The roles of the Board in governance and management are:

- Setting organisational policies (the Coordinator/ etc is responsible for follow through and implementation); and
- Monitoring compliance with organisational policies and reporting against agreed performance standards.

Sub-committees of the Board have a role in compliance. To ensure Board responsibilities are met, the Sub-Committees will:

- Examine and monitor compliance with policies and procedures, and with legal requirements, in a more detailed way than the Board is able to do (e.g. in relation to staffing issues and (organisation's role as an employer and in relation to financial responsibilities)
- Report to the Board on compliance issues. To guarantee that the Board picks up on issues, any important areas or issues will be listed separately on the agenda.

The Board recognises that the management of the organisation and implementation of organisational policies is the responsibility of the Coordinator.

In relation to funding submissions, the Coordinator in consultation with the President may approve applications or expressions of interest for projects of up to \$50,000. For larger projects, Board approval should be sought. The Board will make decisions based on how the proposed new project fits with the Strategic Plan. In situations where time constraints do not allow this, the Coordinator will consult with the Executive.

1.1.2 Policy issues

The role of the Board in relation to policy issues comprises:

- Setting annual priority policy areas around implementation of the Strategic Plan;
- Identifying/deciding on (ORGANISATION)'s involvement in new or emerging issues and in issues raised from the sector; and
- Making decisions where changes to our existing policy position are proposed to be changed.

Policy issues that are brought to the Board should fall into one of the following categories:

- Matters for decision making by the Board - i.e. issues which are considered strategic, important, and serious or where the Board has identified the need for ongoing involvement
- Issues for discussion are brought to the Board, in order to:
 - Canvass the issues
 - Provide ideas for future policy work by staff
 - Set the context of where we want to take an issue (for example, this could be in relation to emerging policy issues or issues with policy implications)
- Matters for information only – to inform the Board

In each instance, information should be presented to the Board in the agreed format for Board papers (see below – Reporting and Presentation of Materials).

Both staff and Board members can identify issues that should be brought to the Board. The Coordinator should be informed of any such issues, so that they can be incorporated into the agenda.

Where a Board member wishes to discuss an issue that has been placed on the agenda for information only, this should be raised at the beginning of the meeting, in the time allowed for re-ordering of the agenda.

Where a Board member wishes to propose that the Board change its position on a policy issue, notice of a resolution motion should be provided.

1.1.3 Role of Board members outside board meetings

Staff can tap into the expertise of the Board members outside Board meetings. However, when this happens, it needs to be clear that the Board member is speaking in his /her personal capacity and not with the authority of the Board unless this authority has been given to the Board member by the Board. Where there is disagreement or major issues for resolution, matters should be referred to the Coordinator and, if necessary, brought to the Board.

Office bearers can speak to staff with the authority of the Board, but formal approaches to the office bearers by staff, or vice versa, should be via the Coordinator

1.1.4 Representing (ORGANISATION)

Representing (ORGANISATION) in the Media

The President and Coordinator shall negotiate their respective roles in relation to media comment, depending on their respective skills. In particular, it will often be strategic to use the President for media comment that is particularly

critical of government. It is generally expected that the President would have some skills in dealing with the media.

Representing (ORGANISATION) on Committees

There is a role for Board members to represent (ORGANISATION) on external committees and in various consultative forums. Representing (ORGANISATION) takes place in accordance with the following principles:

- statutory and ministerial appointments are to come to the Board for a decision on who will represent (ORGANISATION);
- cases where (ORGANISATION) has been invited to nominate a Board representative are to be brought to the Board for a decision; and,
- other cases where (ORGANISATION) is asked to nominate a representative are at the discretion of the Coordinator.

Representing (ORGANISATION) in lobbying

Board members may also represent (ORGANISATION) in delegations to politicians as follows:

- where this is strategically useful;
- where Board members are available;
- based on skills and expertise of Board members in relation to the topic of the delegation.

Board members may also be involved in joint delegations, on the understanding that they participate in their capacity as (ORGANISATION) representatives. Board members need the authority of the Board to represent (ORGANISATION) in delegations.

Participation in delegations should be used as an opportunity to train new Board members and develop skills of Board members.

1.2 Conflict of Interest

From time to time (ORGANISATION) Board members may encounter conflicts of interest when participating in (ORGANISATION) decision-making processes, as other professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- recruitment of staff or contractors
- decisions to undertake projects or enter into partnerships
- representing (ORGANISATION) in other forums.

In general, a conflict of interest can be said to arise if:

- It is likely that the performance of a person's duties as an (ORGANISATION) Board member could be prejudicially influenced by that person's other interests (private, personal or professional), or that a reasonable person would believe that the person could be so influenced; or
- If a person's participation in the (ORGANISATION) Board could be prejudicially influenced by the interests of the organisation the person is representing, or that a reasonable person would believe that the person could be so influenced.

(ORGANISATION) expects that Board members will be mindful of potential conflicts of interest (or the likely perception of a conflict), and declare a conflict of interest before it arises. Appropriate action can then be taken in consultation with colleagues. For instance, a Board member will usually be expected to withdraw from a particular selection panel or lobbying delegation, or absent him/herself from discussion about particular issues if it presents a conflict of interest. Minutes of the meeting should note the conflict of interest, and the relevant minutes are not to be forwarded to the member who has absented him/herself.

1.3 Election of the Board

The process for the election of the Board and the appointment of office bearers is set out in detail in the Constitution and staff members seeking further information should consult this document. The process covers matters such as calling for nominations (board members must be fee paying members), eligibility for nomination, the appointment of a Returning Officer, conduct of elections and announcement of results. Nominations must be called (six weeks) before the Annual General Meeting, and ballot papers should be posted out to members (four) weeks prior to the meeting.

1.4 The Annual General Meeting

The Annual General Meeting (AGM) is a legal requirement. The AGM is usually held in (MONTH), once the audited statement is received from the auditors. Notice of the AGM is provided in the (ORGANISATION) newsletter, and in a mailing to members.

The standard agenda for the AGM includes:

- minutes of the previous AGM
- presentation of the Annual Report and the President's report
- Treasurer's report
- election of the returning officer
- election of Board members
- appointment of the auditor
- lists of resolutions made by the Board during the year.

A quorum for the AGM comprises (percentage) of (ORGANISATION) membership, as at the time the meeting is held.

1.5 Board Meetings

The Board has adopted the following strategies in order to ensure efficient and effective decision-making at board meetings. Board meetings are held every month. A quorum for a Board meeting is:

1.5.1 Agenda planning

The Coordinator and President plan the agenda before each meeting in order to:

- Allocate issues to be included for decision making, discussion or information only (based on the input of staff and Board members);
- Ensure that the purpose for inclusion of issues is clear;
- Plan time allocation for different issues on the agenda.

1.5.2 Structure of meetings

The following strategies will be used to ensure productive Board meetings:

- The agenda will be structured to clearly identify non-discussion items, items for decision, items for discussion and items for information only.
- Time will be allocated at the beginning of each meeting for re-ordering and prioritisation of the agenda.
- Board meetings will regularly include time for major discussion on key or emerging issues. These topics will be planned in advance.
- Items for the next agenda will be identified at the end of each meeting.
- The meeting is chaired by the President, or his/her absence, one of the two Vice-Presidents.

1.5.3 Decision-making in Board meetings

To be clear about decisions made by the Board and capture decisions:

- Areas for decisions to be made will be clearly indicated on the agenda, with recommendations from staff included in the papers.
- As a decision is made the chair will clarify to the meeting what the decision is.

- The minute taker may also request that the meeting clarify and confirm a decision (e.g. before the meeting progresses, to seek clarification and read back the decision to ensure it has been captured correctly).
- A register to be established recording all decisions made by the Board (cross referenced by topic) – to ensure all decisions are captured and available for reference.
- Details of Board decisions will be captured and included in this policy and procedure manual, where appropriate.

1.5.4 Reporting and presentation of materials

The Board papers will ordinarily include:

- Minutes of the previous Board meeting
- Minutes of sub-committee meetings
- Financial Reports
- Report on new and lapsed memberships
- Papers provided for discussion, including the staff report
- Papers provided for information, including the calendar of events.

Papers should be provided on all issues so that the Board members can make informed decisions. Papers should indicate whether they are being provided for decision-making, for information only or for discussion. Minutes from the Sub committees are to be circulated with the Board papers, so as to allow Board members time to read them in advance. Major items or issues that need discussion or decisions from the Board should be separately listed on the agenda.

The Staff Report should identify:

- Progress and outcomes against the Operational Plan
- Major developments in ongoing policy issues
- Emerging policy issues that may need to be addressed in policy work in future.

The Staff Report should not be seen as a report of activities undertaken in the previous month – these are more appropriately reported in the Calendar of Events.

Procedure

The (FINANCE/ADMINISTRATION/ADMINISTRATION OFFICER) , who sends out reminders to staff to submit their contributions, and then prepares

the papers, compiles board papers each month. Papers are mailed out to Board members to arrive at least three working days prior to a meeting.

1.5.5 Role of staff in Board meetings

Staff members have the right to attend Board meetings if they wish.

The Board would normally expect staff to attend for discussion of issues in their area, where these have been placed on the agenda for decision or discussion. The Board does not otherwise expect staff to attend (excepting the Coordinator and minute taker) Once present at Board meetings, staff are free to participate in discussions and debate.

1.5.6 Records of Board meetings

Minutes are taken at each Board meeting, usually by a staff member delegated this task. When typed up, a section is included for signing. Once ratified, the President signs the minutes. Copies are stored in the relevant file and can be made available on request. Hard copies of Board minutes are maintained by the Administrative Officer. Usually the minutes from current and previous year are held in the office, and older records are archived. (ORGANISATION) is required to maintain records for seven years.

1.6 Attendance at Board Meetings

Board members are expected to attend meetings and to advise if they cannot attend. Under the Constitution, if a Board member fails to attend three consecutive meetings without the permission of the Board, their membership of the Board will lapse.

1.7 Co-Option of Board Members

The Constitution allows the Board to co-opt up to (Number) additional members, who have all of the rights and obligations of elected Board members.

(ORGANISATION) uses co-options to fill gaps in expertise required to support the implementation of the Strategic Plan. Co-options are also used to support succession planning, through providing opportunities to train prospective Board members.

The term of office for a co-opted Board member is the same as an elected Board member (i.e. NUMBER years), although in practice this is likely to be slightly less once the person is selected. This means that the terms of around half of the board will end at each AGM. In some cases, the Board may co-opt a person with particular expertise for a shorter period of time.

In order to select people for co-option, the Board will:

- Identify the areas where they are likely to need expertise (in accordance with our Strategic Plan priorities);
- Identify the expertise on the Board (following the election process);
- Identify any gaps in expertise on the Board in identified key areas;
- Consider whether co-option is the best way to address these gaps.

This will generally take place at the first or second Board meeting after the AGM.

When a decision is made to approach a person to become a co-opted member of the Board, a Board member will be given the role of inviting that person.

1.8 Orientation for New Board Members

New Board members are provided with an orientation kit, which includes the Policy and Procedures Manual, an organisational chart, copies of the Constitution, Strategic Plan, Annual Report, Board policy, and other useful documents. An orientation session is provided each year after a new Board is elected.

1.9 Board Performance Appraisal

(ORGANISATION) promotes regular evaluation and feedback to the whole board on its effectiveness. One of the best ways the board can strengthen its governing capacity is to periodically assess its own performance. Such an assessment provides the board with an opportunity to stand back from its usual preoccupations and reflect on how well the board is meeting its responsibilities with regard to its mission.

Monitoring the board's performance and getting feedback on how well the board is doing is a crucial part of board and organisational learning. Some of the performance areas that may be evaluated include:

- Are we clear and in agreement about mission and purpose?
- Are values shared?
- Do we have a strong orientation for our new members?
- What goals have we set and how well are we accomplishing them?
- What can we do as a board to improve our performance in these areas?
- Are we providing clear and relevant governance for the organisation?

Whilst (ORGANISATION) believes that evaluation is the responsibility of the board itself, they may choose at times to seek input from outside of the board. The board may draw on representatives of (ORGANISATION) staff and members (with their consent) or even an independent consultant, to evaluate

achievements, strengths and weaknesses. Utilising people external to the board will only be initiated by full board consent.

This process should occur at least annually and the responsibility rests with the President or delegated person to organise the appraisal.

1.10 Committees of the Board

The (ORGANISATION) Board delegates management and governance powers to its sub committee(s).

1.10.1 Executive Sub-Committee

Powers of office management and financial management (but not any powers conferred on the Board as Coordinators of the company by statute or the general law) are delegated to the Executive Committee. This delegation was resolved by the Board in (DATE).

The Executive Committee are comprised of:

- the President (ex-officio);
- the Treasurer (ex-officio);
- one Board member, who would normally be elected at the first meeting following the Annual General Meeting;
- the Coordinator;
- (OTHERS)

Quorum for the sub Committee is three persons, of whom at least one must be a member of the Board.

1.10.2 Human Resources Sub-Committee

As resolved by the Board in (DATE), powers of human resources management (but not any powers conferred on the Board as Coordinators of the company by statute or the general law) are delegated to the Human Resources Committee.

The HR Committee consists of:

- the President (ex-officio);
- two Board members, normally elected at the first meeting following the Annual General Meeting;
- the Coordinator; and
- a staff representative, to be elected by and from the staff of (ORGANISATION) (not including the Coordinator or Finance /Administration Manager).

Quorum for the HR Committee is three persons, of whom at least two must be members of the Board. Senior Staff also attend the HR Committee but do not have voting rights.

1.11 The Role of the Coordinator

The Board delegates day-to-day management of the organisation to the Coordinator. Within guidelines set by the Board, the Coordinator has responsibility for management of the organisation, including:

- Implementation of the Strategic Plan, including development of and reporting against the Operational Plan
- Recruitment, management and supervision of staff
- Liaison with stakeholders
- Overseeing financial management of the organisation, including approving expenditure within delegation and budget
- Reporting to the Board
- Acting as the public spokesperson for the organisation, as agreed with the President.

The Coordinator is accountable to the (ORGANISATION) Board.

1.12 Strategic Planning

The Strategic Plan is developed on a tri-annual basis. It is developed after a process of consultations with the Board, staff, members, and other stakeholders. Production of the Strategic Plan is the responsibility of the Coordinator and the Board formally adopts the final document.

The Strategic Plan outlines the key goals and objectives of (ORGANISATION), as well as broad strategies to meet these objectives. As a key document of the organisation, the Strategic Plan is available to be distributed to all members and to the public. Copies of the current Strategic Plan are available from the office and the Plan is also posted on the (ORGANISATION) website.

1.13 Operational Planning

The Operational Plan is an internal document that is designed to support the implementation of the Strategic Plan. It includes key strategies, actions, and areas of responsibility for staff members.

The Operational Plan is developed and reviewed annually. The Coordinator reviews the Plan quarterly, to evaluate progress against targets and consider emerging priorities.

1.14 Membership

(ORGANISATION) has two types of membership:

1. **Full membership** - open to non-government, not-for-profit organisations involved in social welfare and based in NSW, and to consumer organisations that advocate for social welfare. Corporate members are entitled to send two delegates to general meetings each entitled to speak and vote.
2. **Associate membership** - is open to individuals interested in social welfare. They are entitled to one vote at general meetings.

Affiliation

Organisations that are not part of the non-profit non-government social and community services industry may apply for affiliate status. This includes:

- Non-profit non-government organisations interested in social welfare but not actively engaged in it
- Private businesses engaged in or interested in social welfare
- State and federal government agencies involved in social welfare
- Local government agencies.

Affiliates may attend and speak but not vote at (ORGANISATION) general meetings.

Membership benefits

As well as supporting (ORGANISATION)'s activities, the membership or affiliation fee provides:

- an automatic subscription to (ORGANISATION) *News*, our newsletter published and distributed 11 times a year
- a discounted price on most (ORGANISATION) print-publications (books, reports, etc.)
- discounted registration fees for conferences and seminars, where fees are charged
- discounts on fees for placing an advertisement in (ORGANISATION) *News*
- receipt of direct mail-outs of information about (ORGANISATION) activities and other events of relevance to the social and community services sector, on an occasional basis.

1.14.1 Membership fees

Membership fees are determined by the Board and revised from time to time according to changes in costs.

Membership fees for full members are charged on a sliding scale according to the size of an organisation (based on its annual funding). Organisations

experiencing financial hardship can request a reduction in fees, with the minimum fee being equivalent to that of unwaged individuals.

Membership fees for individuals are charged at different rates according to whether the member is waged or unwaged. A lower rate also applies for employed members living outside major metropolitan areas.

Affiliation fees for consumer and customer advisory committees to NSW Government agencies and government-owned businesses, such as health councils, are lower than those of other affiliates.

Finance/Administration of memberships and membership renewal is managed by the Administrative Officer, who sends out reminder letters and receives payments.

Three reminder letters are sent out; if no payment is received the memberships will be lapsed.

1.14.2 Membership Register

A register of (ORGANISATION) members is kept in the office, and is updated regularly. The list of organisational members is published each year in the Annual Report. Membership information relating to individuals is subject to privacy legislation and is not made public.

1.15 The Annual Report

The Annual Report is published each year for the AGM. Typically, the Annual Report will include:

- a report from the President
- a report from the Coordinator
- progress report against the (ORGANISATION) Strategic Plan
- a report from the Treasurer
- audited financial statements

Responsibility for producing the Annual Report and organising the AGM resides with the Coordinator. The Coordinator will liaise with the auditors and coordinate contributions from relevant staff, and coordinate production of the report by the Administrative Officer.

The Annual Report will be on the (ORGANISATION) website.

1.16 Public Officer

The Public Officer has responsibility for signing formal correspondence with Office of Fair Trading, and may delegate signing duties to the Finance/Administration Manager, such as the Annual Return. The (ORGANISATION) Public Officer is usually appointed from among Board members or may be the Coordinator

1.17 Compliance with Office of Fair Trading requirements

(ORGANISATION) is committed to meeting all Office of Fair Trading requirements in a timely and efficient manner.

Standard reporting requirements include:

- advising of any changes to the (ORGANISATION) Board Members
- proper conduct of the AGM and any General Meetings
- advising of any changes to the Organisation's Constitution
- lodging annual returns
- maintaining the register of members.

Generally the Coordinator is responsible for coordinating compliance with ASIC requirements, and delegates tasks to other staff members as necessary.

Section 2

Stakeholder Relationships and Services

2 Introduction

This section outlines (ORGANISATION) policies and procedures relating to its functions and relationships with stakeholders with whom it works.

Included in this section is:

- **Funding agreements**
- **Project management**
- **Consultation**
- **Conferences**
- **Publications**
- **Website**
- **Media and parliamentary liaison**
- **Sponsorship**
- **Complaints handling**
- **Privacy**

2.1 Funding Agreements

(ORGANISATION) is committed to maintaining positive working relationships with stakeholders and meets all funding agreement requirements in a timely and efficient manner.

Liaison with funding agencies is the responsibility of the Coordinator in the first instance, while the Finance/Administration Manager manages compliance issues.

(ORGANISATION) funding agreements are filed in the Finance/Administration Manager's office and access to the funding agreements is by permission of the Coordinator. Staff or board members may take a copy of the original for their own records.

2.1.1 Funding Agreement Terms and Conditions

The terms of funding agreements commonly include some or all of the following:

- performance monitoring and evaluation arrangements
- specific function and performance indicators
- service specifications outlining goals and targets for the current funding period
- compliance with relevant service standards and statutory requirements
- reporting requirements
- management arrangements
- staffing and volunteer arrangements
- confidentiality
- asset management, insurance and indemnity
- procedures in the event of a dispute or termination of the funding agreement.

(ORGANISATION) is fully committed to meeting the performance targets specified in the agreement, and complying with reporting requirements.

2.2 Project Management

Specific projects are an important part of (ORGANISATION)'s work, and the organisation is usually involved in several discrete projects at any given time. In deciding whether or not to pursue a particular project, (ORGANISATION) will consider:

- Policy priorities. This involves an assessment of the project in terms of (ORGANISATION)'s policy priorities and strategic plan, the likely outcomes and impact of the project, the urgency of the issue, and possible benefits for the organisations' client base.
- Appropriateness of (ORGANISATION) involvement. It is important to consider whether (ORGANISATION) can add value to the project or

whether another agency may be more appropriate, and what participation offers to (ORGANISATION) in terms of staff development, resources, organisational profile. Any potential risks to (ORGANISATION) should also be considered.

- Effectiveness of our involvement. It is also necessary to consider whether (ORGANISATION) has the networks, resources, capacity necessary to support the project and ensure that our participation is effective, as well as any opportunity costs that may arise from participation.

2.2.1 Project Development

Staff members proposing a project should discuss the idea with their supervisor and the Coordinator in the first instance. If it is agreed to investigate the project further, the staff member will usually prepare a short options and issues paper to inform internal considerations. If it is decided to pursue the project, the staff member will develop a project submission.

When developing a submission, the impact on other parts of the organisation needs to be considered. These include:

- impact on other staff,
- impact on Finance/Administration, including conferences, and
- impact on communications, including publications and website

These impacts should be reflected in the submission, particularly within costing, and timing of activities. In developing a budget for the project, advice should be sought from the Finance/Administration Manager.

All new projects require approval from the Coordinator and in some instances from the Board. Staff members need to factor in the time necessary to gain approval when developing new projects.

2.2.2 Project Management

The following policies and procedures apply to projects that have been successful in obtaining funding.

Project Manager

Every project is to have a project manager. The project manager is the central contact person for the project.

The project manager is responsible for, and will liaise closely with the Coordinator to ensure:

- That the project is completed on time, within budget and to a high standard.

- Appropriate supervision to project staff (if any) and providing appropriate oversight and support to consultants (if any).
- That the relevant financial and performance requirements are met.
- Assistance from the Coordinator is sought if they are facing any difficulties.

Project Plan

At the commencement of the project the project manager is to submit a project plan. This plan is to list project milestones and funding and performance requirements. The project manager is to maintain an up-to-date report on the status of the project against this plan.

Central Project File

The project manager will provide the Finance/Administration Manager with a file containing the following information:

- The original submission, including the budget submitted to the funding agency;
- The budget developed by (ORGANISATION) (using the (ORGANISATION) categories of expenditure);
- The funding and performance agreement;
- Consultancy agreements (if any); and,
- Any other relevant correspondence.

The project manager will ensure that copies of any correspondence with the funding agency and any consultants are added to this file as the project progresses.

The Finance/Administration Manager will ensure that all correspondence received by them in relation to the project is copied to the project manager.

Keeping Staff Informed

The project manager will ensure that all relevant parts of the organisation are kept informed about their role in the project, including timing of their work. This includes publications, conferences, financial reports, mail-outs, and other tasks.

Reporting Progress

The project manager will report regularly to the Coordinator on the progress of the project. A standard project reporting framework document is available.

Finalising the Project

The project manager will ensure that all obligations under the funding and performance agreement have been met and that all reports and publications have been finalised. They are to prepare a short evaluation of the project.

2.3 Conferences

Conferences provide a useful forum for the sector to exchange information, build networks, and enhance professional development. (ORGANISATION) manages an ongoing program of conferences according to priorities identified in the Strategic Plan.

Responsibility for the organisation and implementation of a conference is delegated within the planning process. Often this may involve different staff members taking responsibility for different tasks (e.g. speakers, venue, and promotion). Tasks usually include:

- developing a budget
- liaising with the Financial Manager
- approaching potential speakers
- seeking sponsorship where appropriate
- arranging the venue for the conference
- promoting the conference
- organising registrations
- preparing conference papers and kits
- organising materials to be taken to the conference
- collecting papers for printing and distribution after the conference
- conducting an evaluation.

The Finance/Administration Manager is responsible for coordinating conference budgets, in consultation with the staff organising the event. The final budget for a conference must be approved by the Coordinator before registration fees are publicised. The final program should also be approved by the Coordinator before being publicised.

Evaluation

(ORGANISATION) routinely conducts an evaluation of each conference that it organises / hosts as a matter of good practice and continuous improvement. Frequently this is also a requirement of funding agreements. The specific form of evaluation may vary according to the nature of the conference, or the requirements of funding agreements. Staff members who take responsibility for organising conferences need to take evaluation into account in the planning process.

Welcome to the Land

(ORGANISATION) acknowledges the traditional owners of the land at all public events that it conducts.

For conferences and seminars, (ORGANISATION) seeks a representative from the *host* Local Aboriginal Land Council to welcome the visitors. If no representative is available, (ORGANISATION) nonetheless acknowledges the traditional owners of the land.

2.4 Publications

(ORGANISATION) produces a range of publications; some for sale and others available free of charge. For example, conference papers or reports may be published if there is significant demand for them. A publication may be the result of a specific project or as part of a larger project.

A Style Guide is available to assist staff with referencing (ORGANISATION) publications. Staff members should consult their supervisor before developing any material to be published on behalf of (ORGANISATION). The Communications Officer manages the design and desktop publishing of (ORGANISATION) publications. The Coordinator must approve all publications before being sent to print. Staff members writing publications need to factor timeframes for gaining approval into their planning processes.

2.4.1 (ORGANISATION) Magazine

(ORGANISATION) *Magazine* is the organisations regular newsletter. The Communications Officer manages production and distribution of the newsletter. The newsletter is produced monthly (though not in January) and distributed to members and affiliated organisations. The Communications Officer seeks staff and members submissions of articles for the newsletter. Once contributions are received, the newsletter is desktop published using existing templates. The proofs are approved by the Coordinator before printing. The Communications Officer is responsible for liaising with the printer (currently the print run for (ORGANISATION) Magazine is (NUMBER) copies).

Organisations can advertise in the newsletter. Advertising inserts can also be included in the newsletter. Advertising is managed by the Communications Officer, who receives requests and liaises with customers. Standard rates are applied for advertising, with members receiving a discounted rate. The Coordinator reviews advertising rates from time to time.

2.4.2 (ORGANISATION) Website

The (ORGANISATION) website is an important means through which (ORGANISATION) can provide information to the sector. For many stakeholders the (ORGANISATION) website is their first contact with the organisation.

The website provides public information on (ORGANISATION), including information about the Board, staff, Strategic Plan, social policy, upcoming conferences, membership, and contact details.

(ORGANISATION) submissions and conference papers are also uploaded.

The site provides a range of links to other community organisations and government agencies. Publications for purchase are advertised on the site, and visitors can download order forms.

The Communications Officer is responsible for all web design, site content and maintenance. The webpage submission form that all staff must complete and send along with the relevant file, is available. A protocol explaining the process of placing material on the website and the format in which it should be provided is available from the Communications Officer. All material published on the website must be approved by the Coordinator.

2.5 Working with the Media

(ORGANISATION) regularly uses the media to advocate on behalf of disadvantaged people and communities. The Coordinator generally acts as media spokesperson for (ORGANISATION). In some instances the President will also act in this role (see *Representing (ORGANISATION)* in Section 1) and in some cases the Coordinator may delegate this role to another staff member. All requests from journalists for comment by (ORGANISATION) should be referred to the Coordinator.

Other staff members, Board members, and (ORGANISATION) members are not to represent (ORGANISATION) or provide information to journalists without authorisation from the Coordinator (or in the Coordinator's absence, the President). Staff members can provide background information to journalists provided that they will not be quoted. Wherever possible, approval from a Coordinator should be sought before providing such information. Similarly, liaison with politicians should only take place with the approval of the Coordinator.

When seeking or responding to media coverage of issues, the Coordinator considers (ORGANISATION)' strategic priorities, capacity to influence public debate, and the effects of media coverage. The Coordinator may delegate other staff members to speak to the media, or seek background information, or consult with other non-government organisations. (ORGANISATION) does not respond to issues that are outside its brief, and will not normally make critical comment on government policy unless the issues have been previously raised with government.

2.6 Sponsorship

(ORGANISATION) welcomes sponsorship for its events, or advertising in its publications, from private companies, individuals, government agencies, or non-profit, non-government organisations. Sponsorship is particularly useful in conducting conferences, as it helps to reduce costs for (ORGANISATION) members' participation.

In planning an event (ORGANISATION) considers the target audience, interested stakeholders and potential sponsors. If it is deemed appropriate and beneficial to seek sponsorship, the Coordinator will forward correspondence outlining the event and the request for a contribution.

(ORGANISATION) acknowledges the contribution of its sponsors. This may involve:

- including the sponsor's logo on conference kits and papers
- allowing the sponsor to set up a display at an event
- acknowledging sponsorship in any opening and closing address; and/or
- offering free participation to a sponsor's representatives.

(ORGANISATION) will not accept sponsorship or advertising from organisations or individuals that are engaged in business which is unlawful, unethical, or damaging to public health and wellbeing. (ORGANISATION) will not accept advertising or sponsorship from political parties.

(ORGANISATION) will not accept sponsorship or advertising, or agree to any conditions of sponsorship, which may compromise its independence, or compromise the purpose of the particular publication or event.

2.7 Complaints Handling

Internal

(ORGANISATION) recognises that complaints, grievances and disputes may occur within an organisation. It is also recognised that external bodies may need avenues to raise complaints with (ORGANISATION). Complaints will be handled fairly and efficiently in order to promote high organisational standards and to maintain a positive work environment.

General principles

All complaints and disputes will be addressed promptly and within the guiding principles of:

- transparency
- fairness
- respect
- accountability.

All members and staff of (ORGANISATION) are expected to work cooperatively as a team, to acknowledge any dispute at an early stage, and to resolve any dispute in the most constructive manner possible.

Any conflict of interest arising from a dispute will be declared and all steps will be taken to ensure persons working to resolve a dispute are impartial. Members and staff are expected to maintain confidentiality in relation to complaints and disputes.

2.7.1 Complaints involving staff

The Board delegates responsibility for resolving complaints or disputes involving staff members to the Coordinator, in their capacity as managers of staff.

Where a staff member makes a complaint concerning another staff member, this will be dealt with in accordance with the grievance procedure set out in Section 3 – Human Resource Management.

Where a member or external agency makes a complaint against an (ORGANISATION) staff member, the Coordinator will:

- notify the employee about whom a complaint is being made and the nature of the complaint;
- investigate the complaint and provide the staff member with an opportunity to respond to any issues raised;
- attempt to mediate the dispute (if appropriate) and/or attempt to resolve the matter to the satisfaction of the outside party;
- take any other action necessary to resolve the issue.

Any disciplinary action against a staff member arising from a complaint will be taken in accordance with the procedures contained Section 3 Human Resource Management and in the enterprise agreement.

2.7.2 Complaints involving Members and Board Members

Complaints against a member or Board member should be referred to the President. The President, or an approved delegate, will attempt to resolve the issue to the satisfaction of the complainant. The President or delegate will advise the person about whom a complaint is being made of the notification and the nature of the complaint. Where the President is the subject of a complaint, the complaint should be referred to another Executive Member of the Board.

If the matter remains unresolved, the President or notified Board Member will raise the matter at the next Board Meeting following notification. Depending on the seriousness of the complaint, the Board may:

- deal with the matter at this Board Meeting by determining appropriate action to resolve the issue to the satisfaction of the aggrieved party and the (ORGANISATION) Member; or
- defer the matter to a special meeting of the Board or to a Sub Committee of the Board.

Under the Constitution, the Board has powers to suspend or terminate the membership of any member who wilfully 'refuses or neglects to comply' with the provisions of the Constitution, or who is 'guilty of conduct prejudicial to the interests' of (ORGANISATION). Such action must be taken in accordance with the process described in the Constitution, which provide for proper notice and rights of appeal.

2.7.3 Complaints or Disputes Involving the Coordinator

Complaints or disputes involving the Coordinator should be referred to the President. The procedural format for complaints involving the Coordinator is the same as for complaints involving other staff excepting it is the President facilitating resolution.

2.8 (ORGANISATION) External Complaints and Feedback policy

Standard for Managing Complaints

(ORGANISATION) offers service users, members, stakeholders and the public the opportunity to provide feedback on their experiences with (ORGANISATION). We value this feedback and aim to manage complaints in a prompt, fair transparent and consistent way.

(ORGANISATION) Complaints and Feedback Policy – Principles

Any person or organization using (ORGANISATION) services or affected by its operations has the right to complain.

Complaints procedures and a commitment to consider all complaints are simple and easy to use and are effectively promoted, so that all people using (ORGANISATION) services have the opportunity to make a complaint if they wish to do so

Service users, stakeholders and members are entitled to be heard and have their concerns addressed in ways that ensure access and equity, fairness, accountability and transparency.

(ORGANISATION) recognizes that the issue of complaint is important to the complainant and must be taken seriously. Resolving complaints, where possible, to the satisfaction of the complainant is the goal of the complaints policy process.

Complaints will be dealt with in a timely manner and parties to the complaint will be kept informed of progress of the complaint. (ORGANISATION) procedures will reflect principles of natural justice.

Feedback data (both positive and negative) is considered in organisational reviews and follow up.

Board members, staff, volunteers and students are aware of (ORGANISATION) procedures for managing client feedback and complaints.

(ORGANISATION) takes a pro-active approach, through its communications strategy to ensure all service users, stakeholders and members are aware of the complaints policy and procedures. In particular the service user complaints policy brochure is available on the (ORGANISATION) website .

Complaints Handling Procedure

All Board members, staff, volunteers and students are given information about the complaints procedure as part of their induction.

The (ORGANISATION) Service Commitment brochure informs service users, stakeholders and members of:

- How to make a complaint to (ORGANISATION)
- Who to complain to
- How (ORGANISATION) will deal with the complaint – complaints process and timelines
- Rights to a support person and interpreter
- How to make a complaint to an external body including contact details

Complaints Initiation Process

Service users, stakeholders and members may make a complaint in writing or verbally to:

- The staff member they were dealing with at the time, or
- The supervisor of that worker,
- The Coordinator, or
- An outside body

If the complaint is about the Coordinator, or a Board member, the complaint will normally be dealt with by the President of the (ORGANISATION) Board. A special email account has been set up to receive such complaints. The address is (EMAIL). Messages sent to this email account are automatically forwarded to (INSERT NAME) on a quarterly rota. Relevant items are then forwarded to the President for action.

How (ORGANISATION) Deals with Complaints

A staff member (the “complaint handler”) will look at the complaint within seven days of the complaint being received. They may contact the person for more information.

The staff member investigating the complaint will decide how to respond to the complaint and make sure action is taken.

A letter will be sent to the person within 14 days of the complaint being received explaining what is being done to investigate and resolve their complaint. If the complaint has not been resolved by this stage the person will be asked to formalise their complaint in writing (if this has not already been done).

(ORGANISATION) aims to investigate and resolve all complaints within a further 28 days of receipt of the formalised written complaint. If this time frame cannot be met, the person will be informed of the reasons why and of the alternative time frame for resolution. All complaints must be dealt with:

- Seriously

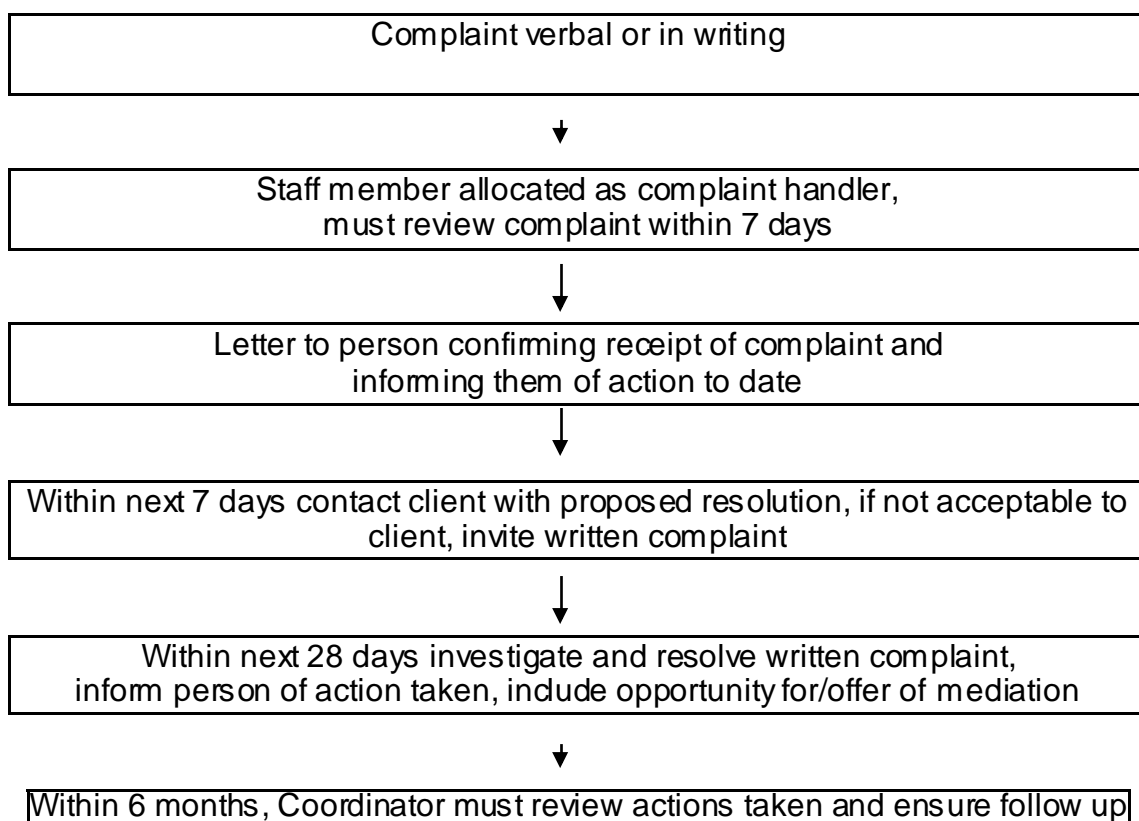
- Quickly
- Confidentially; and
- Without stopping the persons right to use (ORGANISATION) services

Service users, stakeholder and members have the right to access a support person at all stages of the complaints resolution process.

Copies of all complaints and details of actions taken are centrally filed in the Complaints File, held in the Coordinators office. This file is confidential.

Within six months of the complaint being resolved, the Coordinator must review the actions taken to ensure adequate follow up.

Complaints Flowchart



What to Do if You Want to Make a Complaint About (ORGANISATION)

Our Commitment

(ORGANISATION) wants to give you the best quality service possible. If you have found our service helpful or have any ideas on how something can be done better, please let us know.

We also want to know if you are not happy or have concerns about any part of our service.

Can I comment on anything?

Yes! You do have the right to express your comments about any part of any service at (ORGANISATION).

A comment may be:

- a compliment
- a suggestion
- an idea
- a fear
- a concern
- a complaint

If you have a complaint read this brochure about what you can do.

Making a complaint can be difficult, so if you do have a complaint about (ORGANISATION) this is a guide to help you...

What do I do first?

First it is best to talk to the person concerned.

If you do not feel comfortable about this, you can speak or write to their supervisor.

If the complaint is about a staff member, please contact the Coordinator .

If the complaint is about the Coordinator, or member of the (ORGANISATION) Board please contact the President of the (ORGANISATION) Board by sending an email to:

Please contact the Coordinator of (ORGANISATION) on (02) Ph...

What happens after that?

Your complaint will be recorded in a separate file so that the problem can be dealt with sensitively and quickly.

You will receive a letter within 14 days of making your complaint. This letter should:

- restate your comments to ensure (ORGANISATION) understands your complaint.
- give the name of the person who is managing your complaint and how they may be contacted.
- state the time and the steps the worker will take to deal with your concerns.

What happens after I get my letter?

Once you have received your letter the (ORGANISATION) worker handling your complaint will contact you to talk about what you want to do and the next steps.

If we have not been able to resolve the complaint within the 14 days we will ask you to formalise the complaint in a letter (if you have not already done so).

(ORGANISATION) aims to investigate and resolve all complaints within a further 28 days of receipt of the written complaint. If this not possible we will write to you and explain why.

All complaints will be dealt with:

- Seriously
- Quickly
- Confidentially; and
- Without stopping your right to use (ORGANISATION) services

Can I have someone to help me?

Yes! It is OK to have a friend or person you trust to help you in any of your dealings with (ORGANISATION). This person can help you put your comments in writing, be with you when you put forward your comments or attend any meetings.

What if I need an interpreter?

(ORGANISATION) will assist you if you need an interpreter. There will be no cost to you for this service.

2.9 Privacy

Background

(ORGANISATION) does from time to time collect personal information relating to clients or members, or in the performance of its consultation or research functions.

Personal Information is defined by the NSW Privacy and Personal Information Protection (PPIP) Act (1998) as:

“any information or opinion about an individual or which is reasonably capable of identifying an individual”.

Purpose

The purpose of this policy is to protect the privacy of individuals and organisations about whom (ORGANISATION) collects and/or holds information.

This policy outlines the guidelines which must be observed when collecting, storing and using personal and confidential information.

2.9.1 Legislation

The NSW PPIP Act governs the collection, use and storage of personal information across all NSW Government agencies. The terms of (ORGANISATION) funding agreement with (Funder) state that (ORGANISATION) must observe the Act as if it were a government agency.

This agreement entails (ORGANISATION) adhering to and enacting the following principles and preparing a Privacy Management Plan detailing:

- Policies and practices to ensure compliance to the requirements of the Act;
- Dissemination of those policies and practices to persons within the agency;
- Proposed procedures in relation to internal reviews;
- Other matters considered relevant by the agency in relation to privacy and the protection of personal information held by statutory, professional or other legal obligations of privacy.

2.9.2 Principles

The PPIP Act sets out 12 specific Information Protection Principles to guide the collection and use of personal information. (ORGANISATION) adopts these principles:

Collection

1. Lawful - when an agency collects your personal information, the information must be collected for a lawful purpose. It must also be directly related to the agency's activities and necessary for that purpose.

2. Direct - your information must be collected directly from you, unless you have given your consent otherwise. Parents and guardians can give consent for minors.

3. Open - you must be informed that the information is being collected, why it is being collected and who will be storing and using it. The agency should also tell you how you can see and correct this information.

4. Relevant - the agency must ensure that the information is relevant, accurate, up-to-date and not excessive. The collection should not unreasonably intrude into your personal affairs.

Storage

5. Secure - your information must be stored securely, not kept any longer than necessary, and disposed of appropriately. It should be protected from unauthorised access, use or disclosure.

Access

6. Transparent - the agency must provide you with enough details about what personal information they are storing, why they are storing it and what rights you have to access it.

7. Accessible - the agency must allow you to access your personal information without unreasonable delay and expense.

8. Correct - the agency must allow you to update, correct or amend your personal information where necessary.

Use

9. Accurate - agencies must make sure that your information is accurate before using it.

10. Limited - agencies can only use your information for the purpose for which it was collected, for a directly related purpose, or for a purpose to which you have given your consent. It can also be used without your consent in order to deal with a serious and imminent threat to any person's health or safety.

Disclosure

11. Restricted - the agency can only disclose your information with your consent or if you were told at the time they collected it from you that they would do so. The agency can also disclose your information if it is for a related purpose and they don't think that you would object. Your information can also be used without your consent in order to deal with a serious and imminent threat to any person's health or safety.

12. Safeguarded - the agency cannot disclose your sensitive personal information without your consent, for example information about your ethnic or racial origin, political opinions, religious or philosophical beliefs, health or sexual activities or trade union membership. It can only disclose sensitive information without your consent in order to deal with a serious and imminent threat to any person's health or safety.

2.9.3 Responsibilities for Managing Privacy

Responsibilities for the management of personal information are the domain of any individual within an agency with access to, or responsibilities for, such information. However (ORGANISATION) promotes specific responsibilities to certain individuals / positions. Those individuals will then be in a position to ensure that all staff are suitably instructed either through training or the introduction of policies and procedures, as to their obligations in relation to the protection of personal information in their handling.

Privacy Contact Officer

As a matter of good practice, each agency should have a designated officer to whom members of the public can direct any queries or complaints in the first instance. Privacy Contact Officers are also the primary point of contact for liaison with Privacy NSW.

(ORGANISATION) appoints this role and responsibilities to the (TITLE) Officer.

Web Manager

Web managers need to recognise that consideration of privacy issues will affect web content in a number of ways:

- Personal information of staff presented to the public or other staff;
- Personal information of members of the public included in web documents;
- Obtaining personal information from the public through their visit to the website.

The agency's Privacy Management Plan should canvass the concerns associated with these issues and establish transparent procedures and standards in dealing with personal information in these situations. A Privacy Statement should also be published on the agency's web site.

Managerial Responsibilities

It is the responsibility of the Coordinator, in their capacity as manager of the organisation, to prepare the organisation's Privacy Management Plan, put in place procedures to ensure that these principles are observed in the collection, use, storage, or disclosure of personal information.

Personal information also applies to information relating to staff and employees of agencies. Human resource (HR) and workplace managers are responsible for:

- Ensuring training practices are in place for employee training in privacy requirements;
- Protecting staff and employee privacy in the workplace.

Employee Responsibilities

Staff members should also observe these principles when dealing with personal information in the conduct of membership information, conducting research, or undertaking consultation or advocacy work. Staff members are encouraged to raise any concerns they may have regarding privacy issues that arise in the conduct of their work, and to report any breaches of privacy that they may observe to their Supervisor.

Section 3

Human Resources Management

3 Introduction

(ORGANISATION) is committed to providing a positive work environment in which employees feel that they are valued, treated fairly and given recognition for their contribution to the Council's success. (ORGANISATION) aims to provide an environment that fosters good working relationships at all levels and offers flexible and supportive work practices.

(ORGANISATION) is committed to providing employees with working conditions that comply with relevant legislation and which are comparable with industry standards. All (ORGANISATION) staff work under the conditions contained in the (ORGANISATION) enterprise agreement, which is registered with the NSW Industrial Relations Commission, and covers all standard working conditions such as salaries, superannuation, and leave entitlements. A copy of the agreement is made available to all prospective employees when they are offered a position at (ORGANISATION). In the event of a conflict between the agreement and this manual, the agreement prevails.

This section outlines (ORGANISATION) policies and procedures in relation to:

- **(ORGANISATION) Statement of Professional Ethics and Code of Conduct**
- **A Fair and Equitable Workplace**
- **Flexible and Supportive Work Practices**
 - **Working from Home**
 - **Flexible Leave/Working Arrangements**
- **Managing Leave**
- **Occupational Health and Safety**
 - **Return-To-Work Policy**
- **Recruitment and Selection**
 - **Recruitment Process**
 - **Casual Staff**
 - **Contractors**
 - **Higher Duties**
 - **Orientation Procedures**
- **Professional Development and Performance**
 - **Performance Appraisal**
 - **Performance Counselling**
 - **Professional Development**
- **Grievance Procedure**
- **Disciplinary Procedure**
- **Staff Meetings**
- **Work-Related Travel**
- **Volunteers**

3.1 (ORGANISATION) Statement of Professional Ethics and Code of Conduct

Purpose

(ORGANISATION) is committed to working on behalf of disadvantaged people in the community. The purpose of this policy is to apply a code of professional ethics to the workplace, which is consistent with the mission, values, and objectives of (ORGANISATION).

3.1.1 Dealing with people

When dealing with the internal and external clients, employees are respectful, honest and courteous. They give accurate information and prompt attention, and observe fairness and equity in their dealings with others.

3.1.2 Job Standards

All employees are required to adhere to the following standards:

Employees endeavour to comply with relevant job standards, paying appropriate attention to quality and detail.

- They satisfactorily meet the requirements of the position, and follow instructions that are reasonable and lawful, and within their capability and training.
- Employees are encouraged to report suspected corrupt or fraudulent practices of others and will be protected from reprisal by the Protected Disclosures Act.

Employees endeavour to minimise adverse environmental effects of their actions in accordance with the Occupational Health and Safety (OHS) Policy.

- Employees observe the relevant provisions for conditions of employment and safety as described in (ORGANISATION)' OHS Policy.
- Create a co-operative, equitable and effective workplace.

3.1.3 Behaviour on the job

All employees are required to demonstrate the following behaviours:

- Employees only claim to have those skills that they can demonstrate
- Employees perform their duties unaffected by the consumption of alcohol or the use of other drugs
- Employees recognise (ORGANISATION)' Smoke Free Workplace Policy
- Employees work towards eliminating discrimination and harassment from the workplace
- Employees respect diversity in the workplace
- Employees do not use their position to exert inappropriate influence over others

3.1.4 Commitment to the Work of the Organisation

- Staff members share a commitment to the values and objectives of (ORGANISATION).
- Staff members work within priorities identified by (ORGANISATION) Board and management
- Staff members actively participate in (ORGANISATION) planning and consultative processes where appropriate and contribute to the development of the organisation and the community sector.
- Staff members use the line management structure and Supervisors welcome constructive feedback and criticism.

3.1.5 Teamwork

- Employees work together towards agreed work objectives and community goals, and communicate regularly with one another about progress. They are encouraged to look for ways to improve work methods and to solve workplace and community problems
- Employees are encouraged to give support and guidance to each other, ensure appropriate training and development and recognise each others results and achievements

3.1.6 Use of Resources

- Employees ensure they have the necessary delegation to authorise expenditure.
- Employees only use (ORGANISATION)' materials, facilities, funds, people and equipment for authorised purposes and take responsible steps to prevent misuse by others
- Employees conserve and efficiently use resources through recycling, energy saving and waste minimisation

3.1.7 Information

- Employees are aware of (ORGANISATION) policy regarding privacy and confidentiality, and observe this policy and related procedures when disclosing sensitive or confidential information. They provide access to information when required by law or to assist other employees in their duties.
- Employees do not misuse information obtained at work either for financial reward or gain, or for taking advantage of another person
- Employees are aware of (ORGANISATION) policies regarding information management and follow (ORGANISATION) practices in the collection, storage and disposal of files and other records.

3.1.8 Attendance

- Employees attend work at times agreed with supervisors, notify supervisors and other stakeholders of their absences, report and account for all leave taken, record attendance and obtain approval before changing their work times.

3.1.9 Conflict of Interest

Staff members may occasionally encounter conflicts of interest when participating in (ORGANISATION) decision-making processes, as other professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- recruitment of staff or contractors
- proposing to undertake projects or enter into partnerships with other agencies
- representing (ORGANISATION) in other forums.

In general, a conflict of interest can be said to arise if:

- it is likely that the performance of a person's duties as an (ORGANISATION) staff member could be prejudicially influenced by that person's private or personal interest, or that a reasonable person would believe that the person could be so influenced.

(ORGANISATION) expects that staff members will be mindful of potential conflicts of interest, and declare a conflict of interest before it arises. Appropriate action can then be taken in consultation with supervisor and management. For instance, a staff member may need to withdraw from a particular selection panel or committee where their participation presents a conflict of interest.

(ORGANISATION) encourages and supports staff members becoming involved in community activities and volunteer work in their personal lives. However, it is possible that staff members may undertake volunteer or professional roles outside (ORGANISATION) that give rise to a conflict of interest, or a perception of conflict (e.g. staff undertaking consultancy work for member organisations or government agencies).

As a result (ORGANISATION) expects that all staff members declare their involvement in external activities related to the work of (ORGANISATION) when they are employed, and discuss and plan with their supervisor how any potential conflicts of interest can be managed. Staff members taking on other (new) work outside (ORGANISATION) need to inform their supervisor.

3.1.10 Personal use of (ORGANISATION) resources

Staff members and volunteers are generally permitted to use (ORGANISATION) equipment for personal use provided that this does not impact negatively on their work, or on (ORGANISATION) resources. Staff members can use (ORGANISATION) phones, fax machines, or computers for personal use within reasonable limits. Where team members or managers feel that a staff member's personal use of (ORGANISATION) resources is unreasonable, they should attempt to negotiate a solution with the person concerned.

Staff members are asked to pay if they are using the photocopier for large documents (over 50 pages). Payment can be made at Reception, and the standard rate charged to tenants of the building applies. Staff members are asked to attach stamps to personal correspondence and not use the (ORGANISATION) mail system. Stamps are provided for sale to staff members at Reception.

Staff members are permitted to use (ORGANISATION) computers for personal use within reasonable limits. Staff are asked not to post attachments to their email accounts at work, or bring in floppy disks which have been used elsewhere, as this presents a virus risk to the (ORGANISATION) network. (ORGANISATION) staff that are doing computer-based work from home must have adequate virus protection software installed on their computers at home. Using the internet for personal use is acceptable within reasonable limits; however, using (ORGANISATION) computers to access pornographic or gambling-related material is not permitted.

3.2 Fair and Equitable Workplace – Equal Employment Opportunity

Purpose

The purpose of this policy is to outline the responsibilities both (ORGANISATION) and its staff have to promoting a fair and equitable work environment.

(ORGANISATION) is bound by relevant anti-discrimination legislation including:

- Disability Discrimination Act 1992,
- Human Rights and Equal Opportunity Commission Act 1986,
- Industrial Relations Act 1988,
- Racial Discrimination Act 1975,
- Sex Discrimination Act 1984 and
- NSW Anti-Discrimination 1977 Act, including "Carers Responsibilities" Amendment March 2001

It is the responsibility of all staff to treat their colleagues and members of the public fairly without discrimination.

The Deputy Coordinator Finance/Administration /Administration is responsible for implementing and supporting this policy.

3.2.1 Equal Employment Opportunity (EEO)

Equal Employment Opportunity (EEO) is the right of all individuals to be fairly considered for and position within an organisation for which they have the necessary skills and qualities, and to be treated fairly within their employment. Every workplace in Australia is subject to Equal Opportunity laws.

Where EEO Applies

EEO principles apply, but are not limited, to the following:

- recruitment
- selection
- promotion/transfers
- working hours
- discipline
- compensation
- benefits
- training, and
- provision of goods, services and facilities.

Specific Grounds for Discrimination in Employment

Consistent with Equal Opportunity laws (ORGANISATION) treats all employees fairly and equitably in all matters such as:

- race
- gender
- marital status
- pregnancy
- family responsibilities
- breast feeding
- nationality and national origin
- disabilities
- HIV/AIDS status
- political or religious conviction
- age
- sexual preference
- transgender status
- trade union activity
- criminal record, where convictions have been spent
- victimisation

It is (ORGANISATION) policy to ensure that we put the most capable person in the job, regardless of physical attributes, personal circumstances or any other irrelevant features.

3.2.2. Anti-Discrimination

(ORGANISATION) aims to create and maintain an environment that values diversity, respects human dignity, is equitable and tolerant, and in which all staff and visitors are free from all forms of discrimination, harassment or victimisation.

Definition

Discrimination is any unfair treatment, generally where one person is treated differently from another in the same situation. Discrimination may also include:

- Harassment, which is any form of behaviour that is not wanted, not asked for, and that humiliates someone (puts them down), offends them or intimidates them (makes them afraid).
- Vilification, which is defined as any public act that is likely to incite (stir up) hatred, serious contempt or severe ridicule for a person or a group of people.
- Victimisation occurs when someone is treated unfairly because they have made a complaint about discrimination, or helped someone else make one.

Where Anti-Discrimination Law Applies

The NSW Anti-Discrimination Act 1977 applies to all facets of the work environment both during and out of working hours. It is unlawful to discriminate on the grounds of:

- Race (including colour, nationality, ethno-religious background and ethnic or national origin)
- Sex
- Marital Status
- Disability (physical, intellectual, psychiatric, and diseases such as HIV/AIDS)
- Homosexuality
- Age
- Transgender status
- HIV/AIDS, homosexual, transgender vilification

Exemptions from Anti-Discrimination Legislation

From time to time (ORGANISATION) may apply for an exemption from Anti-Discrimination legislation. Section 126 allows employers to apply for an exemption in situations where targeting a job to a particular group will promote equal employment opportunity (e.g. Aboriginality, disability).

In some cases, it is not necessary to seek an exemption. For example, where race is a genuine occupational qualification, an exemption may not be required.

The Anti Discrimination Board website (www.lawlink.nsw.gov.au/adb has more information on these issues.)

Any employees who believe that they are subject to any form of discrimination outlined above or who are aware of the incidence of such behaviours should follow the grievance procedures set out below. An employee is also entitled to seek recourse to external bodies such as the Anti-Discrimination Board.

3.3 Flexible and Supportive Work Practices

Policy

(ORGANISATION) is committed to providing flexible and supportive working arrangements to enable staff to best balance work with personal and family commitments.

(ORGANISATION) recognises that staff performance can be enhanced by being supportive and responsive to staff needs.

(ORGANISATION) believes that flexible work practices encourage and support a diverse, skilled and motivated workforce.

3.3.1 What are they?

A supportive workplace is one where employees feel they are supported in meeting both their work commitments as well as their personal and/or family responsibilities.

Flexible work options are employment practices that aim to achieve the best possible match between the interests of the organisation and those of an individual staff member. The availability of a variety of work arrangements can provide flexibility for both employees and the agency.

All flexible hours arrangements and leave entitlements are governed by the (ORGANISATION) Enterprise Agreement.

Flexible and supportive work arrangements can involve:

- When work is conducted
- Where work is conducted
- How work is conducted
- Job structures
- Career options and opportunities
- Carer / family arrangements / leave
- Leave options (with and without pay)

3.3.2 What are the options?

Flexible Working Hours

Flexible working hours are defined in the (ORGANISATION) Enterprise Agreement as:

“a system of attendance whereby individual employees select their starting and finishing time from day to day with the concurrence of the Coordinator.”

(ORGANISATION) allows flexibility in attendance patterns varying from the usual 9 to 5 working day routine. Flexible working hours allows you to seek agreement from your supervisor and Coordinator to:

- Start and finish work at times that suit you
- Accrual and use of credit to have days off from work

Make Up Time

An employee may elect, with the consent of their supervisor and Coordinator, to work “make-up time”, under which the employee takes time off ordinary hours, and works those hours at a later time, during the spread of ordinary hours provided in the award, at the ordinary rate of pay.

Time Off in Lieu

An employee may elect, with the consent of their supervisor and the Coordinator, to take time off in lieu of payment for overtime at a time or times agreed with the employer.

Working from Home

Working from home refers to arrangements where employees undertake part or all of their work duties in their homes rather than in the (ORGANISATION) office. (see section 3.3.5)

Job Sharing

Voluntarily sharing the duties and responsibilities of one job among part-time employees or full-time employees. This can be on a continuous basis or for a specified period.

Part-Time Work

Working on an ongoing basis for less than the full-time weekly hours for the job at mutually agreed times, e.g., 3 full days per week or 5 x ½ days per week.

Part-Time Leave – With/Without Pay

Leave taken by full-time employees to work part-time for a specified period.

- part-time leave without pay;
- part-time parental leave; or
- part-time extended leave.

Part Year Employment

An ongoing arrangement for leave without pay for a specific length of time for part of the year (such as school holidays). For the convenience of

employees, (ORGANISATION) may provide a budget facility which allows employees to have regular deductions made from their pay to provide an income during unpaid leave.

Leave Without Pay

An employee will be entitled to a period of leave without pay, at the discretion of the Coordinator. Unpaid leave may be for personal and carer purposes, parental leave arrangements, unpaid special leave, part-time leave without pay arrangements, and career breaks.

Personal and Carers Leave

A range of entitlements and options are set out in the (ORGANISATION) Enterprise Agreement with regard to leave of a number of hours or days to meet family, caring and/or community needs. This can be available through paid leave or use of sick leave or recreational leave or leave without pay.

Parental leave

A range of leave entitlements and options, paid and unpaid, are set out in the (ORGANISATION) Enterprise Agreement for birth parents, non birth parents, and adoptive parents.

Special Leave

The (ORGANISATION) Enterprise Agreement states “an employee may be granted a maximum of one (1) week paid leave for personal reasons in each twelve months service at the discretion of the Coordinator and such further period as may be approved by the Board. Any period of special leave granted further to the one week provided for, is to be without pay.”

Variable Year Work

Planned unpaid leave taken for a year after a number of years of work.

Career Breaks

Leave without pay for an extended specified period with the right to return to a position at the same level. Career breaks may be used for:

- full-time dependent care for an extended period
- full-time studies
- overseas travel

Secondments

With the mutual agreement of an employee and the Coordinator, an employee will be able to be seconded to an appropriate public sector department or community sector organisation for an agreed period. The position of the employee on secondment will be maintained for their return to the Council of Social Service of NSW.

Study Leave

An employee will be entitled to 23 working days per annum, pro-rata, paid leave to attend personal studies relevant to her/his work, where the course of study is approved in advance by the Coordinator.

3.3.3 Why do it?

If designed and implemented correctly flexible work practices can offer advantages and benefits to employer, management and employee.

Staff diversity, satisfaction, retention and productivity can be improved through supportive and flexible work practices.

Some of the reasons flexible work practices may be appropriate to consider:

- it may be easier to get work done in an environment free of the usual interruptions in the workplace, especially for some tasks
- it can save travel time, which is particularly important for staff who live a longer distance from the office
- it can make it easier to manage family responsibilities
- it can make it easier to deal with personal and household responsibilities
- it enables staff to do productive work where they might otherwise have been forced to take leave
- it enables staff to continue in employment where a change in personal or family circumstances may have made it impossible to continue their present employment
- the opportunity to work without the usual interruptions can mean that staff can complete their work much faster
- better able to accommodate workforce diversity and needs (across gender, age and cultural background)

3.3.4 Factors to be considered

Flexible work practices must balance the needs of both the employer and employee. Whilst (ORGANISATION) will endeavour to negotiate suitable employment / work arrangements for staff members when approached, it is however not an entitlement. An agreement must be formulated and documented between the two parties, covering all necessary work practice factors and issues.

Factors to be considered include:

- Is the 'flexible; work practice being sought the only or best solution to the need?
- Is the employees work / tasks / duties suited to the work place solution being proposed?
- Performance Management:
 - How is effectiveness / performance currently measured?
 - Will these measures still work in the new situation?
 - What new performance agreements /monitoring systems might be needed?
- Your opportunities to contribute to the organisation:

- How can you ensure that you continue to have opportunities to contribute to organisational and work developments?
- Will you be perceived as less committed and as contributing less to your organisation? How can you manage this situation?
- Cost/Benefit:
 - What are the costs and benefits of this solution in both financial and non-financial terms?
- Managing Relationships with Others:
 - How will you go about managing / being supervised at a distance? Will alternative means of supervision and work appraisal be needed?
 - What adjustments will others have to make as a result of your new arrangement? Will it cause more work or inconvenience?
 - How can you ensure that communication needs are met?
 - Will acceptance and support from other employees be an issue?
- What extra skills and resources might the employee need? Are these going to be available and accessible?

3.3.5 Implementing and Monitoring

All flexible work agreements must be approved in advance by the employee's supervisor. The Request for Flexible Work Practices form, available from the Deputy Coordinator – Finance/Administration /Administration , needs to be completed and lodged with immediate supervisor.

The following criteria will be applied in the considering the request for approval:

- are the employee's duties / responsibilities suitable for the proposed work practice solution?
- is all necessary equipment / resources available?
- is the workplace / work practice healthy and safe?
- does the employee have the information and competency to undertake work unsupervised?
- are the proposed hours viable for the work to be performed and completed satisfactorily?

Once the request is lodged with the employee's immediate supervisor, the supervisor will consult the Deputy Coordinator – Finance/Administration /Administration and/or the Coordinator before responding to the applicant.

If the request is declined a written response will be provided stating clearly the reasons for declining the application. If the applicant is not satisfied they can request to discuss the application with their supervisor and Coordinator.

Work From Home will not be permitted if the home work site does not meet OHS standards for equipment or safety. (ORGANISATION) may provide some assistance to meet those standards, but this is at (ORGANISATION)' discretion.

Staff members seeking to undertake work from home must conduct a self-audit of their proposed home work site to determine if the site has equipment which meets OHS standards. For reading, writing and phone-based work, this includes: a suitable desk and chair, a computer (if required), and a first aid kit. The first aid kit is required by legislation; however it need only be a basic (type C) kit. An audit of the home work site will also check that the proposed working environment is healthy and safe. This includes issues such as lighting, clear exits. This may also include a smoke detector, an earth leakage protection device and sufficient power points. Further information regarding self-audits is available from the Deputy Coordinator Finance/Administration /Administration .

(ORGANISATION) will establish that the staff member working from home is aware of safe working procedures to prevent overuse injuries.

Approval to work from home may not be granted or reviewed if a there are concerns outstanding regarding a staff member's work performance.

Where an application is approved the applicant and the supervisor then develop a Flexible Work Practices Agreement, to be signed by both parties and the Deputy Coordinator – Finance/Administration /Administration . The agreement is forwarded to the Coordinator and Staffing and Work Practices Committee for final approval.

The agreement will set out the following details:

- the type of arrangement with working hours, times and places and any other possible variations,
- the period of operation of agreement,
- the classification of the position to which it applies,
- any agreed right to return to traditional working arrangements,
- supervision, monitoring and review of arrangements; and
- entitlements,
- grievance procedures in case of disagreement,
- any other issues which the parties may wish to include.

This agreement should be reviewed and adapted wither prior to period of operation lapsing and/or in staff performance appraisals.

3.3.6 Rights and responsibilities

Employee responsibilities

Employees who work flexible arrangements have the same responsibilities as other employees to meet agreed deadlines and work standards and maintain

communication in the workplace. They need to identify their own attendance requirements and seek approval for any variations in attendance agreements.

Management responsibilities

Care is needed by managers and supervisors to ensure that those employed on a flexible work arrangement are effectively supervised and supported and have their performance assessed equitably. Productivity expectations should be based on number of hours worked, rather than on full-time outcomes.

Communication

It is the responsibility of (ORGANISATION) Management to include employees who work flexible time patterns in the functioning of the agency, ensuring that all employees remain integrated into the workplace and retain their commitment to it.

3.3.7 Regulatory framework

There is a range of legal requirements and legislation underpinning and regulating flexible work practices, paramount being the protection of employee health and safety and anti-discriminatory practices.

These are:

- NSW Occupational Health and Safety Act 2000
- Disability Discrimination Act 1992
- Human Rights and Equal Opportunity Commission Act 1986
- NSW Industrial Relations Act 1996
- Sex Discrimination Act 1984
- NSW Anti-Discrimination 1977 Act., including “Carers Responsibilities” Amendment March 2001

3.4 Managing Leave

All staff are required to complete timesheets. These are forwarded to the financial administrative officer each fortnight, the day before pays are processed. If staff members take leave in the fortnight, the timesheet should be accompanied by a leave approval.

Annual leave and flex leave should ordinarily be approved in advance, and sick leave in retrospect. Sick leave should not go into debit save for exceptional circumstances with the prior approval of the Supervisor. Leave request forms are stored on the (shared drive) e-system under ‘forms’. Staff should complete the form and seek approval from their supervisor before submitting their timesheet to the Financial Finance/Administration /Administration Officer for payment. A leave request form must accompany time sheets if leave has been taken.

Staff members taking sick leave are requested to phone in and advise the front desk and their supervisor if at all possible. If the supervisor is

unavailable, staff can advise the Administrative Officer, who will pass on a message.

3.5 Occupational Health and Safety (OHS)

(ORGANISATION)'s commitment to a healthy and safe workplace

(ORGANISATION) commits itself to providing a healthy and safe work and service delivery environment to its board members, paid staff, volunteers, contractors, customers and visitors. (ORGANISATION) will make resources available to comply with relevant Acts and Regulations associated with occupational health and safety and to ensure that the company's workplaces are safe and without risk to health.

Implementing the policy commitment

(ORGANISATION) will implement this policy commitment by:

1. taking steps to enhance occupational health and safety on a continuous improvement basis;
2. consulting workers, contractors and volunteers;
3. training staff in OHS management;
4. displaying WorkCover notices, a summary of the Occupational Health and Safety Act 2000, in conjunction with the consolidation of all associated regulations into the Occupational Health and Safety Regulation 2001, and the company's return-to-work policy on the office notice board.

(ORGANISATION) will develop safe working procedures for three specific hazards in the workplace: manual handling; working late at night; and emergency evacuation. These procedures will be incorporated into the *Policy and Procedures Manual*.

3.5.1 Consultative Framework

The requirements for consultation are introduced by the *Occupational Health and Safety Act 2000 (OHS Act 2000)*:

'to provide for consultation and cooperation between employers and employees in achieving the objects of this Act.'

(ORGANISATION) is required to meet their duty to consult as set out in the Occupational Health and Safety Act 2000 (OHS Act) and the Occupational Health and Safety Regulation 2001 (OHS Regulation).

The Act provides choices on how consultation can occur. The legislation allows choice to enable the employer and their employees to adopt the consultative arrangement which they believe will best ensure effective and meaningful consultation.

Consultation between employers and employees is an essential part of effectively managing health and safety at work. Consultation should be viewed

not just as a legal requirement, but as a valuable means of improving the employer's decision-making about health and safety matters.

Meaningful and effective consultation involves drawing on the knowledge, experience and ideas of employees and encouraging their participation and input to improve the systems the employer has in place for managing OHS. The OHS Act sets out the elements of consultation.

The OHS Act requires that consultation be undertaken in the following circumstances: [NSW OHS Act 2000 Section 13-16]

- When changes that may affect health, safety or welfare are proposed to the:
 - premises where persons work;
 - systems or methods of work;
 - plant used for work; or
 - substances used for work.
- When risks to health and safety arising from work are assessed or when the assessment of those risks is reviewed.
- When decisions are made about the measures to be taken to eliminate or control risks
- When introducing or altering the procedures for monitoring risks (including health surveillance procedures).
- When decisions are made about the adequacy of facilities for the welfare of employees.

(ORGANISATION) OHS Committee

In response to the OHS Act requirements (ORGANISATION) has adopted an OHS Committee comprised of employer and employee representatives.

Under the OHS Act the functions of an OHS Committee are to:

1. Keep under review the measures taken to ensure health, safety and welfare of persons at the place of work [Act: 18(a)].
2. Investigate any matter that may be a risk to health and safety at the place of work [Act: 18(b)].
3. Attempt to resolve any matter but, if unable to do so, to request an investigation by an inspector for that purpose [Act: 18(c)].

Each member of an OHS Committee must undertake OHS Consultation training. Training will be provided by an authorized OHS trainer and will cover:

- The importance of OHS consultation and systematically managing health and safety.
- The requirements for consultation under the OHS Act.
- The general duties under the OHS Act.
- How effective consultation can result in better decision-making about health and safety.
- Effective communication techniques.
- How to systematically manage health and safety.

- A practical exercise in how to conduct a risk assessment.

(ORGANISATION) will:

- Pay for OHS consultation training
- Ensure that employees participating in OHS consultation training are paid as if they were engaged in the duties of their employment
- Pay employees for costs reasonably and necessarily incurred in connection with their participation in that training

3.5.2 The Role of the Board

Promoting and maintaining occupational health and safety is primarily the responsibility of the company's Board. The Board has delegated this responsibility to its Staffing and Work Practices Committee. It is the responsibility of the Staffing and Work Practices Committee to establish and implement systems that provide for the health and safety of all persons in the organisation, to ensure that these OHS policy and safety procedures are effectively implemented, and to support the Coordinator, Deputy Coordinator Finance/Administration /Administration, workers and volunteers and hold them accountable for their specific responsibilities.

3.5.3 The Role of Management

The Deputy Coordinator - Finance/Administration /Administration will have primary responsibility for implementation of OHS policy and take all practical measures to ensure that:

- the (ORGANISATION) workplace is safe and without risks to health;
- the behaviour of all persons in the organisation is safe and without risk to health;
- if s/he does not have the necessary authority to fix a problem, s/he will report the matter promptly, with any recommendations for remedial action, to the Coordinator, Staffing and Work Practices Committee and where necessary to the owner of the premises.

In implementing these responsibilities the Deputy Coordinator - Finance/Administration /Administration will:

- disseminate information about OHS throughout the organisation;
- encourage regular discussion about OHS issues at staff meetings;
- maintain a log of accidents and incidents and use this information to help identify risk throughout the organisation;
- conduct a 6 monthly inspection of health and safety risks throughout the organisation With at least one member of the OHS Committee.

3.5.4 The Role of Employees and Volunteers

All workers and volunteers are required to follow (ORGANISATION) OHS policy and safety procedures to ensure their health and safety and the health and safety of others in the organisation. They will:

- report observed safety hazards to the Deputy Coordinator Finance/Administration /Administration and/or Staffing and Work Practices Committee;
- participate in consultation and training about OHS;
- observe and promote safe working practices in their own work practices.

3.5.5 Recording injuries

(ORGANISATION) will keep a *Register of Injuries*. Staff members are requested to record all accidents and incidents that occur to staff and visitors while on the premises, and any journey accidents and incidents involving staff and volunteers. All incidents should be reported within 24 hours of occurrence. The Register is maintained by the DDA.

3.5.6 Workers compensation

(ORGANISATION) complies with all statutory requirements in relation to the provision of insurance against work related injury.

Procedure for filing a workers compensation claim:

1. The accident/incident should be reported in the manner described above.
2. If medical treatment is required, the staff member will be directed to the nearest doctor or hospital depending on the severity of the injury.
3. If the staff member requires time off as a result of their injury, a WorkCover medical certificate must be obtained from their doctor, so that a workers compensation claim may be lodged.
4. The certificate must be forwarded to the Deputy Coordinator Finance/Administration /Administration or delegate so that the appropriate paperwork may be completed for (ORGANISATION)'S insurer. The workers compensation claim must be lodged within seven (7) days of the injury occurring. The decision about whether the claim is accepted or not rests wholly with the insurance provider.
5. In accordance with the (ORGANISATION) enterprise agreement, staff may be eligible to receive accident pay.

3.6 Return-to-Work Policy

(ORGANISATION) is committed to the return to work of injured workers.

- We will seek to prevent injury and illness by providing a safe and healthy working environment.
- We will ensure that injury management activities commence as soon as possible after a worker is injured and that every effort is made to provide suitable and meaningful duties consistent with the nature of the injury/illness, and after seeking appropriate medical judgment.
- We will provide an injured worker with support to minimize the effects of the injury and to ensure that an early return to work is a normal practice and expectation.
- We will provide suitable duties/employment for an injured worker as soon as is safely possible, as an integral part of injury management.
- We will consult with our workers and the Australian Services Union to ensure that this return-to-work policy operates effectively.
- We will ensure that participation in a return-to-work program will not, of itself, prejudice an injured worker.

Procedures for Action When Injury Occurs

- It is the worker's responsibility to notify the Deputy Coordinator Finance/Administration /Administration , or immediate Supervisor, of any injury and to complete the company's *Register of Injuries* as soon as is practicable.
- Once an injury is notified the company will ensure that the injured person receives appropriate first aid and/or medical treatment as soon as possible and will conduct an investigation of the accident in order to prevent a recurrence.
- When the Deputy Coordinator Finance/Administration /Administration becomes aware of an injury the company will notify our workers compensation insurance company. For a 'significant injury' we will notify the insurance company within 48 hours. For other types of injury we will notify the insurance company within 7 days. The decision about whether the claim is accepted or not rests wholly with the insurance provider.
- For a 'significant injury', as defined in the Act, we will also complete a *WorkCover Accident Report Form* and send it to the nearest WorkCover office.

Follow-Up After Injury

Employees are not permitted to return to work until they have medical clearance. At this point, management and the injured worker will cooperate with the workers compensation insurance company in developing and complying with an injury management plan for that injured worker.

Finding Suitable Duties

When the injured worker is, according to medical judgment, capable of returning to work, an individual return-to-work program will be developed offering suitable duties.

Management will consult with the injured worker, the workers compensation insurance company and the treating doctor to develop a written return-to-work program.

Appropriate assistance will be given to workers from a non-English speaking background and to those permanently unable to return to pre-injury duties.

Involving a Rehabilitation Provider

We use an accredited rehabilitation provider(s) to assist when required in the injury management of those workers who suffer a work-related injury or illness. Injured workers have the right to nominate an accredited rehabilitation provider of their own choice.

Consultation

Ongoing consultation about the company's return-to-work policy will take place through the OHS consultative committee, in staff meetings and through the Australian Services Union. Workers will be informed of their rights and responsibilities at this time, at point of orientation, and again following any injury.

Disputes

If there are disputes about suitable duties or the return-to-work process, management will work with the injured worker and the Australian Services Union to try to resolve the disputes. Assistance might be sought from the workers compensation insurance company, WorkCover, or an injury management consultant.

This policy complies with the NSW Occupational Health and Safety Act 2000, in conjunction with the consolidation of all associated regulations into the Occupational Health and Safety Regulation 2001.

3.7 Critical Incidents

(ORGANISATION) aims to provide a workplace which is safe and without risks to health. However, it is not impossible that a critical incident may take place in the workplace.

A critical incident could include:

- death or serious injury to a staff member,
- violence in the workplace (e.g. assault),
- emergency evacuation of the workplace (e.g. a fire).

In the event of a critical incident, the Coordinator or Deputy Coordinators may need to:

- ensure the immediate safety of staff members,
- ensure the provision of first aid,
- call emergency services as necessary,

- contact the family of staff members affected,
- remove workers/volunteers from their duties,
- arrange a debriefing,
- respond to media queries,
- notify worker's compensation.
- organise a debriefing for staff members, if they wish to participate. It may be necessary to engage external professionals to conduct debriefing or follow-up counselling.

Further information on handling critical incidents is available in the *Community Safety Pack*.

3.8 Recruitment and Selection

Purpose

(ORGANISATION)' policy is to select on the basis of merit. The purpose of the Recruitment and Selection Policy is to ensure that (ORGANISATION) fills the company's available positions with the best possible candidate in a timely and cost effective manner.

Recruitment and Selection Aims

The aims of the policy are to:

- Attract the best possible candidates for the available positions.
- Ensure all selections are based on merit.
- Facilitate the development of existing staff.
- Ensure that all legal selection requirements are met and actively practised.
- Provide the most cost effective way of recruiting and selecting staff.
- Plan strategically to meet future organisational requirements.

Policy Principles All staff involved in recruitment and selection must adhere

to the following:

- EEO Legislation,
- Anti-discrimination Legislation,
- Approved recruitment and selection policies and procedures,
- Confidentiality and sensitivity,
- Staff development.

(ORGANISATION) Recruitment and Selection Policies & Practices

All-stages of the recruitment and selection process must be in accordance with (ORGANISATION) approved policies, practices, award requirements and enterprise agreement.

Confidentiality and Sensitivity

During the recruitment and selection process discretion should be exercised to ensure that all applicants are treated with respect and sensitivity. All details disclosed in applications and during interviews are to remain confidential. Panel members should also be mindful of potential conflicts of interest and declare any such conflicts where appropriate. Access to information about staff members and applicants is restricted to those with a genuine need to know; access to electronic information is also restricted (see Section on *Personnel Files*).

3.8.1 Responsibilities

Generally either the Coordinator or a Deputy Coordinator will manage recruitment processes. This involves taking responsibility for all aspects of the process, including:

- Consulting the recruitment and selection policy,
- Managing all aspects of the process,
- Ensuring all recruitment and selection principles are followed,
- Gaining the necessary budget and recruitment approvals,
- The timely processing and distribution of paperwork, and,
- Liaising with all applicants regarding the progress of their applications.

3.8.2 Recruitment and Selection Process

The following summarises the process managers must follow in recruiting and selecting staff

- Determine whether the vacancy needs to be filled;
- Establish or review the job description, person specification, salary and
 - selection criteria;
- Obtain authority to recruit from the Coordinator;
- Determine the recruitment budget;
- Advertise the position (advertising depends on the nature of the position, but all permanent positions are advertised on (ORGANISATION) Community Jobs and through relevant peak bodies);
- Acknowledge and review all applications;
- Form and brief a selection panel;
- Cull applicants and create a short-list of applicants for interviewing;
- Carry out interviews;
- Check references;
- Write the selection report;
- Make a job offer;
- Communicate with unsuccessful applicants;
- Develop and carry out orientation process.

Composition of Selection Panels

Selection panels will ordinarily include one manager (either the Coordinator or a Deputy Coordinator), one staff member and an independent person with relevant expertise. In the case of the selection of a Coordinator or Deputy

Coordinator, the panel must also include a member of the Board. Board members may also participate in other selection panels where the Coordinator considers this to be useful.

Holding Resumes and Applications

All applicant's resumes and applications are held securely for a minimum period of 12 months from date of appointment.

3.8.3 Recruitment of Casual Staff

(ORGANISATION) may occasionally seek to recruit casual staff, usually as backfill if other staff members are on leave, or to handle excess work. The recruitment of temporary and casual staff does not necessitate a formal selection process unless the temporary position is for a period longer than three months. Deputy Coordinators are authorised to recruit casual staff for periods of up to 35 hours, and the Coordinator for longer periods, within budget.

3.8.4 Engaging Contractors

From time to time (ORGANISATION) will seek to contract out work, rather than employing a new staff member. This may provide advantages to (ORGANISATION) if a project is time-limited or requires specialist skills. Factors taken into account when deciding to contract out work include:

- impact on (ORGANISATION) resources on-site
- availability of skills required to complete the project
- value for money.

When seeking to contract out work, the Coordinator seeks expressions of interest from appropriate contractors, usually through a selective invitation process. Prospective contractors are given a brief and asked to provide a project plan, budget, and evidence of relevant skills/resources needed to undertake the project. Expressions of interest must be sought for project with a total budget more than \$10,000.

(ORGANISATION) has a standard consultancy agreement which it uses with contractors. The agreement covers matters such as:

- arrangements for payment,
- project management,
- insurance,
- intellectual property,
- variations to the contract,
- resolution of disputes, and
- termination.

A specific project plan or schedule is attached to each contract, specifying outcomes for the project. A contractor checklist is also available in the accounts section of the network drive.

3.8.5 Higher Duties

From time to time (ORGANISATION) may ask staff to perform higher duties, usually while another staff member is on leave or a recruitment process is being undertaken. This provides a useful development opportunity for staff members, as well as ensuring continuity in positions. It is at the discretion of the Coordinator to determine whether it is appropriate to temporarily fill a position by offering an employee the opportunity to undertake higher duties.

An employee substantially performing the duties of another employee for a period of at least one consecutive week will be paid an entitlement equal to the difference between the employee's own salary and the salary of the other employee.

3.8.6 Orientation Procedures

Prior to commencing work with (ORGANISATION), all staff members are given a letter confirming the offer of employment, a duty statement, and a copy of the (ORGANISATION) enterprise agreement. New employees are asked to sign the letter of offer and duty statement. Copies of these documents are then placed on file. New staff members are subject to a probationary period of six months, with a performance appraisal to be conducted at the end of that time (this requirement may not apply for short term projects).

On commencing work, each staff member will have an orientation session with his or her supervisor. It is the Supervisor (usually a Deputy Coordinator) responsibility to organise this. An orientation checklist is available on the system to assist Supervisors in providing information to new staff. The checklist covers matters such as:

- introduction to the organisation and other staff members,
- location of amenities and equipment,
- employment conditions,
- occupational health and safety procedures,
- (ORGANISATION) Statement of Professional Ethics.
- (ORGANISATION) Policy and Procedure Manual

Managers should also arrange a meeting with the Communications Officer, to arrange IT access. The Policy Support Officer provides training on the telephone system and database. The Financial Finance/Administration /Administration Officer assists with tax declarations, timesheets, superannuation details, and pay arrangements. The Librarian provides information on the library.

A personal information form is to be completed and forwarded to the Deputy Coordinator - Finance/Administration /Administration .

3.9 Professional Development and Performance

3.9.1 Work Plans

Individual work plans are developed by each staff member in consultation with their supervisor. Workplans include major and ongoing areas of work, as well as agreed timeframes. Meetings concerning progress against work plans generally take place on a quarterly basis. Priorities for professional development and processes for reviewing the work plan should also be agreed. Policy staff attend quarterly policy/issues list meeting with the Deputy Coordinator, which determines the basis of individual work plans for the following quarter.

3.9.2 Performance Appraisal: Staff Development and Performance Management Procedure

(ORGANISATION) is committed to Staff Development and Performance Management that contributes to development of the individual and hence the organisation. The performance management process should give staff the opportunity to assess their work performance, receive feedback, identify their development and training needs and establish achievable work goals.

The procedure has been developed to ensure fair and equitable management of staff. Therefore all staff in (ORGANISATION) are entitled to an annual formal structured staff review process. The performance management process is based on a developmental model.

The broader (ORGANISATION) strategic planning and operational planning review process will take into account information on workloads, priorities, job design and training, support and resource needs that is gathered through the staff review process.

This policy is underpinned by the (ORGANISATION) policy relating to Access and Equity.

Principles

The (ORGANISATION) Staff Development and Performance Management process is based on the following principles:

- Staff development reviews should not be used as a substitute or de facto grievance procedure or as a mechanism for discipline. Separate policies and procedures exist for these matters.
- Proper staff development and performance reviews are part of the responsibilities of the organisation to its staff.

- Reviews must involve active participation of the staff member (including self evaluation and dialogue) in conjunction with their supervisor, and in the case of the Coordinator a Board representative.
- Everyone involved in the review process should have realistic expectations of the process.
- Staff development reviews are part of a continuous planning and review process, and do not replace regular reporting on work or supervision.
- As part of the organisation's planning and review process, the staff development reviews link staff workplans to the (ORGANISATION) Strategic Plan.
- The reviews provide staff with a means of expressing views about the organisation, as well as providing feedback on their own performance.
- Preparatory steps are to include access and equity issues.
- Reviews are confidential and records will be kept on the staff member's personnel file.

Purpose of the Process

- To develop agreed realistic expectations in relation to the staff member's job description and workplan, against which assessment of performance can be made.
- To seek a common ground for ways to improve employee performance where needed.
- To discuss and document how the employee is performing from their point of view and from their supervisor's point of view.
- To identify strengths in skills and knowledge and consider if these can be better utilised.
- To provide a formal means by which achievements can be recognised.
- To identify any weaknesses or problems in performance from the point of view of the employee and their supervisor.
- To identify training needs and discuss other forms of support or on-the-job development which is required.
- To reach agreement on any specific goals to be pursued in the period following the assessment.

Performance management cycle

Key elements of the process

- The first review will occur six months after appointment, then annually thereafter.
- Supervisors are to diarise Performance Management on an annual basis.
- Reviews are conducted at 12 month intervals (or such lesser period as agreed) and are usually undertaken by the person's supervisor (referred to here as the reviewer).
- A review meeting date is set at a mutually convenient time, held at an appropriate place and time, and set reasonably in advance.
- The staff member completes a Self Appraisal form. A staff member may choose to include a peer review component in their assessment and, in this instance, the reviewer arranges for other assessment input to be gathered.
- The completed Self Appraisal form (and, if applicable, the form completed by peers) are made available for the reviewer (and, if applicable, the employee) at least 2 days prior to the review meeting.
- The reviewer prepares their own assessment comments for the review meeting.
- The staff member and the reviewer meet to discuss development and performance. The discussion includes opportunities for both parties to clarify and explain their comments. The goal of such discussion is to reach agreement on performance strengths and areas for improvement, and on action for training or development needs and improvement of job satisfaction and performance as appropriate.
- Agreed actions to be included into relevant workplans (staff member or reviewer where applicable) to clarify responsibilities in follow up.
- A record is written at the meeting or immediately thereafter on the *Record of staff performance review* form by the staff member and the reviewer to reflect the agreed outcomes.
- The record is available for implementation of the agreed plans and for consideration of progress at the next review.
- The record is kept on a confidential personnel file with access limited to the staff member and reviewer, unless both agree to another person having access.

- A feedback session on progress against the agreed work objectives and strategies for development should be held at least once before the next review, this meeting is to be diarised by both supervisor and staff member.

Record of Staff Performance Review

Name:

Position:

Supervisor/Reviewer:

Date of Discussion:

- This form shall be held in the staff member's file and access shall be limited to the employee and their supervisor unless otherwise approved by the staff member and the supervisor.
 - Issues and action should be summarised as agreed during the review session.
1. Review of current Statement of Duties or main areas of work over last 12 months
(With Reference to Question One on the Self Appraisal form)
 - Comments
See statement of duties
 2. Review of outcomes and follow up from last review (if applicable)
 - Comments
 3. Review of performance in each broad area of the job description and (where relevant) workplan.
 4. Areas of skills/strengths

5. Areas for skills development or performance improvement

6. Training and development priorities
 - Needs:

 - Strategies:

7. Longer term objectives for skills development/performance improvement.

8. Group dynamics and interpersonal relationships in the office

9. Supervision issues, office procedures and processes

10. Physical work environment

11. Access and Equity Issues

12. Job satisfaction

13. Specific goals and action

14. Any areas of disagreement that should be recorded

Signature of staff member: _____ Date: _____

Signature of reviewer: _____ Date: _____

Self Appraisal Form

Name : _____

Position: _____

Date Commenced Employment: _____

Date of Appraisal: _____

1. Briefly describe your work at (ORGANISATION) over the past 12 months

2. What aspects of the job do you like best or have provided you with the greatest satisfaction over the appraisal period?

3. What aspects of your job gave you difficulty over the appraisal period?

4. a) how did you address these difficulties?
b) how did the organisation support you in addressing these issues?

5. Does your job description adequately reflect the duties that are or should be undertaken in your job?

6. Are there any issues in your current workplan which you think need addressing in this appraisal?

7. What do you consider to be the important skills and knowledge that your position requires?
 - a) Knowledge

b) Skills

8. Please comment briefly on the following aspects of your job situation

a) Quantity of work

b) Quality of work

c) Supervision of you

d) Supervision by you (if relevant)

e) Level of responsibility

f) Assistance to you/ feedback to you

g) Group dynamics/interpersonal relationships in the organisation

9. What professional development activities have you engaged in over the last 12 months?

10. What professional development activities do you feel would be beneficial to you and your position over the next 12 months?

11. Are there particular aspects of your situation/performance which you think ought to be addressed in this appraisal?

12. In general terms what would you like to accomplish in the short to medium term with (ORGANISATION) (next 6-12 months)

13. Do you have any other specific suggestions as to how your workplace effectiveness could be improved?

14. Keeping in mind the needs of the organisation as a whole, do you have any suggestions for changes to the management/work environment/procedure, so that they better meet your needs?

15. Other comments?

List of Definitions

- **Diarising Performance Management**

Supervisor to plan the performance appraisal ahead of time and in agreement with staff member.

- **Disputes Procedures**

Outlined in both Policy and Procedures manual and the Enterprise Agreement.

- **Files: ownership and access**

Reviews are confidential and records will be kept on the staff member's personnel file. HR files belong to the organisation; refer to Policy and Procedure manual regarding access to HR files.

- **Reviewer**

The staff member's direct supervisor.

3.9.3 Staff Development and Training Policy and Process

Fundamental principle:

(ORGANISATION) recognises its responsibility to support and nurture learning and development of its staff team.

Key components:

Individual training needs analysis, planning and delivery is based on broader organisational goals.

The annual operational plan of (ORGANISATION) contains performance measures that reflect and complement the Key Performance Indicators (KPI's) associated with each staff member's job description. The aim is that planning, performance measurement and staff development systems of (ORGANISATION) cascade through organisational, team and individual workplans.

Individual assessment and delivery is developed in partnership between Management and staff.

Annual appraisal meetings provide a formal opportunity to identify training needs and discuss other forms of development support that are required. The annual appraisal provides an opportunity to assess progress against Key Performance Indicator's (KPI's) based on the staff member's job description. These KPI's provide the triggers for assessing core training and development needs for each staff member. This will inform the training and development action plan that is written as part of the formal appraisal.

Quarterly supervision meetings provide a regular opportunity to review staff development and training needs and progress against the training and development action plan. These meetings also provide the opportunity to build training and development into workers individual work plans.

Group staff training and development assessment, planning and delivery is encouraged

Team and staff meetings provide a useful forum for identifying group learning and development needs. (ORGANISATION) will work towards bi – monthly and potentially monthly group staff training sessions. The topics for group staff training sessions will be discussed at staff/team meetings and devised within a six month forward plan.

Staff members who have taken part in training that may be of benefit to the whole staff team are encouraged to run training sessions for their colleagues. Similarly where a training session could be of added value for the team, in house training could be arranged subject to available resources.

Not all learning is training module based

(ORGANISATION) recognises that there are many ways to learn. (ORGANISATION) considers conferences, seminars, training modules, work based learning, higher education, distance learning, participation in professional roundtables and support networks as being valuable tools of staff development.

Clear criteria are applied when deciding if resources will be allocated to individual learning and development opportunities

All learning opportunities need to be assessed against (ORGANISATION)' limited resources. The key determinants in deciding if a learning opportunity will be resourced by (ORGANISATION) include:

- How does the learning opportunity enhance the workers capacity to fulfil the Key Performance Indicators in their workplan?
- Does the learning opportunity extend the worker's current knowledge and skills base, what actions will come from participating?
- Does (ORGANISATION) gain added value through the staff member's participation?
- What are the opportunities for the staff member to share knowledge gained with the rest of the organisation, or with the sector?
- How will the worker taking this learning opportunity impact on other team members and the outputs of the organisation? How is this balanced against the positive gains the learning opportunity offers the worker and the organisation?
- What is the current balance between this workers take up of learning opportunities and other members of the team? Is there equity in the resource allocation?
- Are the providers reputable and do they adhere to health and safety, and access and equity principles?

Training Needs Assessment Model

Training needs are assessed in a variety of ways, principle amongst these are:

Appraisal interview based on KPI's and action plan

Key components:

- Assessment of current performance against KPI's
- Assessment of current skills level
- What are the learning needs that flow from that?
- What styles of learning suit you best?

- Are there access and equity issues we need to take on board in developing the action plan?

Review through quarterly supervision meeting

Focusing on key questions including:

- What are the current learning priorities?
- Are these reflected in the action plan?
- What are the priorities? If you can only focus on one, what is it?
- Are there any perceived obstacles to learning?
- Are there access and equity issues we need to take on board in developing the action plan?

(ORGANISATION) Training and Staff Development Model: Career Path Skilling (example)

Post	Key responsibility Area	Key Performance Indicators	Essential skills	Learning opportunities
DDP	Management of the policy and advocacy work of (ORGANISATION): <ul style="list-style-type: none"> ▪ Policy development 	<ul style="list-style-type: none"> ▪ Output levels against workplan targets, including timeliness ▪ Policy sector feedback through forums and networks ▪ Policy take up by government and NGO sector (subject to external factors) ▪ Qualitative measures to include: cogent arguments, evidenced based, creative solutions, timeliness 	<ul style="list-style-type: none"> • Research methodologies and analysis • Submission and report writing • Lobbying and negotiating skills • Advocacy skills • High level communication skills • Media skills 	
	<ul style="list-style-type: none"> • Policy sector strengthening 	<ul style="list-style-type: none"> • Attendance and participation levels at forums and industry events • Policy sector feedback through forums and networks 	<ul style="list-style-type: none"> • High level communication skills • Networking and liaison skills 	
	<ul style="list-style-type: none"> • Human Resources 	<ul style="list-style-type: none"> • Regular feedback and review of staff in 	<i>Project and team</i>	

	Management	<p>accordance with (ORGANISATION)' performance feedback and review process</p> <ul style="list-style-type: none"> • Allocation of resources in accordance with (ORGANISATION) policy objectives <ol style="list-style-type: none"> 1. Absenteeism 2. Team feedback on management 3. Take up of improved processes/procedures by staff 	<p><i>managem nt</i></p> <ul style="list-style-type: none"> • Advanced Team Developme nt • Budgeting/ Finance/Ad ministration • Facilitation Skills • Reporting Skills <p><i>Leadership Skill Developme nt</i></p> <ul style="list-style-type: none"> • Planning • Negotiation Skills • Networking (Skills) 	
	Assist Coordinator	<ul style="list-style-type: none"> • Income generated against fundraising targets • Coordinator review, includes Co Deputy Coordinator and team feedback 	<ul style="list-style-type: none"> • Fundraisin g and submission /tender skills • Negotiation skills • Project managemen t skills 	

3.9.4 Professional Development and Performance

(ORGANISATION) believes that providing opportunities for staff members to increase their skills will improve job satisfaction and raise our professional standards. (ORGANISATION) aims to support its staff in undertaking appropriate training, education, and development activities to enhance their knowledge and skills.

(ORGANISATION) may support staff members by:

- approving study leave;
- providing opportunities for staff members to act in different or higher positions where possible;
- providing opportunities for staff members to share knowledge and skills, or arranging forums for external agencies or individuals to share expertise;

- providing staff members with opportunities to attend relevant training courses, workshops, or conferences.

Where appropriate, Deputy Coordinators will make a notional allocation for each staff member. This is not a fixed allocation for each staff member in each year, but an indication of funds available for professional development. Professional development for project staff is funded from project funds, and project managers need to consider professional development expenses when developing budgets.

Supervisors and staff discuss training needs and professional development goals as part of the performance appraisal process a detailed staff development plan is agreed and actioned. They can then plan the best way to meet these needs. Staff undertaking professional development activities need to seek approval from the relevant Deputy Coordinator.

3.10 Grievance Procedures

Purpose

The purpose of this procedure is to ensure that disputes and issues relating to functions of the work environment do not go unresolved and affect workplace productivity and relationships.

The procedures are designed to assist the parties prevent or settle any grievance, complaint or dispute at the workplace, without industrial action or stoppage of work, with a view to ensuring that services are maintained without interruption or detriment.

Whilst not seeking to preclude or affect the rights of any party to an industrial dispute from proceeding under the provisions of the New South Wales Industrial Relations Act 1996, or other relevant legislation, the procedures in this document shall be followed for the settlement of workplace grievances.

3.10.1 What is a Workplace Grievance?

A workplace grievance may involve any act, omission, situation or decision, related to the work environment, that an individual believes is unfair, unlawful, unjust or discriminatory. It may also include acts of workplace harassment, bullying, and occupational violence.

3.10.2 Principles to be Followed During a Workplace Grievance

All complaints need to be handled promptly and with transparency. The following principles must be adhered to in the grievance resolution process:

- **Confidentiality**

No person should have access to information on the grievance, other than those directly involved or those handling the grievance.

- **Impartiality**

All parties must be given the opportunity to present information directly related to the grievance, and no decisions or judgements will be made until all information has been carefully and impartially considered by those responsible for resolving the grievance.

- **Compassion and respect**

All people handling the grievance must be sensitive to the needs of those directly involved, and also to others who may be indirectly affected by the grievance.

- **Prompt action**

All grievances must be dealt with promptly, and time limits should be formally agreed to at all stages of the process. Whilst each situation is individual (ORGANISATION) aims to complete all steps within the grievance procedure within a 12 period.

- **Freedom from persecution or unjust repercussions**

No form of persecution, harassment or discrimination will be tolerated as a consequence of a person notifying a grievance, or as a consequence of the outcome of the grievance process.

3.10.3 Steps to Follow in the Grievance Process

The following steps should be followed if a person has a workplace grievance:

Step 1

Depending on the nature of the grievance, it may be appropriate for the aggrieved person to raise his/her concerns directly with the person causing the grievance, thereby giving that person the opportunity to resolve the issue.

Step 2

If it is not appropriate to directly approach the person responsible for the grievance, the aggrieved person should discuss his/her concerns directly with the immediate supervisor, unless the supervisor is the person against whom the complaint is being lodged. In this case, the concerns should be raised with the Coordinator, either formally or informally. The Coordinator or supervisor will then take action to resolve the grievance, which may include (with the aggrieved person's concurrence) talking to other members of staff.

Step 3

If Step 2 does not resolve the issue, a person may lodge a formal grievance. This must be in writing to the President of (ORGANISATION), in his/her capacity as the Chair of the *Staff and Work Practices Committee*, or if the grievance is with the president, it should be in writing to the Vice President. The grievance notification should contain a full description of the incident or events relating to the grievance, including times, dates, person(s) involved, and actions taken in an attempt to remedy the situation. The grievance notification must be dated and signed by the person lodging the grievance.

3.10.4 Role of the *Staff and Work Practices Committee* in the Formal Grievance process

The following processes will be followed once the President of (ORGANISATION) has been formally notified of a grievance:

1. The president will convene a meeting of the *Staff and Work Practices Committee* within seven days of receipt of the grievance notification. The President will advise all members that a grievance has been received and will be investigated by a sub-committee of at least two members of the *Staff and Work Practices Committee*. Where the grievance is with someone on the SWP that person will be asked to temporarily step aside from the Committee while the complaint is under investigation.
2. The details of the grievance will only be available to the two members of this sub-committee to ensure confidentiality. The sub-committee will have the delegated authority to investigate the issues and report back to the *Staff and Work Practices Committee* within four weeks.
3. The President or Vice President of (ORGANISATION) will notify the person lodging the formal grievance, in writing, of the timeframes and composition of the sub-committee. If there is any objection raised to the composition of the sub-committee, on the grounds of conflict of interest, these objections will be considered by the *Staff and Work Practices Committee* and, if justified, necessary changes made.
4. The sub-committee will interview the person lodging the grievance and may also interview other persons directly involved in the grievance. All persons interviewed will be given the opportunity of having a witness of their choosing throughout the interview process. The sub-committee will examine and consider all information necessary to bring about a fair and just resolution of the grievance.
5. Following the investigation process, the sub-committee will report its findings and recommendations to the *Staff and Work Practices Committee*, after which the aggrieved person, and other person(s) directly affected by the grievance, will be notified, in writing, of the outcome of the investigation, within two days of the SWP meeting. This

notification will include detail of the strategies and actions taken to resolve the conflict.

6. Documentation relevant to the grievance will be placed on the staff members personnel file and treated with strict confidence: available to management and the staff member concerned. This documentation will be destroyed after a 7 year period.
7. The outcomes of a formal grievance process may include (but not be limited to):
 - a verbal or written apology
 - a change in policy or procedure
 - changes in work practices
 - training of staff
 - counselling of staff
8. If a formal grievance remains unresolved, the sub-committee may recommend external mediation. If this is not successful or not considered appropriate by the aggrieved person, the Union (in consultation with the employee), or (ORGANISATION) may seek the assistance of an industrial tribunal. (*However, it is preferable that reasonable endeavours be made to resolve the matter in accordance with these procedures before seeking the assistance of a tribunal.*)
9. Any disciplinary action against a staff member arising from a complaint or grievance will be taken in accordance with the procedures contained in the enterprise agreement.

3.11 Disciplinary Procedures

- Where the employer has concerns about the work performance or conduct of an employee, the employer will initiate counselling of the employee concerned to make them aware of the deficiencies in their performance and the standard of performance that the employer requires the employee to meet.
- At the commencement of counselling the employer will make the employee aware of the nature of the counselling meeting and the specific areas of concern.
- Such counselling may or may not be concluded by the employer giving the employee a verbal warning to improve performance or cease the conduct complained of.
- Where the employer believes that an employee's work performance or conduct requires it, or continuing work performance or conduct following steps outlined in 3.25.1 and 3.25.2 having been completed, has not improved, the employer may, with the approval of the Staffing and Work Practices Committee, counsel or further counsel as the case

may be and will give a written warning outlining the employer's concerns and reasons for coming to that conclusion.

- Nothing in this procedure will restrict the employer's right to summarily dismiss an employee in circumstances that warrant summary dismissal.
- Nothing in this procedure will prevent the employer from repeating steps specified in paragraphs 31.1 or 31.2 where the particular circumstances require it.
- In relation to this procedure the employer will ensure that:
 - where the employee has been counselled or warned to improve work performance or conduct, a reasonable time will be given to enable the employee to comply; and
 - the employee is given an opportunity to respond to any concern or allegation made; and,
 - in a process where the employee is likely to be given a verbal or written warning, the employee is to be informed of their right to be accompanied by their Union or other personal representative.

3.12 Staff Meetings

Staff meetings provide an opportunity for staff to share information and discuss issues relevant to all staff. Meetings are held monthly and all staff are expected to attend as a matter of core duty. The agenda typically includes a report from the Coordinator, a report from the Board and sub-committees, and reports from policy, project and administrative team meetings. Guest speakers may also be invited for particular issues that concern staff. Chairing of meetings and minute taking are shared among staff on a rotating basis.

3.13 Work-Related Travel

Attendance at meetings and conferences outside of Sydney is a necessary part of (ORGANISATION)' work, particularly for policy staff. Staff are paid meal allowances and reimbursed for vehicle expenses incurred when using their own cars, according to the industrial agreement.

A Deputy Coordinator should approve travel outside of the Sydney area in advance. The Deputy Coordinator will determine the most cost effective method of travel. If a staff member chooses to use another method of travel (e.g. driving instead of flying), they can claim the travelling time which the trip would have accrued if the most cost effective method had been taken.

Staff members wishing to take leave in conjunction with work-related travel should claim the travelling time the trip would ordinarily involve, and take the rest as leave.

Staff members undertaking work related travel alone to regional, rural and interstate locations are required to check in with their supervisor on arrival and prior to departure from that location. Staff members travelling alone are required to check in with their Supervisor on arrival and on departure from the location.

3.14 Volunteers

Introduction

(ORGANISATION) recognises that volunteers make a valuable and vital contribution to the effective operation of community based services. (ORGANISATION) also recognises that when based on sound principles, volunteering benefits the volunteers, the company, its projects and the community which profits from these services. This policy is designed to meet the needs of (ORGANISATION) and its volunteers and to ensure positive outcomes for both parties.

Recruitment

The recruitment of volunteers is at the discretion of the Coordinator or Deputy Coordinator. Volunteers will not be used to replace paid workers in any service offered by (ORGANISATION). (ORGANISATION) recruits volunteers for one-off tasks and for ongoing work, as well as offering placements to students on work experience.

Conduct

Volunteers are expected to conduct their duties in a cooperative and honest manner. (ORGANISATION) expects volunteers:

- to be reliable
- to arrive on time
- to notify the supervisor if you are running late
- to respect confidentiality
- to represent the interest of the organisation - not yourself
- to give feedback, communicating relevant important information
- to be accountable and accept evaluation
- to be committed to the program, where relevant
- to acknowledge decisions made by staff
- to undertake training and have a good understanding of the program, where relevant
- to address areas of conflict with the appropriate staff member
- to ask for support when it is needed.
- to operate within access and equity principles

Responsibilities of a Volunteer

When working for (ORGANISATION), volunteers are expected to:

- undertake voluntary work according to training, the policies and practices of (ORGANISATION),

- participate in the co-operative team effort to achieve the goals of the organisation,
- fulfil the individual agreement with the organisation in a reliable and dependable manner,
- be willing to accept direction from the supervisor,
- accept the privacy and dignity of staff, clients and fellow volunteers, and follow the organisation guidelines for privacy , confidentiality and access and equity
- advise the supervisor as soon as possible with respect to any change in availability,
- maintain a positive, optimistic and non-judgemental attitude, and,
- undertake training, evaluation and participation in support groups as required.

(ORGANISATION) responsibilities

(ORGANISATION) recognises its responsibilities toward volunteers, and undertakes to:

- Treat volunteers with respect as co-workers - not just free help,
- Provide the volunteer with information about the organisation and its policy on volunteers,
- Provide the volunteer with work that is appropriate to their skills, abilities, availability and individual interests,
- Provide volunteers with the resources, information, training and support they need in order to do their work,
- Provide continuing education on the job as a follow up to initial training, providing information about new developments,
- Provide sound guidance and direction - from someone who is experienced and who has the time to invest in giving guidance,
- Provide the volunteer with opportunities to offer feedback and express concerns that arise during their work with (ORGANISATION),
- Provide the volunteer with adequate insurance cover,
- Ensure volunteers are aware of the boundaries/limits of the service,
- Provide financial reimbursement to volunteers for out-of-pocket expenses where appropriate.

Orientation and Training

(ORGANISATION) will provide volunteers with work that is appropriate to their skills, abilities and availability. (ORGANISATION) will ensure that volunteers receive appropriate training prior to commencing work with the organisation. Volunteers recruited through Volunteering NSW also receive training from that agency.

All volunteers recruited to (ORGANISATION) have a specific supervisor appointed to them. The supervisor acts as a primary point of contact between the volunteer and (ORGANISATION). The supervisor is responsible for:

- assessing the volunteer's training needs and arranging training where necessary,
- providing information about the organisation and its volunteer policy,

- providing orientation to the workplace,
- providing work that is appropriate to the volunteer's skills, capabilities, availability and wherever possible to their personal interests,
- undertaking administrative tasks related to volunteering (e.g. liaising with volunteer agencies),
- providing feedback to the volunteer about their work and resolving any issues that arise.

Volunteer Agreement

Volunteers do not have the status of employees of (ORGANISATION). To facilitate effective accountability all volunteers assisting (ORGANISATION) on an ongoing basis will have a written agreement with (ORGANISATION). This agreement will refer to the commitments that (ORGANISATION) makes to the volunteer, and expectations that (ORGANISATION) has of volunteers. The agreement will refer to an individual volunteer description.

Complaints Procedure

Volunteers who have a complaint or grievance should raise the matter with their immediate supervisor in the first instance. If this is not appropriate or not successful, the volunteer should approach the Deputy Coordinator.

Reimbursement of Out-of-Pocket Expenses

(ORGANISATION) recognises that volunteers incur expenses when providing a service. Reasonable expenses will be reimbursed by prior agreement with their supervisor. This means volunteers anticipating claiming such expenses should discuss the matter in advance.

Confidentiality

(ORGANISATION) upholds the rights of volunteers to dignity, privacy and confidentiality of information regarding their background, health status and other personal information and will take steps to ensure that privacy is maintained under all reasonable circumstances.

All volunteers should be aware of and understand the (ORGANISATION) policy on privacy and confidentiality.

Occupational Health and Safety

All volunteers are covered by the Occupational Health and Safety Act (2000). All volunteers are covered by necessary personal accident insurance. Volunteers recruited through Volunteering NSW on a short-term basis are already covered by insurance.

Section 4

Financial Management And Administration

4 Introduction

This section outlines (ORGANISATION) procedures in relation to financial and administrative matters including:

- Delegations
- (ORGANISATION) Budget Management
- Annual Audits
- Project Budgeting
- Records Management
- Petty Cash
- Cheques and EFT
- Credit Cards
- Bank Accounts
- Accounts
- Sitting fees
- Insurance
- Assets
- Payroll
- Personnel Files
- Correspondence
- Information Technology
- Library
- Meeting Rooms
- Equipment Hire
- Photocopiers
- Stationery
- Keys
- Telephones
- Building Security, Cleaning and Maintenance
- Fire Safety
- First Aid
- Sub tenants

4.1 Delegations

Delegations represent the different acts of authority designated or assigned to different (ORGANISATION) board, management or staff positions and roles. There are two key types of delegation. The first are business activity delegations, which bestow authority to take or approve actions on behalf of the organisation. Examples are having authority to approve all published materials or being the approved signatory for all official correspondence. The second are financial delegations such as the authority to approve expenditure up to certain limit.

Position	Business Activity delegations	Financial delegations
President	<ul style="list-style-type: none"> ▪ can authorise staff, board or members to represent (ORGANISATION) or speak to the media ▪ authorised to sign cheques on behalf of (ORGANISATION) 	
Vice President	<ul style="list-style-type: none"> ▪ authorised to sign cheques on behalf of (ORGANISATION) 	<ul style="list-style-type: none"> ▪
Treasurer	<ul style="list-style-type: none"> ▪ authorised to sign cheques on behalf of (ORGANISATION) ▪ ratifies cheque and EFT register 	<ul style="list-style-type: none"> ▪
Board Members	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ board members who are signatories to the bank accounts authorise expenditure over \$15,000
Management and Finance/Administration Committee	<ul style="list-style-type: none"> ▪ Approves organisational budget ▪ Approve Finance/Administration Reports ▪ Approve budget variations ▪ Ratify cheque and EFT listings 	
Staff and Work Practices Committee		
Coordinator	<ul style="list-style-type: none"> ▪ approve all published material including website (excepting job advertisements) ▪ authorises and signs all official (ORGANISATION) correspondence ▪ can authorise staff, board or members to represent (ORGANISATION) or speak to the media ▪ approves all liaison with politicians ▪ approves final media release ▪ authorised to sign cheques on behalf of (ORGANISATION) ▪ approves final conference budget before registration fees are publicised. ▪ approves final conference program before being publicised. ▪ authority to enter into contracts 	<ul style="list-style-type: none"> ▪ approve expenditure up to \$15,000 ▪ authority to overspend budget by up to \$2000 or 10% ▪ in consultation with the Deputy Coordinators may approve funding submissions, applications or expressions of interest for projects of up to \$50,000, and notify the Board of any other submissions above that amount.

	(funding or operational)	
Deputy Coordinator, Admin	<ul style="list-style-type: none"> ▪ authorised to sign cheques and EFTs on behalf of (ORGANISATION) ▪ authority to enter into contracts (funding or operational) 	<ul style="list-style-type: none"> ▪ approve expenditure up to \$15,000 ▪ authority to over spend budget by up to 10%
Deputy Coordinator, Policy	<ul style="list-style-type: none"> ▪ authorised to sign cheques and EFTs on behalf of (ORGANISATION) ▪ authority to enter into contracts (funding or operational) 	<ul style="list-style-type: none"> ▪ approve expenditure up to \$15,000 ▪ authority to over spend budget by up to 10%
Finance/Administration Manager	<ul style="list-style-type: none"> ▪ authorised to sign cheques and EFTs on behalf of (ORGANISATION) ▪ manage bank accounts 	<ul style="list-style-type: none"> ▪ approve expenditure up to \$15,000 ▪ authority to overspend budget by up to 10%
Finance/Administration Administrative Officer	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ cheque transactions and EFTs pre approved by management
All other permanent staff	<ul style="list-style-type: none"> ▪ Staff members can provide background information to journalists provided that they will not be quoted 	<ul style="list-style-type: none"> ▪ approve expenditure up to \$50

4.2 (ORGANISATION) Budget Management

The Coordinator, Deputy Coordinators and the Finance/Administration Manager prepare the overall budget for the organisation for the calendar year. The (ORGANISATION) financial year operates from January to December. Once prepared, the Executive Committee must approve the Budget. Financial reports are then prepared in relation to the Budget.

4.3 Annual Audits

As a Public Company limited by guarantee, registered under the Corporations Act, (ORGANISATION) is required to have an annual audit of its accounts. The (ORGANISATION) auditor is agreed to by the membership at the Annual General Meeting. The Finance/Administration Manager is responsible for overseeing the annual Audit.

4.4 Project Budgeting

Budgeting for specific projects is undertaken separately. In most cases, the project manager will prepare a budget in consultation with the Finance/Administration Manager. The Coordinator must approve the project budgets before it is included in a submission.

(ORGANISATION) 'charges' a management service fee to projects in order to cover its costs in managing and supporting a project. The management service fee is charged according to a standard formula which takes into account:

- Operational costs (e.g. utilities, stationery, insurance)
- Labour costs (project management, supervision, publications & administrative support)

4.4.1 Project Acquittals

The Project Manager and Finance/Administration Manager are responsible for acquitting project funds and where required, arranging an audit of project financial reports. The Coordinator is responsible for final approval prior to public declaration and/or submission to funding bodies. In some instances, the funding body may accept a copy of (ORGANISATION)' annual audited financial reports, which includes an audit of all project activity in the (ORGANISATION) financial year. Acquittals, along with audited financial reports, are then submitted to the relevant funding body. Use of any surplus funds is negotiated with the funding body. Equipment purchased for a project (e.g. computers) remains the property of (ORGANISATION) unless the funding agreement states otherwise.

4.5 Records Management

In general, (ORGANISATION) staff are responsible for maintaining files relevant to their own projects. Copies of key documents should be forwarded to the Finance/Administration Manager for inclusion on the project file, stored in the Finance/Administration office (a job number will be allocated at this time).

The documents kept in the central file include:

- the funding submission
- the funding agreement
- the project budget
- any correspondence with the funding agency
- copies of all reports and acquittals
- copies of any agreements with contractors involved in the project.

In order to ensure centralised record keeping, the Finance/Administration Manager also maintains copies of:

- copies of statutory documents (e.g. the certificate of incorporation)
- copies of source documents such as insurance policies

4.5.1 Archiving Files

(ORGANISATION) does not maintain a centralised filing system for policy and project-related files. Policy staff are responsible for keeping files relevant to their own projects.

The Finance/Administration Manager is responsible only for maintaining the central file(s) on each project as specified above. All financial records are kept for a minimum of 7 years.

On an annual basis, policy staff will cull documents from their filing cabinets. This ensures filing systems are current and unnecessary storage is reduced. Regular review of the files also assists in the transfer of relevant information in the event of staff turnover.

When culling files, staff members should make a decision as to whether material should be:

- archived at (ORGANISATION);
- sent to the State Library for storage; or,
- disposed of.

Copies of all (ORGANISATION) publications are stored in the Library. Some historical (ORGANISATION) documents have also been sent to the State Library.

4.5.2 Disposal of Files

Policy and project officers are responsible for disposing of information and files as necessary to maintain their own records. Once no longer required, confidential documents are to be shredded. Generally this includes Board papers, financial information, and job applications. Any personal information about individuals that is acquired (e.g. while conducting research) should also be shredded. General information that is not considered sensitive can be placed in the paper recycling.

Any material which is more than ten years old is usually discarded in order to save storage space, except for (ORGANISATION) publications which should be archived.

4.6 Petty Cash

A petty cash float is maintained in the office. To claim petty cash (see delegations), a staff or board member needs to provide receipts, fills out a petty cash voucher and is reimbursed in cash up to \$50-00. Amounts above are to be paid by cheque or electronic funds transfer. If unable to provide a receipt, they must provide appropriate documentation (expense claim form) stating the amount to be claimed, what the expense was, and the date it was incurred.

The Financial Administrative Officer balances petty cash and replenishes the float as necessary.

4.7 Cheques and Electronic Funds Transfers (EFT)

Two signatories are required for all cheques and electronic fund transfers. The Financial Administrative Officer is responsible for ensuring that documentation accompanying a cheque is correct, and will seek approval from the Coordinator, a Deputy Coordinator or the Finance/Administration Manager for large or unusual items.

The Finance/Administration Manager maintains a register of cheques and electronic fund transfers issued by (ORGANISATION), and cheque and EFT listings are presented to the M&F committee for ratification. In the months when the M&F committee does not meet, the Coordinator and Deputy Coordinators review the financial reports and cheque and EFT listings.

4.7.1 Cheque Signatories

Those authorised to sign cheques on behalf of (ORGANISATION) are the:

- 2 members of the Management and Finance/Administration Committee
- Treasurer
- Coordinator
- Deputy Coordinators
- Finance/Administration Manager

The Finance/Administration Manager is responsible for ensuring cheque signatory information with banking institutions is up to date.

4.8 Credit Cards

(ORGANISATION) has two credit cards: one designated to the Coordinator (Coordinator's Corporate Card) and the other for use by the Organisation ((ORGANISATION) Corporate Card). Both credit cards have a set limit. The Financial administrative officer is responsible for reconciling the credit cards on a monthly basis.

From time to time an additional card may be authorised by the Coordinator in circumstances where the flexibility of credit card use is required.

Coordinator's Corporate Card

The Coordinator may use the credit card for purchases within the limits of the approved budget. Receipts must be kept and submitted to the Financial administrative officer for monthly reconciliation.

(ORGANISATION) Corporate Card

Staff must first seek approval from their supervisor to use the organisation's credit card. The supervisor is required to sign off on the credit card request form. Credit Card requests forms are to be completed and approved prior to all credit card transactions. The completed Credit Card Payment form is to be

submitted to the Financial Administrative Officer, with appropriate documentation for monthly reconciliation.

4.9 Bank Accounts

Two authorised signatories are required to approve a transfer of funds between any two (ORGANISATION) accounts. The Finance/Administration Manager is responsible for ensuring that all bank accounts are reconciled on a regular basis. The Treasurer is required to review and sign the bank reconciliation statements Management and Finance/Administration Committee meetings. The Treasurer also reviews and ratifies the cheque register, including electronic funds transfers.

The Commonwealth Bank account is used for petty cash transactions and is reconciled at end of month, due to low activity.

4.10 Accounts

4.10.1 Accounts Receivable

(ORGANISATION) sells a range of goods and services including:

- advertising in (ORGANISATION) News and on the (ORGANISATION) website,
- hire of the meeting rooms and equipment,
- (ORGANISATION) publications
- membership
- conference registration.

Accounts receivable are managed by the Administrative Officer and invoices are sent out monthly. In the case of invoices for advertisements, the Communications Officer forwards a list of invoices to be sent out to the Administrative Officer. Reminder letters for renewal of membership are also sent out monthly. Payments received are managed by the Administrative Officer, that is, processing payments and bank deposits. Documentation is maintained by the Administrative Officer. Cheques and credit card are deposited separately.

4.10.2 Accounts Payable

(ORGANISATION) is committed to promoting and maintaining positive business relations with its suppliers and accordingly, seeks to ensure payment within the agreed terms.

All purchases over \$50 and less than \$15,000 must have prior authorisation from the Coordinator, a Deputy Coordinator or the Finance/Administration Manager. The Coordinator and Deputy Coordinators have authorisation to spend up to \$15,000 within the limits of the approved budget. Purchases over

\$15,000 require approval from the M&F Committee and the cheque must be co-signed by a Board member. Exception to this is payroll transaction, PAYG, Superannuation and BAS payments which are signed off by the Management & Finance/Administration Committee See Delegations.

The Financial administrative officer is responsible for ensuring all purchases have the necessary approval before processing purchases. Payments to creditors may be made either by cheque or electronic funds transfer (EFT). When a creditor is paid by EFT, a remittance advice will be faxed. See also 4.7.1 - Cheque Signatories.

4.11 Sitting Fees

(ORGANISATION) board member and staff roles may include representing (ORGANISATION) on external committees and/or in various consultative forums, for which a sitting fee may be paid. If the requirement is during business hours, staff are to request that the sitting fee be paid directly to (ORGANISATION) and board members need to consider the appropriateness of sitting as an (ORGANISATION) representative.

Where the board member or staff member is representing (ORGANISATION) on the committee or forum, payment of sitting fees is processed through (ORGANISATION), raising and submitting a tax invoice. Board members and staff are required to notify the Finance/Administration Manager of the details relating to the sitting fees.

Where a board or staff member seeks payment of a sitting fee to them personally, and (ORGANISATION) has raised the original tax invoice, for GST purposes they are required to provide an Australian Business Number (ABN). If no ABN is provided, it is necessary for (ORGANISATION) to withhold 48% of the payment under the withholding tax legislation. Sitting fees paid to board members will be declared in (ORGANISATION)' annual report.

If the sitting fee is paid to (ORGANISATION), the Board or staff member can claim reimbursement of out of pocket expenses related to sitting on the committee or consultative forum. However, if the sitting fee is paid to the individual directly ((ORGANISATION) does not raise a tax invoice) out of pocket expenses cannot be claimed.

4.11 Insurance

(ORGANISATION) maintains adequate insurance cover at all times. This includes:

- personal accident insurance for staff & volunteers;
- public liability insurance;
- building and contents insurance policies
- association liability (this includes Coordinators liability and professional indemnity)

- Workers' Compensation insurance

In addition, (ORGANISATION) annually reviews its policies and is responsible for providing its insurer / broker with a detailed and accurate schedule of activities and inclusions to be covered. All insurance policies must be sighted by the Management & Finance/Administration Committee on an annual basis.

(ORGANISATION) currently manages insurance through a broker, as different policies are held with different companies. The Finance/Administration Manager is responsible for ensuring all insurance policies are current and adequate documentation maintained.

Workers Compensation insurance is provided directly through Allianz.

4.13 Assets Register and Depreciation

The Finance/Administration Manager is responsible for maintaining the Assets Register and Depreciation Schedule. All assets must be listed on the Register with original purchase documentation – copy only to be kept with creditors documentation. (ORGANISATION) depreciates all capital purchases over \$1,000 at the rate of 37.5% over a four-year period. Assets purchased for specific projects are entered on the Asset Register and depreciated as (ORGANISATION) assets, however, the full cost of the purchase is charged to the project budget.

4.14 Payroll

(ORGANISATION) payroll is run on a fortnightly basis. Staff have a choice of being paid by EFT or by cheque. If an employee is taking annual leave or flex leave, a leave request form must accompany the timesheet. The financial administrative officer is responsible for entering details onto the payroll system. Payroll is approved at Management and Finance/Administration Committee meetings. Funds are then transferred electronically and/or cheques drawn up, and pay advice slips issued to staff.

Payment of annual leave in advance is to be by mutual agreement. The Coordinator and Deputy Coordinators have authority to approve annual leave payments in advance. Should annual leave commence between the end of a pay period and prior to the next pay period, the Coordinator and Deputy Coordinators may give approval for advance payment.

Groups certificates are to be issued by the Financial Administrative Officer within the time frame as directed by legislation.

Staff may choose which superannuation fund they pay into.

4.15 Personnel Files

A personnel file is held for each staff member and volunteer. Information held on file includes contact details, a copy of the employee's contract, and contact details in case of an emergency. The file shall also include all correspondence relating to job description changes, salary changes, leave entitlements such as long service leave, continuous service leave, unpaid and parental leave. Personnel files are held on the network. This folder is confidential and is kept in a locked cabinet in the office of the Deputy Coordinator Finance/Administration /Administration . Access to the 'HR Confidential' folder on the network is also restricted to the Coordinator and Deputy Coordinators.

4.16 Correspondence

All incoming correspondence is directed to (ORGANISATION)' street address at 66 Albion St, Surry Hills, NSW 2010. The Administrative Officer is responsible for distributing incoming correspondence to relevant staff. Any publications are usually forwarded to the Librarian, while correspondence addressed to the President or the Board is passed to the Coordinator. Outgoing correspondence is franked and recorded on a spreadsheet so that costs can be attributed to different projects.

All incoming faxes are directed to the (ORGANISATION) central fax number. The Administrative Officer will distribute the faxes into staff or board in-trays.

4.17 Information Technology

All (ORGANISATION) desktop computers are networked and have internet access. The Communications Officer maintains the server in the first instance. (ORGANISATION) also uses IT contractors when necessary. Servers are located in the Server Room, with printer servers also at Reception and Policy Support.

All software owned by (ORGANISATION) is kept in the server room, to which access is limited. Virus protection updates are downloaded weekly from the internet.

Staff members are responsible for their own data storage on the system – that is, organising their sub-Coordinators and culling disused files. The Policy Support Officer or the Communications Officer backs up the shared drive daily. Current back-up tapes are stored off-site. Material more than two years old is archived electronically and written onto a compact disc.

The Communications Officer has responsibility for liaising with technicians, and providing advice to management regarding IT issues. The Communications Officer also provides an IT orientation to new staff members and is available to provide IT support.

Databases

All staff have access to the (ORGANISATION) 'contacts' database, but editing access is limited to the Administrative Officer, Policy Support Officer, Financial administrative officer and Finance/Administration Manager. All policy staff are responsible for advising the Administrative Officer of changes to database content by email, as they become aware of them.

4.18 Meeting Rooms

(ORGANISATION) has one meeting room available for hire to the public. This provides a valuable service to stakeholders as well as providing revenue for the upkeep of the building.

Both meeting rooms can accommodate about ... people, depending on the arrangement of furniture. Rates for meeting room hire are determined by the Executive Committee, and are competitive. Some equipment is available for hire from (ORGANISATION).

Bookings for the meeting rooms are managed through Reception. All bookings are recorded in a central meeting room book which is kept at the front desk. Hirers using the meeting rooms out of hours are required to come in during office hours and pick up keys; the keys can then be left in the mailbox as the hirers leave. Hirers must also pay a deposit of \$10 for keys.

Prices and terms of hire are available from the office and are faxed to new hirers when they make a booking. Regular users of the meeting rooms are recorded on Tracker and advised when changes are made to meeting room terms or charges.

4.19 Equipment Hire

(ORGANISATION) has a data projector and overhead available for hire. The data projector is stored in the server room. Bookings are handled through Reception. Hirers are asked to sign a form that details terms of hire and rates. Different rates apply to members and non-members. Hirers are encouraged to get a receipt from the front desk when they return the data projector.

Other tenants in the building are able to access equipment at no fee.

4.20 Photocopiers

Access to (ORGANISATION) has photocopiers is by security code. (ORGANISATION) staff use a general (ORGANISATION) code number, though project staff are allocated different numbers for different projects. Individual staff members using the photocopiers for personal material can also have their own code. Sub-tenants in the building are allocated separate codes. The Financial Administrative Officer does regular readings and allocates costs to different codes. Front office staff are responsible for

maintaining the photocopiers on a day-to-day basis (e.g. changing toner cartridges, supplying paper), and the lease arrangement is managed by the Finance /Administration Manager .

4.21 Stationery

(ORGANISATION) maintains a regular account with Q Stores. Staff can order stationery by writing requests on the form on the stationery cupboard. Ordering and receipt of stationery is handled by the Administrative Officer, Administrative Assistant or the Policy Support Officer.

4.22 Keys

Keys to all doors in the building are held in the key cabinet. All staff members are issued with keys to (ORGANISATION) offices. The only room to which access is restricted is the server room. Only the Coordinator, Deputy Coordinators, Policy Support and Communications Officers can access this room.

Other tenants of the building are provided with keys to their own offices. Meeting room clients receive keys to meeting room areas if they are using the building out of business hours. These keys should be returned to the office or placed in the letterbox.

A key cabinet is kept in the Finance/Administration office. (ORGANISATION) maintains a key register, which is held by the Finance/Administration Manager. All keys must be signed for and handed back when a staff member or tenant leaves.

4.23 Telephones

All calls to (ORGANISATION) come to the main office number and are then referred to each staff member's individual extension.

Management and certain staff positions are allocated mobile phones.

Staff members who use their own mobile phone or land line for work can claim for reimbursement of costs, but this needs to be negotiated in advance with the Finance/Administration Manager

4.24 Building Security

The (ORGANISATION) premises are secured with an alarm system. Staff members are provided with an access code that allows them to activate and de-activate alarms in their work areas. The last person to leave and first person to arrive at the workplace should activate and de-activate the alarm.

Out of Hours

Generally all alarms are switched on when the last person leave for the day. If an alarm is triggered, the security company ... is to be contacted, in the first instance, then the Finance/Administration Manager to request advice.

4.25 Cleaning

(ORGANISATION) contracts a cleaning company to clean the premises. Other tenants of the building pay a small fee to access this service. The front steps are cleaned each morning by casual workers from William Booth Lodge. The DDA has responsibility for liaising with cleaners and managing contract arrangements.

4.26 Rubbish and Recycling

Rubbish is collected from the (ORGANISATION) premises twice weekly, by ... who provide cleaning services. Other contractors collect recycling. Paper recycling goes into the paper recycling bins in the ... and is collected by ... Cardboard is collected by ...when necessary. Glass, aluminium and plastic are placed in the bins in the kitchens, and then transferred into the red bin in the courtyard for collection by (NAME). The Administrative Officer manages arrangements for collection.

4.27 Building Maintenance

(ORGANISATION) is responsible for day-to-day maintenance of the building, while (Property Manager) is responsible for major maintenance. (ORGANISATION) has a number of regular trades people who carry out maintenance as necessary. Records are kept in the Maintenance Book, which is stored on the system. Liaison with Property manager and/or trades people is the responsibility of the Finance/Administration Manager .

4.28 Fire Safety

The (ORGANISATION) building is well equipped with fire safety equipment. There are fire detectors installed all around the (ORGANISATION) building. Fire extinguishers are located around the building: in the corridors, kitchen, and courtyard.

There are three fire escape doors, being:

- outside reception
- at the bottom of the stairs
- at the far end of the hallway

There are also two fire hoses – one upstairs in the (INSERT DETAILS) area, and one downstairs in the (INSERT DETAILS).

There is also a fire alarm in the (INSERT DETAILS) (you need to break the glass in order to use it).

Fire extinguishers are maintained and inspected every six months.

Evacuation plans are posted on the back of all offices, and in common areas. Fire drills are conducted as necessary, usually when there are several new staff members.

All tenants within the (ORGANISATION) building must elect a fire warden. At least three (ORGANISATION) staff at any one time should have undertaken fire safety training. This will normally include the Deputy Coordinator - Finance/Administration /Administration and two other staff members.

4.29 First Aid

(ORGANISATION) elects a First Aid Officer position. Any member of staff elected to this role is required to be trained and qualified in First Aid at an appropriate level and currency. (ORGANISATION) will provide training to ensure that this position is filled. A weekly allowance is payable for this role (as per the Social and Community Services Award NSW (SACS) conditions).

There are three first aid kits in the (ORGANISATION) premises: one in the cupboard in the main kitchen, one kept in the kitchen and one in the ... office. It is the responsibility of the First Aid Officer to ensure that first aids kits are maintained.