

## ***Employee Management Policy***

### **1. Purpose**

The purpose of this policy is to outline how the Centre will properly and effectively manage its responsibilities as an employer.

### **2. Responsibilities**

It is the responsibility of the Centre's Board to ensure that this policy is implemented.  
It is the responsibility of the Centre's Board and CDO to ensure that the procedures are implemented.

### **3. Principles**

The Board has a responsibility to create the best possible working environment where employees have the opportunity to experience job satisfaction and personal and professional growth, while also meeting its own legislative, industrial and contractual responsibilities.

### **4. Definitions**

New employee - a person who has been offered a new letter of appointment/contract of employment with the Centre

Existing employee - a person who holds a current contract of employment with the Centre

Fixed-term employee – an employee who is employed for a specified period of time. The fixed term contract of employment specifies a start and finish date or will specify the circumstances or contingency relating to a specific task or project, upon the occurrence of which the term of the employment shall expire. Fixed-term employment may be on a full time basis or a fractional part-time basis.

Casual/Sessional employee – an employee who is engaged by the hour and paid on an hourly basis and irregular basis to cover leave absences, provide assistance for additional, seasonal or special project type work. Casual/sessional employment is short term in nature and gives coverage of a position where flexibility to vary hours or modify the employment is required.

Continuing employee - an employee whose employment is other than fixed-term or casual. The contract will have no fixed end date. Continuing employment may be on a full time basis or a fractional part-time basis.

Induction – the process whereby the new employee is introduced to the organisation, their work areas and other employees and volunteers.

Supervisor – the person who is named in the employee’s letter of offer/employment as having supervisory responsibility for the employee’s work.

## 5. Policy

Proper recruitment and management of employees is an important aspect of risk management and is an essential indicator of quality assurance for the Centre.

The recruitment and management of all employees of the Centre will be done in accordance with the federal and state legislation and the relevant Awards.

The Centre aims to:

- create the best possible working environment where employees have the opportunity to experience job satisfaction and personal and professional growth, while also meeting goals and targets and legislative, industrial and contractual responsibilities
- provide a safe and harmonious place of work for our employees within the bounds of the relevant Award/s and other legislation
- be responsive and effective in dealing with and managing employee matters.

The Board will establish and monitor all employment procedures to ensure that fair and equitable employment principles are followed in all areas of employee management including:

- recruitment
- advertising for positions
- position descriptions
- selection criteria
- Selection Panel composition and practices
- interview questions and processes
- appointment procedures
- induction procedures
- training and development
- performance review
- discipline and dismissals.

## 6. Procedures

### Recruitment and Selection Procedure

A consistent approach to the recruitment and selection will be applied in an endeavour to provide every suitably qualified person with an opportunity to obtain employment.

The Centre will select the best person for the vacant position (based on merit), which means carrying out an assessment of their overall level of skill, knowledge, experience and relevant qualifications in accordance with the requirements of the position description.

Recruitment and selection processes or decisions based on irrelevant factors such as a person’s gender, race, disability, age, or other personal biases or favouritism do not result in the best person being selected for the position and are not acceptable.

### **New Position Procedure**

All new positions must be approved by the Board of Management.

For every proposed new position, the following must be addressed in a written recommendation to the Board (usually from the CDO).

- the purpose of the position
- its relevance to the Centre's current priorities according to the strategic or business plans
- the impact on the Centre's budget
- the tasks and skills required for the position
- the level of responsibilities for the position
- any industrial relations implications according to specifications of the appropriate award
- the relationship of the position to the requirements of funding or service agreement or contracts
- the impact of the appointment of a new worker on current arrangements e.g. supervision and resource requirements, impact on current procedures and location of worker
- any changes required to other positions.

### **Selection Panel Procedure**

The membership of the Selection Panel will be determined by the Board of Management and will usually include the CDO. At least one member of the Panel will have a detailed knowledge of the requirements of the position. The Panel selection will be included as an agenda item at a Board meeting or will be approved by the Chairperson. The Panel can decide its own Chairperson unless the Board has already made the decision.

The employment of casual positions of up to three months duration can be conducted by the CDO as per the Centre's Delegation of Authority.

### **Short List Procedure**

Following enquiries, a position description will be forwarded to all applicants (or made available on the website) and the opportunity for personal contact with the CDO or their nominee will be made available.

All applications will be acknowledged immediately by email/mail

The Selection Panel will review the applications and make a short list of the best applicants who meet the essential criteria for the position. Interviews will be scheduled for those applicants who are short-listed. Where required, second interviews may be conducted to further determine suitability.

Any conflicts of interest by members of the Selection Panel must be declared.

The unsuccessful applicants who are not short listed, will be thanked for their application and advised by email/mail

All information regarding applications and the process of selection must remain confidential and be stored accordingly.

## Position Descriptions Procedure

Preparation of the position description, including the identification of the appropriate level of remuneration according to the award, is the responsibility of the Selection Panel, taking into account recommendations from the CDO.

For all new positions, a position description must be created which details the following:

- purpose of the position in relation to organisational objectives, strategic or business plan
- essential qualifications, if any
- position in the overall organisation - reporting arrangements etc.
- principal responsibilities and duties and key outcomes of the position
- working relationships - other positions within the organisation and other external organisations the occupant must collaborate with in performing the job
- geographical location, where appropriate
- award classification
- term and hours of contract
- essential and desirable criteria
- requirement for a criminal history check
- work health and safety and risk management responsibilities

For existing positions, the position description will be checked for currency and amended as necessary, according to the criteria listed above.

The Panel will then, in consultation with the relevant people/person, determine the essential and desirable criteria for the position.

The essential criteria are those that are essential for the performance of the role. The desirable criteria are those that will help the applicant perform the role, and give them a competitive advantage. The essential and desirable criteria of the role will provide the benchmark for comparison of each applicant.

All position descriptions will be approved by the Board prior to being advertised.

## Advertising for Positions Procedure

The appropriate method of advertising the position will be determined by the Board. The three options for advertising the position are:

- internal only
- internal and some external by sending a copy of the job notice to relevant agencies and community organisations
- internal and external through media and advertising

The Board will make the final decision about how and when to advertise the position taking into account the following factors:

- the length of the contract
- full-time equivalent status
- the role and responsibilities associated with the position
- the availability of relevant skills, knowledge and experience within the organisation
- requirements of funding bodies

- the costs associated with the particular advertising strategies.

The advertisement will be written in clear, non-discriminatory language and will specify:

- the title of the job
- key results areas
- essential knowledge, skills and experience required
- any formal qualification requirements
- weekly hours of employment
- relevant award and position classification
- closing date for applications
- contact details to make enquiries, access the job description and lodge an application.

A copy of the most recent advertisement for all positions must be kept on file.

### **Short Listing Procedure**

Following enquiries, a job description will be forwarded to all applicants (or made available on the website) and the opportunity for personal contact with the CDO or their nominee will be made available.

All applications will be acknowledged immediately by mail/email.

The Selection Panel will review the job applications and make a short list of the best applicants who meet the essential criteria for the position. Interviews will be scheduled for those applicants who are short-listed. Where required, second interviews may be conducted to further determine suitability.

Any conflicts of interest by members of the Selection Panel must be declared.

Notification will be sent to all applicants who are not short listed, thanking them for their application and advising them it has been unsuccessful.

All information regarding applications and the process of selection must remain confidential and be stored accordingly.

### **Interview Procedure**

The Selection Panel will prepare the questions to be asked at interview. Questions must be pre-determined and based on the selection criteria. All applicants must be asked the same questions. Questions should be open ended. Questions that may indicate an intention to discriminate on any of the grounds of discrimination may not be asked - this includes questions that may constitute sexual harassment, or those that may require understanding of any one particular cultural group.

Applicants must be asked if they have any pre-existing injury or illness that might prevent them from performing their job.

If suitability for the position depends on a satisfactory criminal history assessment, applicants must be asked "Might there be any result from your police check that you would like to discuss

at this stage?”

Before the interviews commence, all Panel members must have:

- a copy of the full job application
- a copy of the position description
- a list of the selection criteria
- a summary of the main points about equal opportunity
- a list of questions to be asked
- interview record forms
- timetable of interviews.

Someone other than a Panel member should welcome the applicants as they arrive, offer water, tea or coffee and escort applicants into the interview room.

The Panel chairperson should introduce each applicant to Panel members, state who they represent and outline the interview process.

Applicants should be encouraged to do most of the talking and Panel members should avoid interrupting.

Panel members will make their own notes about each applicant's responses.

Time should be allocated in interview schedule to allow discussion of each applicant directly after each interview where possible. A record must be made of the discussion which must assess the applicant's strengths and weaknesses against the selection criteria.

### **Selection Procedure**

The Panel will make a decision regarding the successful applicant.

The successful applicant must meet the essential criteria for the position.

Where more than one person meets these criteria the applicants will then be measured against the desirable criteria. Referees will be contacted and responses documented to pre-determined questions relating to the position to assist with the decision making process.

Questions for referees could include:

- the responsibilities of their position, in order of importance
- quality and quantity of work
- attitude to work
- relationship with co-workers
- strengths, weaknesses, successes and failures
- work with other organisations and services

- areas for professional and personal development
- any specific issues that arose during the interview.

Following the interview, a report will be written which will include a decision regarding the filling of the position. The report must be signed by all Panel members.

All interviewed applicants will be contacted by phone to inform them of the outcome of their interview. The successful applicant will be contacted first and an offer of employment made. (Once a verbal agreement is made, the contract can only be terminated according to dismissal procedures).

Feedback will be given to all applicants on request. Panel members will not discuss the outcome of the selection process until all applicants have been notified.

### **Appointment Procedure**

All appointments will be confirmed in writing. All letters of appointment/contracts to the Centre (other than casual appointments) will include reference to a satisfactory probationary period of three 3 months.

The Centre is required to make certain terms and conditions of employment clear to employees including:

- which award (if any) and/or agreement covers the employee;
- the employee's classification and rate of pay
- the employee's employment status (e.g. casual, part time, full-time etc)
- job description and performance expectations
- hours of work and any requirements for reporting absences
- details of any probationary period
- pay arrangements, including the pay day and how deductions from pay are made
- place and location of work
- superannuation contributions and benefits
- if initial training is required, the form it will take (e.g. on-the-job or off-the-job), when it will be completed and what the employee is expected to be able to do thereafter
- the period of notice required for termination of employment; and
- any special rules and procedures including the requirement that the employee begin their induction process on their first day of work.

By law the person must be given a copy of the Fair Work Information Statement at the time they are given the letter/contract of employment. The employee will also be directed to the Centre's Code of Conduct.

The employee should be given adequate time to review the letter of appointment/contract before signing.

The letter/contract must be signed before commencing employment.

If specific qualifications were cited as essential selection criteria, the originals must be sighted and copies made for employee records before they commence work.

Certain positions require a successful criminal history check before the person can commence work. This will be stated on the job description.

Information and applications collected from unsuccessful applicants will be destroyed at the time the letter of appointment/contract is signed.

### **Induction Procedure**

An induction process ensures that all new employees are provided with a thorough introduction to the Centre. It is the responsibility of the CDO to ensure that all new employees are provided with the necessary information and guidance so that they can carry out their role safely and effectively.

All employees are required to undergo induction, starting on the first day of their work with the Centre. The induction will be carried out using the Induction Checklist and will include:

- an outline of the purpose of the induction
- introductions to other employees and volunteers
- tour of the centre and the new employee's work area
- provision of access and passwords as required
- information about specific work and break times
- discussion of the probation requirements
- information about emergency procedures
- information about how to report injuries or hazards and where forms can be found etc.
- information on the Centre's purpose and values
- access to the Centre's Code of Conduct
- information on the Centre's Policies, Procedures, safe working procedures
- information on the Centre's programmes and key relationships
- information on services and resources available to employees;
- information on employee management matters and general working arrangements; and
- information on any other resources or facilities.

The employee will be provided with a copy of the Induction Checklist that they will be required to sign once the induction is complete. The checklist will detail the items covered and an acknowledgement by the new employee that they are responsible for ensuring they familiarise themselves with the Centre's Code of Conduct, Policies and Procedures and safe work procedures of the Centre.

The employee will be given opportunities to ask questions relating to the information provided and ask questions about matters relating directly to their employment.

The completed checklist must be returned to the CDO who will sign and store it in the employee's personnel file.

### **Probation Procedure**

The Centre recognises that the first few months of employment are a special period in an individual's service, which - if well managed, will lay the foundation for positive and mutually rewarding working relationships. The probation period is the mechanism through which this crucial first few months is managed. This initial period is for both the employer and employee to become better acquainted and determine if there is a match between the person and the job.



The employee's performance will be evaluated more frequently during this period. Ongoing permanent employment may be offered only when the employee satisfactorily completes their probation.

It is the responsibility of the CDO to ensure that the probation period is properly managed. (If the procedure is not followed, the probation period ceases and the employee's appointment becomes automatically confirmed.)

Probation is the period during which:

- induction is completed within **six** weeks;
- any identified urgent training and skills development is completed;
- performance management with continuous formal and informal monitoring is undertaken;
- decisions about confirmation or termination of appointment are made.

All new employees will receive a letter detailing terms and conditions of employment, including the details of the probationary period.

The CDO as delegated by the Board of Management:

- manages the employee's induction; and
- undertakes continuous monitoring and feedback to the Board of performance
- organises at least one feedback meeting with employee so the employee and CDO can give each other feedback.

If during the monitoring of the probationary period and or the feedback meeting the employee appears not to be meeting stated performance outcomes as outlined in the Position Description, the employee will be given feedback indicating the areas where they are not meeting expectations and they will be given the opportunity to seek clarification with regards to the expectations of the role.

If during subsequent monitoring and a second feedback session during the probationary period there are not signs of improvement, a warning of non-approval of probation shall be given in accordance with the employee Policy and Procedures. If performance does not improve, termination of employment will occur.

Immediately before the end of the probationary period, a final assessment is made by the CDO.

This assessment is made using the employee Probationary Performance Review Form. The outcome of this assessment will result in the CDO recommending:

- confirmation of appointment; or
- extension of the Probationary Period (in accordance with the relevant workplace Agreement); or
- termination.

A recommendation to terminate employment must be made to the Board of Management by the CDO before any action is taken to terminate an employee.

When extension of the probationary period is recommended, the CDO must advise the employee in writing of:

- the period of extension
- the specific performance which must be improved
- the scheduling of any training and development or other actions required to improve the performance.

Upon successful completion of the probation period the appointment becomes permanent. Written confirmation of the permanent status of their employment contract will be given to the employee.

### **Training and Development Procedure**

The Centre views the provision of training and development as an investment in its employees and the Centre's future.

The Centre will provide opportunities for employees to undertake adequate training to ensure they can do their job safely and competently. Employees will be encouraged to participate and to highlight any gaps in their own skills or knowledge so that training can be provided whenever possible.

Training and development includes internal on-the-job training, written instructions such as standard operating procedures, coaching, accredited courses and attendance at conferences, workshops and seminars. Safety training takes precedence.

The Board of Management will allocate funds each year to ensure training is offered to employees which will enable them to develop their skills and knowledge.

Employees will be required to attend training which is essential to their position description, such as Childsafe Environments and Senior First Aid. The Centre will pay for attendance at such courses, including course fees and wages. The CDO will be responsible for ensuring all essential staff training requirements are met and will organise such courses to best meet staff availability taking into account other obligations staff may have with other employment.

Employees may initiate the approval process by lodging a 'Training Funding Application' with the CDO to assess suitability.

The CDO will give consideration to approval to attend conferences/seminars having regard to costs, time off required and the relevance of the program to the overall priorities of the Centre. Approval is at the discretion of the CDO.

Where there is mutual benefit to an employee and the Centre, but the training is not core to their employment and job requirements the employee may be asked to complete the program in their own time or meet a portion of the costs.

### **Personal Conduct Procedure**

The Centre expects its employees to maintain a high standard of behaviour, ethics, integrity and work performance to ensure the organisation maintains its reputation in the community. Good personal conduct contributes to a good work environment for all.

This involves all employees:

- observing all policies and procedures, safe work procedures and standard operating procedures.
- treating others with courtesy and respect
- treating others in a professional manner at all times
- working safely at all times.

### **Dress Code Procedure**

As a minimum standard, dress should be clean, neat and professional. The Centre reserves the right to request an employee to dress to an appropriate standard as a condition of employment.

### **Personal Communication Procedure**

Access to the internet is provided by the Centre for work use. Limited private use is acceptable if the private use does not interfere with a person's work and that inappropriate sites are not accessed.

All work related emails sent must include the approved disclaimer.

The Centre expects its employees to maintain a certain standard of behaviour when using social media pages for work or personal purposes.

### **Intellectual Property Procedure**

All intellectual property developed by employees during their employment with the Centre, will remain the property of the Centre.

Employees may be given access to confidential information, data, Centre property, keys or codes to premises or other Centre related property/information in the performance of their duties. This must be protected and used only in the interests of the Centre.

### **Loss of Driver's Licence Procedure**

It is recognised that a number of positions require the use of motor vehicles to undertake their daily duties. In these instances, all licences required by the employee to perform a particular role must be included in the Position Description.

Where an employee is disqualified from holding a drivers licence in any state of Australia, the following will occur:

- If the use of a vehicle (which requires a driver's licence) is a regular feature of the position, as outlined above, the employee's contract of employment can be terminated.
- Where the employee is disqualified from driving and the use of a vehicle is not a regular feature of the position it is the responsibility of the employee to arrange for the travel to and from work.

The Centre is not required to provide alternate or modified duties for employees who are disqualified from holding a drivers licence. However, in some circumstances where the impact of disqualification is minimal to both the employee and the Centre, attempts will be made where practical and reasonable to explore alternatives with the employee. In all circumstances such alternatives will be at the discretion of the Centre.

### **Flexible Work Arrangement Procedure**

Employees may request flexible working arrangements based on parental and carer responsibilities. Employees are required to put the request in writing.

The Centre will consider this request, and consider all relevant facts and circumstances in deciding whether or not to agree to the request. Such a request will not be refused unless it is reasonable to do so.

Circumstances that may be relevant to determining whether a refusal is or is not reasonable include:

- the nature of the employee's work and parental or carer responsibilities
- the nature and cost of the arrangements required for an employee to fulfil their family or carer responsibilities
- the financial circumstances of the Centre
- the size and nature of the Centre's activities
- the effect of the flexible working arrangements on the Centre, including the financial impact
- the consequences for the Centre of having the flexible working arrangements
- the consequences for the employee of not having the flexible working arrangements

Other factors that might be relevant in a particular case include:

- when the arrangements are to commence
- how long the arrangements will last
- information that has been provided by the employee about their situation
- the accrued entitlements of the employee, such as personal, carer's or annual leave
- whether any legal or other constraints affect the feasibility of the Centre accommodating the responsibilities, such as work health and safety laws or award conditions.

In addition, under the National Employment Standards, employees who have at least 12 months continuous service, with responsibility for the care of a child under school age, or for care of a child under 18 with a disability have the right to request flexible working arrangements.

Flexible work arrangements will also be considered as a form of reasonable adjustments to allow people with a disability to work safely and productively.

This right applies to all employees including permanent full-time and part-time employees, as well as casual employees, regardless of role of job function.

The Centre will provide a written response granting or refusing the request within 21 days and will only refuse such requests on reasonable business grounds. These reasons will be detailed in the written refusal.

Flexible work options which may be considered by the Centre include:

- permanent part-time work
- graduated return to work (for employees returning from parental leave), e.g. the employee returns part time and then builds up to full-time work flexible start and finish times for staff to accommodate child care and school pick-up requirements
- flexible rostering such as working split shifts
- job-sharing - where two or more employees share one full-time position, each working on a part-time basis
- work from home
- purchased leave (48/52 leave) – where employees take an additional four weeks leave per year by adjusting their salary to 48 weeks paid over the full 52 weeks
- compressed hours – where the employee works additional daily hours to provide for a shorter working week or fortnight

This is not an exhaustive list, and other options may be agreed.

Employees utilising flexible work practices will be treated no less favourably than any other employee. Flexible working is not a barrier to promotion or supervisory responsibilities.

### **Reasonable Adjustment Procedure**

The Centre will make reasonable adjustments for a person with a disability who:

- applies for a job, is offered employment, or is an employee, and
- requires the adjustments in order to participate in the recruitment process or perform the genuine and reasonable requirements of the job.

Examples of reasonable adjustments can include:

- reviewing and, if necessary, adjusting the performance requirements of the job
- arranging flexibility in work hours
- providing telephone typewriter (TTY) phone access for employees with hearing or speech impairments
- purchasing screen reading software for employees with a vision impairment
- approving more regular breaks for people with chronic pain or fatigue
- buying desks with adjustable heights for people using a wheelchair.

When thinking about reasonable adjustments the Centre will weigh up the need for change with the expense or effort involved in making it. If making the adjustment means a very high cost or great disruption to the workplace, it is not likely to be reasonable.

The Centre can lawfully decide against making adjustments if:

- the adjustments needed are not reasonable, or
- the person with the disability could not perform the genuine and reasonable requirements of the job even if the adjustments were made.

## Leave Procedure

Leave will be granted in accordance with the National Employment Standards and the specific provisions of the relevant Awards.

## Working from Home Procedure

The Centre recognises that there are circumstances where allowing an employee to regularly work from home may assist the employee to balance his/her work and family or other responsibilities.

However, the Centre also recognises that it is not always appropriate for an employee to carry out part or all of his/her duties from home and there are reasons why approval of a Working from Home Arrangement may be refused or limited.

In all cases where an employee is seeking to enter into a Working from Home arrangement, the employee and the CDO must consult and take into account the following:

The CDO must examine the request for a Working from Home Arrangement in the context of the:

- suitability of the employee's job
- reasons for the employee wanting to work from home
- ability of the employee to complete the work within the agreed Hours of Work detailed in the relevant Award
- delegation of work from / to the employee
- effect on co-workers, volunteers and users of the Centre
- proposed methods for monitoring and assessing the employee's work
- days and hours of the proposed Working from Home Arrangement in the context of the employee's overall working days and hours and in accordance with the relevant Award
- employee having a suitable space to work at home, and
- equipment and resources necessary for the employee to effectively work from home.

The CDO should consider the general nature and requirements of the employee's work duties and the employee's ability to work autonomously. An employee who requires close supervision or close interaction with other workers/volunteers may not be suitable for the independent nature of a Working from Home Arrangement.

An employee who is Working from Home under an approved Working from Home arrangement will be covered by the Centre's WorkCover insurance if performing work in accordance with the Working from Home arrangement in his/her Home-Office.

Duties considered suitable for a Working from Home arrangement should be only those which are unlikely to cause a risk to the employee's health or safety. Duties involving manual handling are unlikely to be suitable for a Working from Home Arrangement.

Any Working from Home arrangement must be able to be discharged during the agreed Hours of Work, as detailed in the relevant Awards or Agreements.

The employee must be able to carry out his/her work at home as efficiently and effectively as an equivalent employee working at the Centre.

An employee's seeking a Working from Home arrangement to assist with the management of a long term health issue must provide written advice from a recognised medical practitioner in the form of a letter or detailed medical certificate.

Approval for a Working from Home arrangement must be approved by the Board, following a recommendation from the CDO.

The CDO or the Board may seek advice from the Council or a Human Resource Management specialist at any step of the process in approving, modifying or denying a proposed Working from Home arrangement.

Each request for a Working from Home Arrangement must be considered on a case-by-case basis.

If approved, the terms and conditions of the Working from Home Agreement are to be set out in writing, signed by both parties and filed and stored in the employee's personnel file.

### **Performance Review Procedure**

The Centre will implement a performance review process for all employees that ensures effective support for them and a fair assessment of their performance.

The purpose of the performance review process is to:

- enable the employee and the employer to give and receive feedback
- link employee behaviour and activities to the Centres goals as expressed in strategic and operational plans
- clarify work goals and standards (including updating of position descriptions where relevant)
- assist in identifying and eliminating discriminatory or other poor practices
- identify areas where performance can be improved and agree on the means (ie. joint problem solving, training and other forms of skill development)
- recognise good performance and achievements (of both teams and individual)
- identify and understand the employee's aspirations and assist in planning for career and skill development
- provide a framework and mechanism for effective communication about work related matters between employees, the CDO and the Board of Management.

(Any issues or concerns that occur from the employee's or the Board of Management's perspective must be addressed as soon as possible, not left until the annual performance review session.)

The CDO will usually conduct the review, with involvement from at least one delegate of the Board of Management. This arrangement may be varied with the approval of the Board.

The performance review process aims to be a positive experience with benefits for both the organisation and the employee.

All employees will undergo a formal performance review with the CDO at least once each year, preferably by 30 March of each calendar year. This will enable the Board of Management to consider recommendations prior to contract renewal on commencement of the new financial year.

Reviews should include agreed aims and goals for future, measurement of achievement against position description, a self-assessment, negotiated alterations to the position description.

Any skill gaps or areas of concern are to be identified and documented in the Employee Development Plan. The plan will be developed in consultation with the employee and will include identified time lines for completion of negotiated activities. The employee Development Plan will be signed by the CDO and the employee.

The Board of Management will be notified about the outcome of each performance review. Recommendations by the CDO to the Board may include salary increases and or progression according to award entitlements or alternate recognition. Each progression must be approved by the Board of Management.

The employee has a right to appeal the outcomes of the performance review if they believe the process was flawed or they have been treated unfairly. The employee should raise the matter with the CDO in the first instance who will inform them that they have the option of reviewing the evaluation with two different representatives of the organisation. If they agree to do this then the first employee Development Plan becomes obsolete and a new one is completed. The new Plan negates the previous.

If this is not acceptable to both parties then either party can ask for the dispute to be heard by an Appeal Panel. The Appeal Panel comprises of an Independent Chairperson and two Board of Management Members who did not conduct the original performance review.

### **Performance Improvement Procedure**

Where warranted the Centre will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, the Centre may decide to end an employee's employment. Depending on the circumstances, performance management action may include verbal or written warnings, counselling or retraining.

The Centre requires a minimum standard of conduct and performance which will be made clear to employees in performance appraisals. If an employee does not meet this standard, the Centre will take appropriate corrective action. Formal performance management procedures will generally only start when other corrective action fails.

If an employee deliberately breaches the Centre's policies or procedures, or engages in misconduct, the Centre may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee in accordance with the Centre's Code of Conduct and employment conditions.



Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. The Centre will give an employee the opportunity to defend themselves before the CDO or Board takes further action.

In the case of potential dismissal, advice will be obtained from the Community Employers Association, City of Onkaparinga or a specialist Human Resources Management firm by the CDO or Board prior to deciding to dismiss an employee.

Additionally, Fair Work Australia's Small Business Fair Dismissal Code may apply. Although not legally required, the Centre will use the Small Business Fair Dismissal Code Checklist to guide any actions it takes. Completed copies of the Checklist and records of meetings and will be kept.

### **Gross or Serious Misconduct Procedure**

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the facts involved).

In the case of potential dismissal for Gross or Serious Misconduct, advice will be obtained by the CDO or Board from the Community Employers Association, City of Onkaparinga or a specialist Human Resources Management firm prior to deciding to dismiss an employee.

## **7. References**

- Centre's Code of Conduct
- Commonwealth and State legislation including Fair Work Act 2009
- National Employment Standards
- Fair Work Information Statement
- Information Sheets and Templates at [www.fairwork.gov.au](http://www.fairwork.gov.au)
- Paid Parental Leave Scheme
- Fair Work Australia's Small Business Fair Dismissal Code and Checklist

## **8. Forms or Attachments**

- Induction Checklist
- Centre's Employee Probationary Performance Review Form
- Centre's Employee Development Plan

## **9. Approvals**

	<b>Policy</b>	<b>Procedure</b>
Approving Authority	Board of Management	Board of Management
Approval Date		
Next Review Due		

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