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| **EMPLOYEE handbook** | An outline of human resources policies and practices for the Sport and Recreation Industry in Western Australia. Developed by Apex Human Resources as part of the Department of Sport and Recreation’s Human Resources Project |

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# **About (Organisation Name)**

Information about your organisation to be inserted here. It should include;

*History of the Organisation*

*Primary role of the organisation*

*Mission and values*

*Goals and objectives*

*Organisational structure & responsibilities within the organisation*

# **About this Handbook**

This handbook has been developed as a guide for Management to ensure fair and equitable treatment of employees and a guide for employees regarding their obligations and entitlements as an employee.

In developing these policies we seek to ensure an attractive and well managed working environment where employees can contribute and develop to their full potential, and where individuals respect each other and promote teamwork.

The manual contains important information regarding core human resources policies and practices utilised by (ASSOCIATION NAME) including;

Sickness and Absence Reporting Performance Management

Recruitment processes Code of Conduct

Working Hours Confidentiality

Email and internet usage Disciplinary and Grievance procedures

Bullying and harassment Substance abuse

Health and Safety Diversity

# **Management Principles**

## Policy Statement

*(ORGANISATION NAME)* seeks a productive, fair and harmonious working environment. A relationship of trust, confidence and respect between Management and employees significantly contributes to this goal. We recognise that the relationship between employees and their Manager is the key motivator or de-motivator at work.

Effective management implies an open and mature relationship based upon respect for the individual. It requires Managers to be candid and constructive in their dealings with employees. *(ORGANISATION NAME)* requires its Managers to reinforce the values of integrity and fair dealing in their interaction with employees.

## Policy Guidelines

1. Managers are both leaders and coaches, responsible for developing the business and for developing employees, and for fostering a positive work environment in which both objectives may be achieved.

2. Managers must ensure that their employees thoroughly understand their job duties, responsibilities and the performance expected of them.

3. Managers are required to conduct a formal performance review of each employee at least once annually. Informal appraisal of employees is a continuing process.

4. Managers are expected to positively manage issues that arise in the workplace. This requires identification and analysis of problems and addressing the situation with minimal disruption to business and individual performance. Counselling in relation to work-related issues is the responsibility of Managers and every effort should be made to settle employee complaints or grievances.

5. Managers should go out of their way to acknowledge a job well done. If counselling or reprimands are necessary they must always be administered in private.

6. Managers should actively foster a strong team effort and enhance communication by considering the views of employees and seeking their feedback. Positive contributions should be encouraged from all members of the team.

# **Equality**

## Policy Statement

*(ORGANISATION NAME)* is committed to the principles of equal employment opportunity in all matters relating to employment throughout the organisation. *(ORGANISATION NAME)* expects all employees to work in accordance with both the spirit and practice of our equal employment opportunity commitment.

*(ORGANISATION NAME)* is committed to ensuring that there will be no unlawful discrimination based on religion, national or ethnic origin, age, gender, sexual orientation, marital or parental status, or any other status protected by law.

Our success as an organisation depends on the full and effective use of the abilities of all employees. We seek a work environment that encourages the personal and professional growth of employees in order to provide superior service.

## Policy Guidelines

1. *(ORGANISATION NAME)* will offer employment opportunities to all qualified individuals, whether employees or applicants for employment, without regard to religion, national or ethnic origin, age, gender, sexual orientation, or any other status protected by law.

2. Our policy of non-discrimination prevails throughout every aspect of the employment relationship, including recruitment, selection, placement, assignment of responsibilities, evaluation of performance, training, remuneration, benefits, promotion, transfer, access to facilities and services, discipline, termination and any other decisions, terms or conditions of employment.

3. If an employee has a complaint or query about an equal employment opportunity matter, it should be raised with his/her Manager. Employees may refer to another Manager or the Chief Executive if not comfortable raising a matter directly with their Manager.

4. Employees found to be in breach of the requirements of Equal Employment Opportunity legislation will face disciplinary action up to and including termination of employment.

5. *(ORGANISATION NAME)* is committed to providing a safe working environment to all employees.

# **Code of Conduct**

## Policy Statement

*(ORGANISATION NAME)* conducts its business in an environment where integrity, fair dealing and reputation are critical. Accordingly, *(ORGANISATION NAME)* intends to comply with all relevant regulatory requirements and has established compliance procedures to encourage and ensure all employees meet these expectations.

## Policy Guidelines

<Organisation> expects its staff (including temporary, agency, contractor or consultant staff) to be impartial and honest in all affairs relating to the organisation and their job within it. All staff also bear a responsibility as employees to act as ambassadors for the organisation in terms of their general conduct both within and outside the organisation. This policy outlines the responsibilities of staff working for the organisation.

The duties of an employee are as follows:

* to be ready and willing to work;
* to take reasonable care in the exercise of that service, including the duty to be competent at work and to take care of the organisation’s property;
* to not wilfully disrupt the organisation’s business;
* to obey reasonable business requests as to the time, place, nature and method of service;
* to work only for the organisation in the organisation’s time;
* to disclose information to the organisation relevant to the organisation’s business: for example that they might know or discover;
* to hold solely for the Organisation the benefit of any invention relevant to the business on which the Organisation is engaged;
* to respect the Organisation’s confidentiality;
* in general, to be of good faith and do nothing to destroy the trust and confidence necessary for employment;
* to account for all benefits – monetary or in kind - received in the course of employment;

# **Recruitment**

## Policy Statement

*(ORGANISATION NAME)* endeavours to use a range of cost effective recruitment options.

Our intention is to ensure appropriate candidates are sourced and that all applicants are treated courteously and professionally at all stages of the selection process.

A decision to recruit requires careful deliberation by Management and requires approval from the Chief Executive (and/or the Board where appropriate) except where the authority is delegated to other Managers, before the recruitment process begins. All offers of employment are required to be generated by relevant Manager and must ensure consistency and compliance with legislative and *(ORGANISATION NAME)* requirements.

## Policy Guidelines

1. Before initiating recruitment a current job description and approved salary range needs to be established in dialogue with the Chief Executive.

2. A variety of recruiting resources should be considered including; internal job posting, website, applications already on file, web based recruitment providers, employee referrals, advertising in newspapers or trade journals and employment agencies.

1. *(ORGANISATION NAME)* requires all recruitment decisions to be made in accordance with our Equal Opportunity principles. Applicants should be interviewed by at least one other officer other than the ultimate decision-maker (one of whom should be the Manager of the vacant position).

4 Selection procedures may include interviews, skills assessment, aptitude tests, reference checks, or any combination of these. The same selection procedures are to be used with all applicants for the same position.

5. *(ORGANISATION NAME)* intends that existing employees have the opportunity to be considered for promotional and other roles as they become available within *(ORGANISATION NAME)*. Accordingly vacancies will usually be posted internally either by email or Intranet and internal applicants will be considered with any other candidates on their merits.

6. New employees are required to participate in an induction session within one month of joining *(ORGANISATION NAME)*.

1. An offer of employment, which has not been properly authorised, may be revoked and disciplinary action will be taken against the individual making such an offer. No offer of employment should be made before the results of reference checking are known.
2. Any recruitment decision needs to take account of *(ORGANISATION NAME)*'s Code of Conduct. In this regard while the engagement of relatives/associates is not prohibited, it is necessary to ensure that no engagement occurs which could give rise to conflict with those policies.

# **Employment Classification**

## Policy Statement

For the sake of clarity, it is important that all *(ORGANISATION NAME)* employees are aware of the various employment classifications that apply within *(ORGANISATION NAME)*.

## Policy Guidelines

**1. Tenure**

1.1 An employee may be engaged by *(ORGANISATION NAME)* on one of the following terms:

Probationary – this is the initial engagement period normally of three months duration. It is a special period during which both *(ORGANISATION NAME)* and the employee are assessing suitability of employment by *(ORGANISATION NAME)*.

Permanent – the employment contract will continue until either party ends it with the required notice. Most employees are engaged on a permanent basis which is generally full time but could also be part time (defined as less than 37.5 hours per week)

Fixed Term/Temporary – the employment contract is established for a pre-determined period although it may be ended earlier by either party giving notice and may be extended if both parties agree. Employees in this category receive sick leave and annual leave etc.

Casual – the employment contract is established on a day-to-day basis. The duration is indeterminate and employment is on an ad hoc basis.

*(ORGANISATION NAME)* may engage third party providers to provide resources to assist with peak workloads, projects or other special needs. Where these resources are not engaged as employees (in one of the above categories) they are frequently termed contractors.

**2. Employment Terms**

2.1 All employees of *(ORGANISATION NAME)* are paid on a Total Remuneration basis. Total Remuneration includes organisation superannuation contributions.

* + 1. Individuals delivering services under arrangement through an employment agency are not employees of *(ORGANISATION NAME)*.

# **Remuneration**

## Policy Statement

*(ORGANISATION NAME)* intends to offer competitive remuneration and, in particular, to reward outstanding performance. *(ORGANISATION NAME)* regards remuneration as a private matter between *(ORGANISATION NAME)* and the individual and prohibits employees from discussing their personal remuneration with other employees.

Breaches of this policy will result in disciplinary action.

Research will be undertaken regularly to ensure that *(ORGANISATION NAME)* has an accurate understanding of current market practice. This information and individual performance evaluation will be used in determining levels of pay for individual employees.

## Policy Guidelines

**Managers Responsibilities:**

* regularly evaluate and give feedback to employees about their performance.
* actively participate in any opportunity to input into individual remuneration recommendations
* take responsibility for decisions that are made about remuneration-particularly when communicating these with individuals

**Employee Responsibilities:**

* avoid discussion about individual remuneration arrangements with other employees
* take an active role in performance review discussions and any 360 degree feedback programs

# **Dress Code**

## Policy Statement

*(ORGANISATION NAME)* has adopted a business casual dress code reflecting its flexible and informal organisational standards. We recognise that business casual is the predominant style of attire within business generally and is a preferred choice of our employees.

Similarly it is important that we reflect the standards of our customers and it may be necessary, therefore, to adopt more formal dress codes when interacting with particular clients.

Accordingly, employees may wear either business casual attire or more traditional business attire in accordance with this policy.

## Policy Guidelines

Employees are required to maintain a professional standard of dress and be well groomed, neat and tidy. The appearance and manner of employees reflects the public image of *(ORGANISATION NAME)*.

*(ORGANISATION NAME)*'s business casual dress code includes the following standards:

* No denim of any kind or colour i.e. jeans or similar attire.
* Shirts must have collars.
* No leggings or jodhpurs.
* No shorts.
* No T-shirts, transfer t-shirts, tank tops, halter-tops, see-through or midriff-tops.
* No mini-skirts, sundresses or other revealing or provocative clothing.
* No trainers, sports shoes or beach thongs.

# **Working Hours**

## Policy Statement

Working hours at *(ORGANISATION NAME)* are structured to meet the needs of our members, stakeholders and the business. As professionals, employees may need to be available as required to work beyond nominal office hours without advance notice. However, *(ORGANISATION NAME)* endeavours to provide reasonable notice about extended work hours or shifts wherever possible.

## Policy Guidelines

Employees may be engaged on either a full-time or part-time basis. Part-time employees receive leave benefits on a pro rata basis. Full-time employees normally work Monday – Friday inclusive and normal office hours are a minimum of 37.5 hours per week exclusive of meal breaks. Starting and finishing times are determined within each department and typical office hours are 9.00am – 5.30pm with one hour for lunch.

*(ORGANISATION NAME)* recognises that employees require balance between their employment obligations and their personal commitments. Accordingly, Managers may approve the paid absence of employees who have been required to work excessive additional time. Employees should not work overtime and expect to receive additional payment.

Where work hours are established on a roster system, Managers responsible for determining rosters shall make every endeavour to provide reasonable notice of the new rostered hours.

Where employees are required to work excessive hours for long periods (eg four weeks continuously) and where time-off in lieu is impractical, a Manager may recommend a one-off lump sum payment to recognise the comparative disadvantage experienced by that employee compared to his or her peers.

All employees are required to attend work punctually in order to meet the commercial needs of the business.

Where employees are absent for any reason they are required to notify their Manager as soon as possible of the reasons and expected duration. Managers are required to record absences accordingly.

Where employees are required to remain at work to 7.00pm or later they are entitled to transport home by cab at the expense of *(ORGANISATION NAME)*. This can be claimed back through expenses.

Where employees are required *unexpectedly* to remain at work past 7.00pm a department head may approve a take away meal or similar to be provided.

# **Leave**

## Policy Statement

*(ORGANISATION NAME)* accepts that there are times when an employee needs to be absent from work, not only for rest and relaxation but also for personal needs and family responsibilities. Leave policies are designed to be supportive of these situations while ensuring that *(ORGANISATION NAME)* is able to respond to customers and business needs.

Managers are required to ensure that leave requests are addressed consistently with this policy and employees are required to ensure as far as practical that absences do not interfere with the effective operation of *(ORGANISATION NAME)*.

In special circumstances leave requests and/or recommendations outside of this policy should be referred to the Chief Executive for decision.

###### 1. Annual Leave

1.1 Full-time employees are entitled to 4 weeks paid annual leave per year. Part-time employees are entitled to annual leave on a pro-rata basis.

1.2 On termination of employment any untaken but accrued leave will be paid in accordance with applicable legislation.

1.3 **Employee's Responsibility**

Employees need to seek their Manager's approval before taking annual leave. Employees must take at least ten consecutive annual leave days each twelve months.

1.4 **Manager's Responsibility**

Managers are required to schedule leave fairly and equitably having regard to the needs of the business and employees. Managers should contact the Chief Executive where there is uncertainty as to entitlement to leave.

1.5 All approved leave request forms should be forwarded to the appropriate person for processing after being authorised by the appropriate Manager.

###### 2. Long Service Leave

2.1 Long service leave is a statutory entitlement available to all employees. Essentially entitlement to long service leave arises after a certain number of years continuous service.

2.2 On termination of employment any accrued Long Service Leave entitlement will be paid at the remuneration rate applying at the date of termination in accordance with local regulations.

2.3 All statutory benefits and entitlements ordinarily applicable whilst employed continue to accrue during a Long Service Leave absence.

2.4 **Employee's Responsibility**

Employees are required to give at least 30 days notice of their intention to take Long Service Leave.

2.5 **Manager's Responsibility**

Managers are required to take into account the needs of the business when approving Long Service Leave. The Manager must discuss this with the Chief Executive before approval is given.

###### 3. Sick Leave

3.1 Employees are eligible for ten days paid sick leave per year.

3.2 **Employee's Responsibility**

Employees are required to notify their immediate Manager within an hour of normal starting time if unable to report to work due to illness or injury. An employee must furnish a doctor's certificate in relation to any period of sick leave of 3 days or more. In addition, a Manager may request an employee to provide a doctor's certificate at any time.

3.3 **Manager's Responsibility**

It is the Manager's responsibility to monitor the usage of sick leave

###### 4. Personal Emergency/Carer's Leave

4.1 *(ORGANISATION NAME)* recognises that employees have obligations towards members of their immediate family. Also, household emergencies, difficulties with childcare etc can arise. In order to deal with these emergency situations employees are entitled to paid leave which will be deducted from sick leave entitlements.

4.2 Employees need to follow the same procedures that are required when seeking paid sick leave.

###### 5. Compassionate Leave

5.1 *(ORGANISATION NAME)* will provide up to three paid leave days where an employee attends the funeral of (or is required to handle the estate of) a deceased immediate family member. If an employee is required to travel overseas on account of the death of a family member, up to five paid leave days will be provided.

###### 6. Community Involvement/Military Service/Jury Duty

6.1 *(ORGANISATION NAME)* supports employees who undertake special services to the community. Specifically, where an employee is required for Jury Duty or is participating in official Defence Reserve or Emergency Services duties, *(ORGANISATION NAME)* will continue salary and entitlements during such absences for a maximum of two weeks in any year—except for Jury Service where *(ORGANISATION NAME)* will maintain payment for the actual period of Jury Service.

###### 7. Public Holidays

7.1 Within Australia *(ORGANISATION NAME)* observes all national and state based public holidays that are gazetted on normal workdays. Employees are generally not required to work on those days and will not incur any loss of pay.

###### 8. Parental Leave (includes Maternity, Paternity and Adoption Leave)

8.1 Parental Leave is a statutory entitlement for all *(ORGANISATION NAME)* employees in Australia. In general, where employees have at least 12 months service they are entitled to up to one years leave of absence in order to be the primary care giver to either their own new born child or an adopted child.

8.2 Parental leave must be taken for a period between a minimum of 6 and maximum of 52 unbroken weeks. An employee may opt to take annual and long service leave (if accrued) in addition to unpaid parental leave. Any such leave must be inclusive of the 52 weeks, not in addition to it. Application for annual, long service or unpaid leave must also be made and will be evaluated in accordance with the respective policies on the applicable leave.

8.3 The maximum period of unpaid parental leave for a *(ORGANISATION NAME)* employee is reduced by any period of paternity or parental leave taken by the employee’s partner (secondary care giver). The parents may take one weeks’ concurrent leave at the time of birth without a corresponding reduction in the amount of parental leave entitlement. The secondary care giver is entitled to one week of paid leave for this purpose.

8.4 Written application for parental leave should be accompanied by a certificate from the employee’s medical practitioner or adoption agency. This should be received no later than 10 weeks’ prior to the expected commencement of leave.

8.5 Any variation of the period of leave, whether before or after commencement of parental leave, requires at least 14 days’ notice.

With *(ORGANISATION NAME)*’s prior consent an employee may request (on one occasion only) a variation of the period of parental leave.

8.6 An employee is required to provide at least four weeks’ notice in writing of the proposed date of return to work.

8.7 If a premature birth occurs before the predicted date of birth, notice in writing of the period of leave is required no later than 2 weeks after confinement.

If, after leave commences, the pregnancy terminates other than by birth of a living child, the employee (through written notice of her wish to resume work) is entitled to resume work within four weeks of receipt of the written notice.

8.8 Termination before 28 weeks other than by birth of a living child cancels parental leave.

8.9 *(ORGANISATION NAME)* will consider any application by the employee for “special parental leave” in these circumstances. Such applications will require a medical certificate from the employees treating doctor.

8.10 Employees cannot be terminated from employment on the grounds of their pregnancy or taking parental leave.

8.11 When an employee takes parental leave, continuity of service with *(ORGANISATION NAME)* is not broken. However, no leave entitlements accrue during the period of parental leave.

8.12 *(ORGANISATION NAME)*’s superannuation contributions will cease for the duration of unpaid parental leave.

8.13 *(ORGANISATION NAME)* intends that employees returning from parental leave will re-assume the position they held prior to commencing leave. *(ORGANISATION NAME)* is not obliged to agree to any employee requests for variation from the previous work pattern. If the position is no longer available, parental leave employees will be entitled to an available position nearest in status and salary to their former position.

* 1. Any employee recruited, promoted or transferred to replace another during the period of parental leave must be notified before commencement of the employment of the temporary nature of their appointment and the conditions applying in cases of parental leave.

8.15 **Paternity Leave** – A male employee is entitled to one week paid paternity leave at birth. If the primary care giver, he is entitled to one week paid paternity at birth plus 6 to 52 weeks unpaid leave.

8.16 **Adoption Leave** – As per above for both Maternity and Paternity.

###### 9. LEAVE WITHOUT PAY

9.1 *(ORGANISATION NAME)* recognises there may be reasons why employees need to be temporarily absent from work when they may not otherwise qualify for paid leave.

9.2 Leave without pay is not an entitlement. It will only be approved where a Manager recommends, and the Chief Executive agrees, that approval is in the interest of *(ORGANISATION NAME)*. As a guide, employees with less than two years service would not normally qualify for leave without pay.

9.3 Where an employee seeks to be re-engaged after an absence of more than six months, a Manager may recommend that service be regarded as continuous (except for the period of absence).

* 1. An employee is not guaranteed a specific role with *(ORGANISATION NAME)* at the end of the leave of absence period.
  2. Any request for leave of absence requires written approval of the Chief Executive.
  3. During leave without pay entitlement to superannuation contribution is suspended.
  4. **Manager's Responsibility**

Managers should consider Leave Without Pay applications fairly and equitably, and decisions should take account of individual performance, the likely needs of the business and the long term career potential of the applicant.

# **Flexible Working Hours**

## Policy Statement

*(ORGANISATION NAME)* recognises that flexible working patterns are becoming increasingly common as an alternative to traditional work schedules. *(ORGANISATION NAME)* is prepared to enter into flexible arrangements where it makes sound business sense to do so.

Where an employee initiates a request for such an arrangement the decision on that request ultimately rests with the Chief Executive. Factors such as technology considerations may affect the availability of remote access to telecommunication systems.

Flexible working arrangements are not an entitlement.

They will only be established where the Chief Executive is satisfied that member and organisation services and the efficiency of the department will not be impaired.

## Policy Guidelines

Among examples of flexible working arrangements are:

1. *Flextime* – Employees working a varied work pattern from standard office hours (eg. commence at 7.00am and finish at 3.00pm).
2. *Compressed workweek* – Full-time employees undertaking a five day work load in either three or four longer days.
3. *Telecommuting* – Employees working from home/another location generally using electronic links to *(ORGANISATION NAME)*’s systems.
4. *Job Sharing* – Responsibilities and duties of a full-time position being divided and/or shared between 2 employees.
5. *Part-Time* – Employees working fewer hours than a standard full-time work schedule for a temporary or ongoing period.

**Managers responsibility:**

* to seriously consider any employee requests for flexible working arrangements
* to evaluate the business and client service impact of any proposed arrangement
* to monitor the effectiveness of any approved arrangement once it has been implemented
* to ensure a prompt response to any specific employee requests

**Employee Responsibility**:

* to recognise that flexible working arrangements are not a right
* to ensure that no client (internal or external) suffers any reduction in service on account of an approved new work pattern.
* to co-operate with Managers in the monitoring of any arrangement to ensure it is meeting the expectation of all concerned.

# **Termination of Employment**

## Policy Statement

Employment with *(ORGANISATION NAME)* may be terminated either by *(ORGANISATION NAME)* or the Employee. All employment contracts have the provision for the amount of notice that is required by each party.

A separation of employment may lead to disruption of business and *(ORGANISATION NAME)* requires that employees take reasonable steps to minimise such disruption.

## Policy Guidelines

**1. Resignation**

1.1 Employees have the right to terminate their employment at any time (subject to terms and conditions which may be specified in their individual contracts of employment).

1.2 *(ORGANISATION NAME)* may elect to terminate employment ahead of the resignation date given by the employee. Unless both parties otherwise agree, *(ORGANISATION NAME)* will pay the remuneration that would otherwise have been earned by the employee between the actual termination date and the proposed termination date.

**2. Dismissal**

2.1 *(ORGANISATION NAME)* may terminate the employment of an employee for failure to meet *(ORGANISATION NAME)*’s reasonable expectations under the employment contract or for reason of misconduct or similar. Normally payment in lieu of notice would be made except where the grounds for dismissal are serious and wilful misconduct.

**3. Redundancy**

3.1 A decision to retrench an individual requires the approval of the Chief Executive and/or the Board.

3.2 *(ORGANISATION NAME)* may need to terminate the employment of an individual(s) due to no fault of the employee. An example of this situation would be where a restructuring or significant change results in particular work no longer being required to be performed.

3.3 Only *(ORGANISATION NAME)* can determine that an individual is to be retrenched i.e. an individual cannot determine that their position is redundant and therefore that they should be retrenched.

3.4 *(ORGANISATION NAME)*’s first preference is to reassign employees to other suitable roles where it becomes apparent that their existing positions are no longer required. Employment contracts with *(ORGANISATION NAME)* contemplate this possibility and therefore employees who are reassigned are not entitled to redundancy benefits.

3.5 The Chief Executive is required to determine the appropriate process including provision of suitable outplacement services for any affected employee.

3.6 Severance payments in addition to all other statutory entitlements will be paid to all employees who are made redundant. Tribunals have established certain standards to apply in circumstances where employees are retrenched.

Severance payments are calculated on total remuneration package.

3.7 Under no circumstances should a Manager forewarn or otherwise notify an employee of a prospective retrenchment. There are serious legal and fairness considerations requiring that the Chief Executive be consulted before any dialogue with the employee is initiated. Guidance on all aspects of dialogue, logistics, payments and outplacement procedures will be provided by the Chief Executive. It is essential that an appropriate process be adopted including consultation with the employee.

**4. Return of Organisation Property**

4.1 All employees leaving *(ORGANISATION NAME)* are responsible for returning all organisation property prior to their departure. This includes diaries, security access cards, keys, laptop computers and any other printed or computerised data or other *(ORGANISATION NAME)* property.

# **Performance Appraisal**

## Policy Statement

*(ORGANISATION NAME)* intends that employees receive regular feedback on job performance and that at least once annually a formal discussion will take place between each employee and his/her Manager. That discussion should be formalised by a written summary being issued to the employee by the Manager.

The performance management process aims to:

* Ensure a detailed and considered evaluation of performance occurs regularly.
* Encourage recognition of skills, capabilities and talents which may not otherwise occur.
* Enable Managers to identify employee career development goals, and necessary training or other support required.
* Enable employees or Managers to discuss performance issues, and for the determination of appropriate corrective action.
* Provide a link between performance, remuneration, promotion/transfer, or disciplinary action.

## Policy Guidelines

1. The formal performance review meeting is not a substitute for regular performance feedback.
2. Each Supervisor or Manager is responsible for timely, thorough and professional completion of performance reviews for all employees reporting to them.
3. New employees will be appraised at the completion of their probation period.
4. Managers are required to maintain regular records of employee performance to assist in completion of the formal performance review. A performance review based on memories or recollections of performance over the period of a year may not be the fairest or most reliable basis for assessment.
5. Managers are to complete performance reviews having regard to objective criteria. Job descriptions, policy guidelines and other relevant documentation will assist.
6. The performance review should include any comments/evidence which support any assessment/evaluation.

# **Disciplinary Procedures/Corrective Action**

## Policy Statement

There may be circumstances where an employee’s job performance or general conduct may warrant disciplinary action by *(ORGANISATION NAME)*.

*(ORGANISATION NAME)* undertakes to ensure that unacceptable behaviour or performance is notified promptly to the employee concerned and that the opportunity for explanation by the employee will be given.

Managers have a particular responsibility to all other employees to take action where an individual is not meeting the reasonable expectations that apply to all employees.

## Policy Guidelines

* Managers are required to consult with the Chief Executive Officer when considering disciplinary action to ensure that an appropriate process and penalty is applied in a given situation. *(ORGANISATION NAME)* intends to be fair in all its dealings with employees.
* There is a requirement to give a written warning to employees who are failing to meet their obligations to *(ORGANISATION NAME)* and their work colleagues. Warnings are intended to encourage employees to address their unacceptable behaviour.
* Such warnings should be documented by preparation of a brief file note or e-mail to be copied to, and signed off by, all parties.
* Where the misconduct or poor performance warrants dismissal, Managers must seek approval of the Chief Executive prior to taking such action.
* In particular extreme circumstances, it may be necessary to summarily dismiss an employee without notice. As with other dismissals, approval by the Chief Executive is required.
* *(ORGANISATION NAME)* recognises that an ex-employee may contest a decision to terminate employment. Managers are required therefore to carefully document any disciplinary discussions with employees. In the event of such a challenge the Chief Executive will be responsible for conduct of proceedings.
* Disciplinary action can take many forms including warnings, loss of cash benefits or privileges up to and including termination of employment. The appropriate penalty will depend on the nature of the office or performance being addressed.
* Managers are responsible for ensuring *(ORGANISATION NAME)*’s standards, policies and practices are communicated and clearly understood by all employees. They are also responsible for providing ‘on the job’ guidance or coaching to assist employees perform to the standard required, and to administer performance appraisals according to the guidelines established in the Performance Management Policy.
* Employees may wish to consider their options under the Member Protection Policy as circumstances necessitate.

# **Resolution of Complaints and Grievances**

## Policy Statement

*(ORGANISATION NAME)* is committed to fair and reasonable treatment of all employees.

A grievance is a dispute, concern, problem or complaint on any employment related matter which an employee considers to be unfair or unjust.

Issues may arise in employment relationships at any level and it is important that satisfactory solutions be found so that problems are addressed promptly.

The Member Protection Policy establishes grievance resolution procedures, based upon a fair and confidential process. Employees are encouraged to use this policy to resolve job related issues.

## Policy Guidelines

1. Grievances may include: employment discrimination, working conditions, sexual harassment, intimidation or coercion, workplace safety, disciplinary action, interpretation of firm policies, job assignments, or other issues.

2. To initiate grievance resolution procedures employees should contact their Manager or (if not appropriate) the Chief Executive.

3. It is important that all grievances be dealt with promptly. All involved have a further obligation to be absolutely diligent in maintaining confidentiality, and to remain fair and impartial.

4. In any grievance procedure, the aim is to ascertain the facts, gather supporting evidence, then reach a fair and reasonable resolution after evaluating all information. All parties will be given the opportunity to present their version of events and put forward supporting material.

# **Employment Records**

## Policy Statement

*(ORGANISATION NAME)* is required for a range of Managerial and regulatory reasons to maintain data about its employees. Our policy is to gather and maintain only that data that is relevant for the efficient management of the business.

In particular *(ORGANISATION NAME)* seeks to comply with all regulations governing such material, specifically privacy provisions.

Employees may inspect their file by making an appointment for that purpose. Employees are not permitted to remove their file or any of its contents.

## Policy Guidelines

1. Employees are free to review the following types of documentation:

* Performance Reviews
* Commendations letters
* Attendance records
* Warnings
* Training history
* Qualifications and related records

2. Employees are required to advise *(ORGANISATION NAME)* of changes in address, emergency contact details, and other personal data.

# **Education and Study Leave**

## Policy Statement

*(ORGANISATION NAME)* recognises the value of and is committed to the continuing professional education of employees. We also recognise that in addition to financial expense, individuals undertaking studies make considerable personal sacrifice in pursuing these studies and associated qualifications.

*(ORGANISATION NAME)* may provide practical and financial support to employees undertaking studies on the basis that this will be reciprocated by the individual’s commitment to and continued service with *(ORGANISATION NAME)*.

## Policy Guidelines

**1. Approved Course of Study**

1.1 The test is whether the course of study will prove relevant and valuable to the employee’s present or likely future responsibilities with *(ORGANISATION NAME)*. The Manager in conjunction with the Chief Executive is required to make this assessment.

**2. Participation**

2.1 Employees wishing to participate in the benefits of this policy need the prior approval of their Manager. Approval may be withheld if the individual’s performance is less than satisfactory.

**3. Assistance**

3.1 Financial

Financial assistance may be provided after discussion with the individual’s Manager and approval by the Chief Executive.

A claim including receipts is to be submitted to their Manager with a copy of examination results to be kept on the employee’s file.

3.2 Study leave

In addition to statutory leave, employees may be granted additional paid study leave which may be taken for examinations or study purposes during the year. Study leave is granted at the complete discretion of (ORGANISATION) and is not a statutory entitlement.

**4. Commitment**

4.1 *(ORGANISATION NAME)* is providing Education and Study Assistance in the expectation that employees will remain with *(ORGANISATION NAME)* for at least one year following the completion of studies.

4.2 Those who leave *(ORGANISATION NAME)* within a year of claiming financial assistance will be obliged to repay 75% of all assistance provided under this policy, and 100% of costs if within the first six months.

5. **Employee's Responsibility**

The employee is responsible for:

* Discussing study and education plans with their Manager and obtaining written approval from their Manager prior to enrolment.
* Registering with their Manager in order to access the benefits under this policy.
* Submitting all relevant advice about results, progress and invoices to their Manager.

6. **Manager's Responsibility**

It is the Manager's responsibility to:

* Discuss individual development and educational plans during the annual performance review meeting.
* Carefully consider any request for education and study assistance and unless performance or similar reasons exist, should give approval.
* Maintain a register of employees under the policy including written advice to participants confirming registration.
* Promptly process claims for reimbursement where necessary.
* Maintain records to ensure payments are within the limits of the policy.
* Monitor industry practice to ensure relevance.
* Counter-sign claims for reimbursement under this policy, if necessary.

# **Harassment**

## Policy Statement

*(ORGANISATION NAME)* is committed to providing a work environment based upon mutual respect, one in which individuals are judged solely on criteria related to job performance. It is *(ORGANISATION NAME)*’s policy to maintain a work environment that is free from coercion, intimidation or harassment, including sexual harassment. *(ORGANISATION NAME)* will not tolerate offensive, humiliating, coercive, intimidating or harassing behaviour from anyone in our firm. This responsibility extends not only to all co-workers, but also to all people with whom we deal in conducting our business.

## Policy Guidelines

1. This policy applies to all employees regarding their relations with each other, with all applicants for employment, and with all persons with whom we otherwise deal in the course of our business.

2. We expect all employees to conduct themselves in a professional manner, which requires integrity and respect for all people in all dealings. Actions or behaviour which are intimidating, coercive, or harassing are strictly prohibited.

3. Sexual harassment is a general term covering many forms of unwelcome behaviour. Some examples of sexual harassment are unwelcome or uncalled for acts of physical intimacy, unnecessary familiarity, displaying of inappropriate material, circulation of inappropriate humour, requesting sexual favours, creating a climate of sexual innuendo, or making repeated sexual remarks resulting in a person feeling offended, humiliated or intimidated.

4. *(ORGANISATION NAME)* recognises that it is sometimes difficult to evaluate whether particular behaviour or actions are prohibited by this policy. The test is how an individual perceives conduct or behaviour of another and not how it was intended. Therefore there will be differences from one individual to the next.

5. Humour, friendships and relationships based on mutual consent are not sexual harassment. Consent must be something positively given, as opposed to ‘just going along with’ conduct because the individual does not want to openly object.

6. Reprisal or retribution against an individual who makes a sexual harassment complaint is victimisation and is illegal and strictly prohibited. The guidelines of this policy will also be applied to any instances of reprisal or victimisation.

7. Managers are responsible for administering employment practices in compliance with this policy.

8. *(ORGANISATION NAME)* has established confidential procedures for handling complaints of sexual harassment. These procedures are based on the principle that the rights and privacy of both the individual complaining of harassment and the person whose conduct is the subject of complaint should be protected.

9. Individuals who believe they have been sexually harassed are to follow these procedures:

9.1 An individual should immediately make a complaint regarding harassment with his/her Manager. If the individual is not comfortable raising the matter with their Manager, it should be raised with the Chief Executive.

Where a Manager receives such a complaint, he/she must notify the Chief Executive.

9.2 The person whose conduct is complained of has a right to be informed. The conduct complained of may not have been intentional, or may have been in ignorance of prevailing standards. The individual should be given an opportunity to correct or retract the situation. The individual who is making the complaint of harassment must advise the individual concerned that the conduct or behaviour is unwelcome and harassing. This may be achieved by involving a third party where the employee so prefers. A complaint may be communicated verbally or in writing. If the individual is not comfortable raising the issue directly with the person whose conduct or behaviour is complained about, the matter may be communicated by their Manager, or the Office Manager on behalf of the individual.

9.3 In any event the Chief Executive is also to be informed of the complaint of harassment prior to or concurrently with the issue being raised anywhere else, either by the individual making the complaint or by the Manager with whom the issue is raised.

10. An investigation into the complaint will be made immediately a complaint is lodged. The investigation will generally include discussions with the individual lodging the complaint, the person whose behaviour or conduct is the subject of complaint, and witnesses, if any, to the conduct or behaviour.

11. Investigations will be confidential. No information will be divulged to anyone who is not directly involved in the complaint or the investigation of it. This is to ensure that reputations are protected in the event of an allegation ultimately not being proven.

12. Upon consideration of all the facts of the complaint, a determination will be made about whether or not sexual harassment has occurred.

13. If sexual harassment has been found to have occurred, appropriate disciplinary action will then promptly follow. Depending on the facts of the situation, disciplinary action ranging from counselling, up to and including termination of employment may occur.

14. A proven incident of sexual harassment will be recorded separately from an employee’s personnel file. It will become relevant in the event of a further incident.

15. Victimisation of an individual who makes a sexual harassment complaint constitutes grounds for termination of employment.

16. The filing of an intentionally false report of sexual harassment is as serious as sexual harassment itself, and will be subject to disciplinary action up to and including termination of employment.

17. All individuals in *(ORGANISATION NAME)* are cautioned to regard allegations of sexual harassment as a very serious matter. Individuals in positions of authority have an extra duty. Failure to respond appropriately to a sexual harassment complaint is illegal. Any Supervisor or Manager who receives a complaint of sexual harassment and fails to take the appropriate action in accordance with this policy will be subject to disciplinary action. Failure to take such action constitutes grounds for termination of employment.

18. *(ORGANISATION NAME)* is legally obliged to investigate all complaints of sexual harassment, whether they have been brought to our attention formally or informally. Employees are assured investigations will be guided by the principles of integrity and confidentiality.

# **Substance Abuse in the Workplace**

## Policy Statement

*(ORGANISATION NAME)* is committed to maintaining a workplace where employees do not engage in the use or consumption of illicit substances. Our responsibility is to ensure a safe place to work and the abuse of alcohol and illicit drugs is incompatible with that responsibility. While *(ORGANISATION NAME)* respects the rights of individuals to conduct themselves as they see fit away from work, there is no circumstance where the use of illicit substances or the abuse of alcohol can be tolerated in the work place or while otherwise representing *(ORGANISATION NAME)*.

## Policy Guidelines

1. We are committed to assisting employees with drug or alcohol dependency problems. Any employee who voluntarily seeks assistance may consult, confidentially, with the Office Manager or Chief Executive who may refer the employee to an independent counsellor. Paid sick leave and unpaid leave of absence will be available.

2. Employees are required to report to work in a fit and proper condition and to competently undertake their duties. Reporting to work under the influence of alcohol or drugs, or in an otherwise unfit condition is a serious breach of an employee’s obligations.

3. Where an employee’s work performance and/or behaviour indicates possible drug or alcohol abuse, the Manager is required to contact the Chief Executive. In circumstances where an employee is clearly so affected as not to be able to responsibly undertake his or her duties, a Manager has the authority to insist that the employee immediately leave the workplace. The matter should then be reported to the Chief Executive and a decision can then be made as to whether disciplinary action should apply when the employee resumes normal duties.

4. We reserve the right to require an employee to attend a medical facility for alcohol or drug dependency evaluation as part of the investigation into possible violations of this policy. Evaluation is made through urine testing on a controlled and carefully monitored basis. We also reserve the right to test for drugs or alcohol after work place accidents in which there is some reason to believe that the employee’s human error or carelessness could have been a contributing cause.

5. An employee who refuses to undergo a medical examination will be subject to disciplinary action. Such refusal may constitute grounds for termination of employment.

6. There will be occasions when our firm hosts functions at which it is appropriate to serve alcohol. The provision of alcoholic beverages at approved functions is an authorised use within the guidelines of this policy.

# **Internet & E-mail Use**

## Policy Statement

*(ORGANISATION NAME)* recognises the value of the Internet and its applicability to the operations of *(ORGANISATION NAME)*.

*(ORGANISATION NAME)* provides e-mail access to firm employees on a work needs basis and will provide Internet access to specific employees, where it is deemed useful and relevant to the operations of *(ORGANISATION NAME)*. Employees may wish to receive and dispatch personal e-mails and this may be permitted on the same basis that personal telephone calls are allowed.

Internet access is granted as a privilege and not a right. Any abuse or misuse of Internet access will result in access privileges being revoked and disciplinary action being taken, up to and including dismissal.

## Policy Guidelines

*(ORGANISATION NAME)* provides e-mail and Internet access to firm employees, subject to the following conditions:

**1. Internet Access**

* Internet access is subject to management approval.
* Authorised users must not disclose nor delegate their Internet User ID or password to any other person/s and/or entities inside or outside *(ORGANISATION NAME)*.
* Personal access to the Internet should be strictly limited on "networked computers" as it may expose the *(ORGANISATION NAME)* network to unwanted programs such as adware or spyware.

**2. Internet/WWW Usage**

* Authorised Internet users may only access the Internet for the retrieval of information that is strictly relevant to the purposes of *(ORGANISATION NAME)* business. Limited personal access is available to authorised Internet users during the user's personal time (e.g. lunch or after work).
* Internet users may not use the Internet for personal business or to gain personal profit.
* Internet users may not use the Internet to gain or attempt to gain unauthorised access to internal or external systems.
* *(ORGANISATION NAME)* reserves the right to monitor, access and disclose all employee Internet usage.
* *(ORGANISATION NAME)* employees are required to report any unauthorised use or misuse of the Internet or harassment resulting from use of the Internet to their Manager.

**3. E-mail Usage**

* *(ORGANISATION NAME)* reserves the right to monitor, access and disclose all employee e-mail usage, including the interception and/or reading of any e-mail messages and/or documents sent or received using *(ORGANISATION NAME)*'s Internet facilities.
* All *(ORGANISATION NAME)* employees should treat the e-mail network as a shared filing system, with the expectation that messages sent or received using *(ORGANISATION NAME)*'s resources may be available for review for purposes related to the business.
* Internet users are prohibited from using e-mail to annoy, insult, threaten or otherwise harass internal or external users in any way.
* ***(ORGANISATION NAME) has the right to access all employee Internet activity and e-mail records, without the consent of the employee***

**4. Organisation Representation**

* Authorised Internet users are representatives of *(ORGANISATION NAME)* and must not make statements or representations of any kind via the Internet that may be construed or interpreted as having been made by *(ORGANISATION NAME)* unless the user is authorised to do so.

**5. Transfer of Organisation Information**

* The transfer of confidential information via the Internet to persons or other entities within or outside *(ORGANISATION NAME)* may expose this information to unauthorised individuals. The transfer of confidential information must be authorised by the relevant senior Manager.

**6. Downloading Software**

* Software programs must not be downloaded from the Internet to the user's desktop or to the *(ORGANISATION NAME)* network without prior approval.

**7. Viruses**

* Internet users must not use the Internet to deliberately spread viruses or other computer programs that are capable of causing damage of any kind to internal or external networks.

**8. Defamation and Harassment**

* Internet users are prohibited from downloading, transmitting, viewing or storing material which places *(ORGANISATION NAME)* at the risk of civil or criminal prosecution, embarrassment or loss of reputation or whose potentially offensive nature may create disruption of the workplace environment. Such material includes, but is not limited to:
* descriptions or images of nudity or sexual acts;
* material promoting discrimination including race, religion, national origin, sex or physical disability;
* material advocating or supporting violent or criminal acts.
* If, by accident, an Internet user comes across material that may be deemed inappropriate or offensive, the user will immediately remove the material from personal and/or public view, and discard the material.

**9. Copyright Laws**

* E-mail users are prohibited from sending documents, including text, graphics and audio files, which may breach copyright laws without prior approval.

Further information regarding useage of internet, e-mail and the organisations social media policy can be found in the organisation’s Human Resources Policy Manual.

# **Protecting Employees**

## Policy Statement

*(ORGANISATION NAME)* will ensure a safe place and system of work and that reasonable security standards and controls are in place to protect employees. This includes emergency evacuation and fire safety procedures.

In this regard smoking is prohibited and possession of any knives, weapons or similar by employees is strictly prohibited.

## Policy Guidelines

1. The Chief Executive or Office Manager is responsible for planning and managing security and controls to safeguard our employees and firm property.

2. The Chief Executive maintains key and lock control to *(ORGANISATION NAME)* premises and certain internal areas, files and record storage systems.

3. Employees issued with key and/or key control access:

3.1 are prohibited from using their authorised access for any purpose other than authorised use;

3.2 are prohibited from giving any other person access to or use of their key and/or key controls;

3.3 are responsible for ensuring the safe custody and proper care of their key and/or key controls.

3.4 all visitors, including temporary/casual employees, vendors, service people, family members, former employees (and so on), are required to report to reception.

4. Employees are not permitted to allow access to non-employees to organisation premises outside normal office hours without the prior approval of senior management.

5. *(ORGANISATION NAME)* reserves the right to inspect parcels, containers or bags on removal from organisation premises.

6. Employees should report suspicious behaviour or theft to their Manager.

7. Employees are responsible for the safekeeping and security of their personal property.

8 Employees with laptops are required to take them home each night or secure them in a locked cupboard before leaving the office.

# **Travel**

## Policy Statement

*(ORGANISATION NAME)* intends that employees travelling on firm business are recompensed for out of pocket expenses occurred while doing so.

Travel itineraries should be scheduled to meet the specific needs of the business and may only be extended for personal/leisure travel with the specific prior approval of the Chief Executive.

## Policy Guidelines

Employees are required to comply with all aspects of *(ORGANISATION NAME)*'s travel policy. The general guidelines are as follows:-

1. An employee’s Manager is required to sign the Travel Booking form before any travel is booked.
2. The Chief Executive is required to give approval in writing (email) before any employee undertakes travel on organisation business.
3. Any bookings for organisation travel must be made via the approved agency/booking methods
4. Standard of airline travel is Economy class.
5. Accommodation will be at a typical 3 star standard hotel accommodation unless otherwise approved by the Chief Executive.
6. Any advance against expenses must have prior approval of the Chief Executive.
7. Where employees are required to use their own vehicle on *(ORGANISATION NAME)* business they will be entitled to a reimbursement of that expense at the rate of XX cents per kilometre travelled. Note that any such travel requires the prior approval of the Manager.

# **Reference Requests**

## Policy Statement

*(ORGANISATION NAME)* will only divulge information about existing employees with their consent and about prior employees for bona fide employment reference purposes. *(ORGANISATION NAME)* will comply with any statutory requirement to provide information about current or previous employees.

The Chief Executive’s approval is required before written references for employees or previous employees are approved.

## Policy Guidelines

1. All employment related information about our current or former employees is private and confidential.
2. Only the authorised Manager is permitted to provide ‘record of service’ letters, or to release information about former employees to third parties.
3. When an individual’s employment with *(ORGANISATION NAME)* is terminated (for whatever reason) *(ORGANISATION NAME)* will, if requested, provide the individual with a ‘record of service’ letter. The letter will contain detail on the position held during the period of service, the duration of employment, and a statement that it is not *(ORGANISATION NAME)*’s practice to provide written employment references.

# **Occupational Health and Safety**

## Policy Statement

*(ORGANISATION NAME)* will provide a safe and healthy work environment which eliminates the risk of injury to all our staff and visitors.

*(ORGANISATION NAME)* has an obligation to reduce the potential for work-place injury and will make every reasonable effort to initiate and support any viable program designed to improve the occupational well-being of its staff with the emphasis upon accident prevention, injury minimisation and rehabilitation.

## Policy Guidelines

*(ORGANISATION NAME)* will establish and enforce safe systems and procedures which will eliminate the risk of injury.

Every employee has an obligation to work safely in accordance with the policies and procedures formulated for their own protection, to ensure the safety of all people around them.

Staff are obliged to take care of others and ensure the health and safety of clients and visitors. This includes, but is not limited to,

Safe working conditions within their control;

Using equipment provided for health and safety purposes;

Obeying instructions given in relation to health and safety;

Assisting with the maintenance of a clean and safe environment;

Observe and practice safe work methods;

Immediately report all injuries, illnesses, incidents and near misses, no matter how minor; and

Report all hazards that are identified at work and make suggestions for improvement.

**ACCIDENT COMPENSATION**

*(ORGANISATION NAME)* maintains the workers’ compensation insurance required by law.

Staff should report promptly all injuries, no matter how slight, suffered as a result of employment activity at or on behalf of *(ORGANISATION NAME)* to the relevant Manager.

Further information regarding the policies and processes contained in this handbook can be found in the Organisation’s HR Policy Manual

**Employee Declaration**

I hereby acknowledge that I have read, understood and agree to abide by the policies and processes contained in this handbook.

Name:

Signature:

Date:

*Disclaimer : This manual has been designed to provide guidance in the management of human resources within the sport and recreation industry in Western Australia. Whilst every care has been taken to ensure the accuracy of information contained in this manual neither the Department of Sport and Recreation nor Apex Human Resources can be held liable for any damage, loss, criminal or civil action that occurs as a result of the implementation of policies and processes contained within it. The Department of Sport and Recreation and Apex Human Resources recommends obtaining appropriate advice when making offers of employment, drafting employment contracts and in matters related to disciplinary and grievance processes.*