

HR POLICY MANUAL



***Durawa Development Organization
(DDO)***

Contents

HR POLICY MANUAL.....	1
PERSONAL CONDUCT	3
RECRUITMENT	5
INDUCTION.....	5
TRAINING.....	6
PROBATION	6
OCCUPATIONAL HEALTH AND SAFETY (OH&S)	7
EQUAL EMPLOYMENT OPPORTUNITY (EEO).....	9
PREGNANCY AT WORK.....	13
FLEXIBLE WORKING ARRANGEMENTS	15
LEAVE POLICY	17
PERFORMANCE MANAGEMENT	23
PERFORMANCE IMPROVEMENT.....	23
GRIEVANCES	25
CONFLICT OF INTEREST	26

Introduction

Durawa Development Organization (DDO) Human Resources Policy and Procedure Manual provide the policies and procedures for managing and developing staff. It also provides guidelines to administer these policies, with the correct procedure to follow.

DDO will keep HR policies current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or to add new procedures.

Any suggestions, recommendations or feedback on the policies and procedures specified in this manual will be welcome.

These policies and procedures apply to **all** employees.

PERSONAL CONDUCT

General policy on personal conduct

DDO employees to maintain a high standard of conduct and work performance to make sure the business maintain its good reputation with clients (Donors, beneficiaries). Good personal conduct contributes to a good work environment for all.

This involves all employees:

- observing all policies and procedures
- treating colleagues with courtesy and respect
- treating customers and clients in a professional manner at all times
- working safely at all times

Dress code policy

As a minimum standard, dress should be clean, neat and professional.

DDO reserves the right to request an employee to dress to an appropriate standard as a condition of employment.

Personal communications policy

Personal communications involve privacy issues. Spend some time talking with your staff to develop your policy to get their commitment and understanding.

Phone calls policy

Making and receiving personal phone calls is limited to five minutes for each call, unless otherwise approved by your manager.

Email policy

1. Email facilities are provided for formal business correspondence.
2. Take care to maintain the confidentiality of sensitive information. If emails need to be preserved, they should be backed up and stored offsite.
3. Limited private use of email is allowed if it doesn't interfere with or distract from an employee's work. However, management has the right to access incoming and outgoing email messages to check if an employee's usage or involvement is excessive or inappropriate.
4. Non-essential email, including personal messages, should be deleted regularly from the 'Sent Items', 'Inbox' and 'Deleted Items' folders to avoid congestion.
5. All emails sent must include the approved business disclaimer.

To protect DDO from the potential effects of the misuse and abuse of email, the following instructions are for all users.

1. No material is to be sent as email that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of DDO in the community or to its relationship with staff, customers, suppliers and any other person or business with whom it has a relationship.
2. Email must not contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening, discriminatory, involves the harassment of others or concerns personal relationships.
3. The email records of other persons are not to be accessed except by management (or persons authorised by management) ensuring compliance with this policy, or by authorised staff who have been requested to attend to a fault, upgrade or similar situation. Access in each case will be limited to the minimum needed for the task.
4. When using email a person must not pretend to be another person or use another person's computer without permission.
5. Excessive private use, including mass mailing, "reply to all" etc. that are not part of the person's duties, is not permitted.
6. Failure to comply with these instructions is a performance improvement offence and will be investigated. In serious cases, the penalty for breach of policy, or repetition of an offence, may include dismissal.

Internet use policy

The internet is provided by DDO for business use. Limited private use is permitted if the private use does not interfere with a person's work and that

inappropriate sites are not accessed e.g. pornographic, gambling. Management has the right to access the system to check if private use is excessive or inappropriate.

Failure to comply with these instructions is an offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staff need to be aware that some forms of internet conduct may lead to criminal prosecution.

RECRUITMENT

Policy

DOO always aims to employ the best candidates based on merit and competence.

Procedure

1. Create a simple position description for the job covering key activities, tasks, skills required, expectations, deliverables and safety considerations. When advertising, avoid discriminatory language e.g. young person. Target the attribute e.g. we seek an energetic person.
2. The recruitment process may include some or all of these: an application form, interviews, practical testing, reference checks, right to work.
3. Give the successful candidate a letter of appointment setting out clear terms and conditions. This includes the nature of employment e.g. permanent part time, casual. The letter should include a welcome note and start details.
4. Once the candidate has accepted, contact the unsuccessful candidates as a matter of courtesy.

INDUCTION

Policy

DDO will make sure all new employees feel welcome and are ready to start work safely and competently.

Procedure

Complete an induction plan for each new starter with details of:

- introductions
- welcome tea
- workplace tour
- OH&S procedures and evacuation
- business overview
- who's who
- nominated buddy
- a working safely plan
- training plan
- IT system orientation
- copy of the Fair Work Information Statement
- policy and procedural requirements, e.g. equal employment opportunity

TRAINING

Policy

DDO will give employees adequate training to do their job safely and competently. Our business believes training is a two-way process. We encourage employees to participate and to highlight any gaps in their own skills or knowledge they believe they have.

Training includes internal on-the-job training, written instructions such as standard operating procedures, coaching, external training and courses. Safety training takes precedence.

PROBATION

Policy

Probation is a period of review and appraisal to make sure both the business and the employee are satisfied the role is as advertised, and is being performed satisfactorily. Ongoing permanent employment is given only when the employee satisfactorily completes their probation.

Procedure

1. Give informal and formal appraisal during the probation period.
2. Give at least one formal appraisal four weeks before the end of probation.

3. At the end of the probation period, complete a final probation appraisal and advise the employee of the result.

OCCUPATIONAL HEALTH AND SAFETY (OH&S)

Policy

DDO will, as far as practicable, provide a safe work environment for the health, safety and welfare of our employees, contractors, visitors and members of the public who may be affected by our work.

To do this, DDO will:

- develop and maintain safe systems of work, and a safe working environment
- consult with employees and health and safety reps on safety
- provide protective clothing and equipment, and enforce its use
- provide information and training for employees
- assess all risks before work starts on new areas of operation, for example, buying new equipment and setting up new work methods, and regularly review these risks
- remove unacceptable risks to safety
- provide employees and contractors with adequate facilities (such as clean toilets, cool and clean drinking water, and hygienic eating areas)

Ultimately, everyone at the workplace is responsible for ensuring health and safety at that workplace.

All persons responsible for the work activities of other employees are accountable for:

- identifying practices and conditions that could injure employees, clients, members of the public or the environment
- controlling such situations or removing the risk to safety. If unable to control such practices and conditions, report these to their manager
- making sure workers use personal protective equipment (PPE), training workers to use PPE correctly
- making sure PPE is maintained and working properly

DDO demands a positive, proactive attitude and performance with respect to protecting health, safety and the environment by all employees, irrespective of their position.

Manual handling policy

It is DDO policy to provide all employees with a safe and healthy workplace by identifying, assessing and controlling manual handling risks.

While management is responsible for the health, safety and welfare of all staff, all employees must report potential and actual manual handling hazards.

Never lift or manually handle items larger or heavier than you can easily support. If you are in any doubt, do not hesitate to ask for help.

Workers' compensation policy

All employees may be eligible for workers' compensation benefits if injured while at work.

Injury procedure

If there is an injury:

1. The first priority is medical attention. The injured worker or nearest colleague should contact one of DDO first aiders. For a serious injury also call an ambulance.
2. Any employee who is injured on the job, experiences a safety incident or a near miss, must report the incident to their manager.
3. The manager must write a report in the Register of Injuries, Incidents and Near Misses. This standard report must include:
 - employee's name and job details
 - time and date of injury
 - exact location the injury/incident occurred
 - how the injury/incident happened
 - details of the injury/illness and the part/s of the body injured
 - names of any witnesses
 - name of the person entering details in the Register
 - date the employer was notified
4. DDO will let the injured employee know in writing that we have received notification of any injury or illness reported in the Register.
5. The manager must report serious injuries to Work Safe immediately.

Smoking policy

DDO has a non-smoking policy. Smoking is not permitted on DDO property or in offices at any time.

Smokers who need to take breaks should do so in their allotted breaks (no more than X per day in addition to their lunch break). These breaks must be limited to X

minutes from leaving the workplace to recommencing work. These breaks must not be taken at the entrance to DDO offices. Excessive smoking breaks will be regarded as absenteeism and performance improvement action may be taken.

Alcohol & drugs policy

DDO is concerned by factors affecting an employee's ability to safely and effectively do their work to a satisfactory standard. The business recognises alcohol or other drug abuse can impair short-term or long-term work performance and is an occupational health and safety risk.

DDO will do its utmost to create and maintain a safe, healthy and productive workplace for all employees. DDO has a zero tolerance policy in regards to the use of illicit drugs on their premises or the attending of other business related premises (e.g. clients) while under the influence of illicit drugs. Contravening either of these points may lead to instant dismissal.

DDO does not tolerate attending work under the influence of alcohol. This may result in performance improvement action or dismissal.

DDO, at times, makes alcohol available to staff over the age of 18. Limiting the consumption of any alcohol made available is the responsibility of the employee. Driving over the legal limit or under the influence of illicit drugs is illegal.

EQUAL EMPLOYMENT OPPORTUNITY (EEO)

Policy

This policy applies to all staff including contractors and covers all work-related functions and activities including external training courses sponsored by DDO.

It also applies for all recruitment, selection and promotion decisions.

The objective of DDO Equal Opportunity Policy is to improve business success by:

- attracting and retaining the best possible employees
- providing a safe, respectful and flexible work environment
- delivering our services in a safe, respectful and reasonably flexible way

Discrimination, Sexual Harassment and Bullying

<Business> is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal.

For the purposes of this policy, the following definitions apply:

Discrimination:

Direct discrimination is when a person treats, or proposes to treat, someone with a particular attribute (as set out below) less favourably than the person treats or would treat someone without that particular attribute or with a different attribute in the same or similar circumstances.

Indirect Discrimination occurs where, although people are treated equally, a person with one of the protected characteristics suffers a disadvantage. It involves imposing an unreasonable condition or requirement on someone with a protected characteristic with which that person cannot comply (or has difficulty complying), and with which other people, without that characteristic, can comply.

Sexual harassment includes unwelcome conduct of a sexual nature in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated or intimidated.

Workplace bullying may include behaviour that is directed toward an employee, or group of employees, that creates a risk to health and safety e.g. physical and/or verbal abuse, excluding or isolating individuals; or giving impossible tasks.

DDO provides equal opportunity in employment to all suitably able people without discrimination based on a personal characteristic protected under state and federal Equal Opportunity legislation.

They include:

- age
- breastfeeding
- carer status
- disability/impairment
- employment activity
- gender identity
- industrial activity
- lawful sexual activity
- marital status

- parental status
- personal association with someone having any of these characteristics
- physical features
- political activity/belief
- pregnancy
- race
- religious activity/belief
- sex
- sexual orientation

Any employee found to have contravened this policy will be subject to disciplinary action, which may include dismissal as outlined in the complaint procedure below.

Employees must report any behaviour that constitutes sexual harassment, bullying or discrimination to their manager.

Employees will not be victimised or treated unfairly for raising an issue or making a complaint.

Procedure: To make a complaint

If you believe you are being, or have been, discriminated against, sexually harassed or bullied, you should follow this procedure.

1. Tell the offender the behaviour is offensive, unwelcome, and against business policy and should stop (only if you feel comfortable enough to approach them directly, otherwise speak to your manager). Keep a written record of the incident(s).
2. If the unwelcome behaviour continues, contact your supervisor or manager for support.
3. If this is inappropriate, you feel uncomfortable, or the behaviour persists, contact another relevant senior manager. Employees may also lodge a complaint with the Victorian Equal Opportunity & Human Rights Commission, the Australian Human Rights Commission, or take action under the *Fair Work Act 2009*.

Employees should feel confident that any complaint they make is to be treated as confidential as far as possible.

Procedure: To receive a complaint

When a manager receives a complaint or becomes aware of an incident that may contravene DDO EEO Policies, they should follow this procedure.

1. Listen to the complaint seriously and treat the complaint confidentially. Allow the complainant to bring another person to the interview if they choose to.
2. Ask the complainant for the full story, including what happened, step by step.
3. Take notes, using the complainant's own words.
4. Ask the complainant to check your notes to ensure your record of the conversation is accurate.
5. Explain and agree on the next action with the complainant.
6. If investigation is not requested (and the manager is satisfied that the conduct complained is not in breach of DDO EEO policies) then the manager should:
 - act promptly
 - maintain confidentiality
 - pass any notes on to the manager's manager

If an investigation is requested or is appropriate, follow the next procedure.

Procedure: To investigate a complaint

When a manager investigates a complaint, they should follow this procedure.

1. Do not assume guilt.
2. Advise on the potential outcomes of the investigation if the allegations are substantiated.
3. Interview all directly concerned, separately.
4. Interview witnesses, separately.
5. Keep records of interviews and the investigation.
6. Interview the alleged harasser, separately and confidentially and let the alleged harasser know exactly of what they are being accused. Give them a chance to respond to the accusation. Make it clear they do not have to answer any questions, however, the manager will still make a decision regardless.
7. Listen carefully and record details.
8. Ensure confidentiality, minimise disclosure.
9. Decide on appropriate action based on investigation and evidence collected.
10. Check to ensure the action meets the needs of the complainant and DDO.
11. If resolution is not immediately possible, refer the complainant to more senior management. If the resolution needs a more senior manager's authority, refer the complainant to this manager.
12. Discuss any outcomes affecting the complainant with them to make sure where appropriate you meet their needs.

Possible outcomes

If after investigation management finds the complaint is justified, management will discuss with the complainant the appropriate outcomes which may include:

- disciplinary action to be taken against the perpetrator (counselling, warning or dismissal)
- staff training
- additional training for the perpetrator or all staff, as appropriate
- counselling for the complainant
- an apology (the particulars of such an apology to be agreed between all involved)

PREGNANCY AT WORK

Advising of pregnancy

DDO encourages employees to inform their manager of their pregnancy as soon as possible. However, we respect that an employee may not wish to advise us of her pregnancy earlier than the minimum notice period.

We also respect an employee's wishes regarding when it is appropriate to tell colleagues about the pregnancy.

See the Parental leave policy on page 22 about requirements for taking unpaid parental leave, including notice periods..

Harassment while pregnant

DDO is committed to ensuring the safety of pregnant employees and considers harassment, bullying and discrimination to be unacceptable behaviour.

(See the Equal Employment Opportunity policy on page 11 for our general policy and procedure on harassment, bullying and discrimination.)

Safety at work

DDO understands pregnancy to be a healthy and normal process and recognises that women have different experiences. When an employee notifies her manager that she is pregnant, the manager will ask the employee to let them know if they experience any changes to their work capacity during the pregnancy. The employee and her manager will then discuss what is needed to keep the employee safe at work and adjustments will be made accordingly where possible.

Options to reduce hours, change of duties, light duties, rotated tasks, provision of a chair and provision of additional breaks are common ways to ensure safety at work, and will be considered on a case-by-case basis.

Transfer to a safe job

If an employee is fit for work but unable to do her usual job because of her pregnancy, she is entitled to be transferred to a safe job. An employee must have advised of her intention to take unpaid parental leave prior to applying for a transfer to a safe job.

The employee will need to provide evidence such as a medical certificate that she is fit for work but unable to continue in her current position because of illness, risk due to the pregnancy or hazards connected with the position.

If these requirements are met, DDO will make every attempt to transfer the employee to a safe job for the risk period with no change to her pay and conditions.

If there is no safe job available then an employee is entitled to take paid 'no safe job leave'. This is not sick leave – it is a separate paid leave type (pregnancy- no safe job). This leave will be paid at the rate specified in the award or agreement which, at a minimum, can be no lower than the employee's base rate of pay for her ordinary hours of work. In the six weeks prior to the expected date of the birth of the child, an employer may ask an employee on safe job leave for medical certificates stating that she would be fit to perform a safe job, if one were available to her. An employee may be required to take unpaid parental leave (instead of paid no safe job leave) if she does not provide a medical certificate within seven days or she provides a medical certificate stating she is not fit for any work.

The no safe job leave ends when the employee starts unpaid parental leave, if the employee returns to work or takes unpaid special maternity leave. (See the Parental leave policy on page 22.)

Working until the birth

A pregnant employee may work until the expected date of birth of her child. If she wishes to continue working in the last six weeks of her pregnancy she may be requested to provide a medical certificate within seven days confirming she is fit to work.

If the medical certificate indicates the employee is not fit for work, she may be required to start parental leave or take a period of unpaid leave as soon as practicable.

Return to work

If the employee has agreed to contact during leave, then towards the end of the leave period, the manager should confirm the employee's intention to return on the agreed date. The employee also may want to discuss any requests for flexible work arrangements at this time (see Flexible Working Arrangements policy on page 18).

An employee must provide four weeks notice if they want to extend their leave beyond the return date that was initially advised (see the Parental leave policy on page 22.)

The employee on parental leave has the right to return to the job they held prior to going on leave, including any promotion. If that position no longer exists, the employee will be given whichever other available position is nearest in status and remuneration for which the employee is qualified and suited.

If an employee was placed in a safe work position prior to leave, the employee is entitled to return to the position they held immediately before the safe work position.

If the pre-parental leave position no longer exists, DDO will follow its redeployment and redundancy procedures to determine if a suitable alternative position is available.

Breastfeeding at work

DDO aims to understand and support mothers in the workplace, including accommodating breastfeeding as much as possible.

An employee should discuss her needs with her manager and DDO will endeavour to make a private space available or other arrangements made by agreement. Depending on the employee's duties this may include cover while she is away from her work environment.

FLEXIBLE

WORKING

ARRANGEMENTS

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

To comply with the *Equal Opportunity Act*, DDO 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 employer
- the size and nature of the workplace and the employer's business
- the effect of the flexible working arrangements on the workplace, including the financial impact on the business
- the consequences for the employer 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 employer accommodating the responsibilities, such as occupational health and safety laws or award penalty rates.

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.

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.

Employees must put such a request in writing.

DDO 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.

Options for flexible work practices

Flexible work options which may be considered by DDO 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.

LEAVE POLICY

General leave policy

Unless specified otherwise, employees referred to in this policy mean permanent full-time or part-time employees.

All employees are entitled to leave in accordance with the relevant awards or agreements and statutory provisions. Where the entitlements or practices in this document conflict, the applicable award, workplace agreement, employment contract or employment law takes precedence.

All planned leave has to be mutually agreed, and take into account workloads and the employee's needs. Leave must be approved in advance, except when the employee can't anticipate the absence. Any documents regarding leave will be kept on the employee's personnel file.

Annual leave policy

Each employee is entitled to a minimum of 21 days annual leave a year (pro-rata for part-time). Leave entitlements are calculated from the date they started work

and accrue in accordance with workplace relations legislation or industrial instruments. Annual leave counts towards continuous service (used when calculating long service leave). Applications for annual leave need to be lodged 3 weeks in advance.

An employee is expected to take accrued annual leave for business close down periods. If insufficient leave is accrued, DDO may direct an employee to take unpaid leave.

DDO will decide on a case-by-case basis whether it will agree with an employee to 'cash out' annual leave as permitted by workplace relations legislation or any industrial instrument.

In some circumstances, leave in advance of what leave has accrued may be approved. This is conditional on the employee agreeing to the business deducting any advance in the event of termination, or to the employee accepting leave without pay.

Personal (sick) leave policy

An employee is entitled to 10 days of personal leave every 12 months. Paid personal leave accrues at the rate of 2 days per month of service and is cumulative.

An employee should notify his/her manager as soon as possible if they are unable to attend work due to illness or injury. Management, at its discretion, may request evidence such as a medical certificate showing that the employee was entitled to take personal leave during the relevant period.

Carer's leave policy

Carer's leave is available to an employee to take direct care of an ill family or household member or if an unexpected emergency affects a family or household member. It is typically part of personal (sick) leave and is dealt with similarly to above.

Employees including casual employees are entitled to take up to two days unpaid carer's leave for each occasion of family or household member illness or unexpected emergency. An employee cannot take unpaid carer's leave if they could instead take paid carer's leave.

Compassionate leave policy

Compassionate leave is paid leave taken by an employee to spend time with a family member/member of the employee's household, who has a personal illness,

or injury, that poses a serious threat to his/her life, or after the death of a family member/member of the employee's household.

Each employee is entitled to a period of two days paid compassionate leave for each occasion where a family member has died, or the employee needs to spend time with a seriously ill family member. Additional unpaid leave maybe granted at management discretion.

Casual employees are entitled to two days unpaid compassionate leave for each occasion.

Long service leave policy

Employees are entitled to long service leave in line with Victorian long service leave laws (or per a relevant Award, Agreement or employment contract).

Parental leave policy

Unpaid parental leave

Employees (including a de facto or same sex partner, or single person) who are expecting a child or adopting a child are eligible for 52 weeks of unpaid parental leave if they are:

- permanent full-time or part-time with at least 12 months service prior to the expected date of birth or adoption placement
- casual with 12 months regular and systemic service who have a reasonable expectation of continuing regular and systematic work

After birth or adoption, the parent with responsibility for the care of the child is entitled to unpaid parental leave. Employees who are pregnant may commence leave up to six weeks before the expected of date.

Employees may request to extend their leave by a further 12 months (for a total of 24 months maximum), to be submitted in writing at least four weeks before the end of the original 12 months unpaid parental leave.

DDO will respond in writing within 21 days and may refuse only on reasonable business grounds. The written response will include details if the request is refused.

Parental leave for partners

Generally, only the parent with responsibility for the care and welfare of the child is entitled to take unpaid parental leave. However, up to three weeks unpaid parental leave may be taken at the same time by both members of an employee

couple, with the period of concurrent leave starting on the day of the birth (unless the manager agrees to other arrangements).

Applying for leave

An employee wishing to take unpaid parental leave must provide written notice at least 10 weeks before starting the leave (or as soon as is practicable) including the intended leave start and end dates.

Leave dates or any changes of dates must be confirmed at least four weeks before the leave starts. The manager will confirm the leave and any affected entitlements such as continuous service in writing.

Adoption

Because DDO recognises that the timing of placement for an adopted child may be uncertain, employees should keep their manager informed of any changes to the likely placement date and commencement of leave.

Paid leave

Annual leave

If the employee has paid annual leave available, he or she may, in agreement with the manager, take some or all of that leave at the same time as the unpaid parental leave.

Time off for antenatal appointments, adoption interviews or examinations

Personal leave may be available for attendance at medical appointments. Appointment times and the availability of leave should be discussed with the manager.

An employee may take up to two days unpaid pre- adoption leave. Employees must provide notice of the leave including expected leave period as soon as practicable (which may be after the leave has started).

If an employee requires more than two days pre-adoption leave, they should discuss their requirements with their manager.

Leave for pregnancy related illness

If an employee is ill during her pregnancy, she may access her ordinary sick leave entitlements, including any accrued leave.

If an employee experiences extended illness due to pregnancy, she can access unpaid 'special maternity leave' for the period her treating doctor certifies is

necessary. Special maternity leave is included in the 52 weeks available unpaid parental leave period.

The employee must make a special maternity leave application as soon as practicable which details the period of leave required. The manager may request a medical certificate and if so, this must be provided by the employee.

Loss of a child while pregnant

If the pregnancy ends within 28 weeks before the due date without a live birth, the employee may take unpaid 'special maternity leave' for the period her treating doctor certifies is necessary. Unpaid parental leave is not available in this situation, instead special maternity leave applies.

The employee must make a special maternity leave application as soon as practicable, specifying the expected leave period and providing a medical certificate, if this is requested by the manager.

DDO will be sensitive to the personal issues associated with this type of leave.

During parental leave

Even though the employee is on leave, they will continue to be protected against discrimination as an employee. See the Equal Employment Opportunity policy on page 11.

DDO respects that some employees do not want any contact while on leave, and others do. The manager should discuss with the employee what sort of communication the employee would like while on leave, and record this agreement.

While an employee is on unpaid parental leave, DDO will ensure that the employee is considered and kept informed of significant changes that may occur in the business.

Where a decision will have a significant effect on the status, pay or location of the pre-parental leave position, the DDO will take all reasonable steps to inform the employee and discuss the effect of the decision. During any restructures, employees on parental leave will be treated no less favourably than other employees and will be kept informed of the process.

If an employee has applied for less than 52 weeks unpaid parental leave, they can extend the period of leave once to take the total leave up to a maximum of 52 weeks. The employee must give at least four weeks notice prior to the end date of

the original leave period. A period of unpaid parental leave may be reduced by agreement between DDO and the employee.

An employee can resign while on parental leave but they must give the required notice of resignation as set out in contract/letter of offer..

Employees should not undertake any activity during leave which is inconsistent with the employment contract, including other employment and they should remain responsible for the care of the child.

The employee's position may be filled on a temporary basis while they are on leave. DDO will notify the replacement employee that their employment in this role is temporary and that the pregnant employee has the right to return to the position.

Time in lieu policy

DDO will grant time in lieu to an employee who is required to work outside their normal hours. Time worked towards time in lieu must be approved in advance unless exceptional circumstances exist, in which case management will consider granting approval after the time is worked.

Time in lieu will be added to the employee's annual leave. DDO will record time-in-lieu credits and debits. Generally, employee should take time in lieu in the same financial year within which they accrue it. A manager must approve time-in-lieu leave. An employee cannot accrue more than 3 hours of time in lieu.

Leave without pay policy

Management has the discretion to approve leave without pay that an employee is not otherwise entitled to.

Jury duty policy

An employee is entitled to paid leave for jury duty in accordance with legislation. An employee on jury service should supply the official request to attend, the details of attendance and the amount the court has paid them. DDO will reimburse the employee the difference between this amount and their base salary.

Emergency services leave policy

If an employee needs to take temporary absence from work because of voluntary emergency management activities (for example, as a volunteer dealing with an emergency or natural disaster as a member of any voluntary) then they should

ask management for leave as soon as possible after they become aware of the need to take leave.

DDO will support such activities wherever possible, as an important community service.

DDO may require evidence of these activities at its discretion.

PERFORMANCE MANAGEMENT

Policy

The purpose of performance management is to improve performance. It is an ongoing process. It should include informal and formal review. We encourage a two-way process, that is, employees can also give management feedback on performance.

All employees will undergo a formal performance review with their immediate managers at least two times a year.

Procedure

1. The manager and the employee agree on the date for a performance appraisal meeting to allow time to prepare.
2. The manager and employee will meet and openly and constructively discuss performance over the period.
3. The manager and the employee will agree any objectives and outcomes for the next appraisal period.
4. Training and development will be considered as part of the process.
5. Notes should be taken of the meeting and copies kept.
6. Outside of this formal process, employees are encouraged to raise any issues they have when they arise.

PERFORMANCE IMPROVEMENT

Policy

Where warranted DDO will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, DDO may decide to end an employee's employment. Depending on

the circumstances, performance improvement action may include verbal or written warnings, counselling or retraining.

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

If an employee deliberately breaches business policy or procedure, or engages in misconduct, DDO may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

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

Procedure

1. DDO will advise the employee of any shortfall in their performance, and give them an opportunity to respond.
2. Once they respond, the manager will consider their response and decide if performance improvement action should be taken. DDO will provide support such as training where appropriate.
3. If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.
4. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency they should use specific examples, and refer to the correct policy or procedure.
5. The manager will allow the employee to respond before making a decision and consider the employee's responses. The employee may have a support person present at such meetings.
6. The manager will decide if more action is needed.
7. If a written warning is to follow, the manager is to:
 - document it and give the employee a copy
 - give the employee the opportunity (and their support person the opportunity) to sign the warning
 - keep a copy on file
8. The warning must clearly define:
 - the deficiency
 - a clear explanation of the expected standard
 - by when the employee needs to achieve it

- how the business will help the employee achieve the improvement required
 - consequences of failing to improve
9. The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions, and put a copy on the employee's personnel file. This should include date, location and time of discussion.
 10. They will continue to support the employee and note the support they give, for example, training or counselling.
 11. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps 4–10 above. This document needs to warn the employee in clear terms DDO will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

Note: some circumstances justify going straight to a second or final warning.

Gross or serious misconduct policy

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the facts involved). Management should seek advice before taking this step.

Procedure

1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The manager should also have a witness present. The manager shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. DDO will send the employee a letter of termination noting brief details.

GRIEVANCES

Policy

DDO supports the right of every employee to lodge a grievance with their manager if they believe a decision, behaviour or action affecting their employment is unfair. An employee may raise a grievance about any performance improvement action taken against them.

We aim to resolve problems and grievances promptly and as close to the source as possible. When necessary, DDO will escalate a grievance to the next higher level of authority for more discussion and resolution, and continue escalating it to the level above until it is resolved.

Managers will do their utmost to action grievances objectively, discreetly and promptly. Be aware that grievances that are misconceived, vexatious, and lacking substance may result in disciplinary action being taken against the employee lodging the grievance.

Procedure

1. The employee should try to resolve the grievance as close to the source as possible. This can be informal and verbal. At this stage, every possible effort should be made to settle a grievance before the formal grievance process starts. If the matter still can't be resolved, the process continues and becomes formal.
2. To start the formal grievance the complainants must fully describe their grievance in writing, with dates and locations wherever possible and how they have already tried to settle the grievance.
3. The person(s) against whom the grievance/complaint is made should be given the full details of the allegation(s) against them. They should have the opportunity and a reasonable time to respond before the process continues.
4. If the grievance still can't be resolved, refer the matter to the most senior manager for consideration and a final decision. A grievance taken to this level must be in writing from the employee.

CONFLICT OF INTEREST

Policy

Conflict of interest arises whenever the personal, professional or business interests of an employee are potentially at odds with the best interests of DDO.

All employees are required to act in good faith towards DDO. Employees need to be aware of the potential for a conflict of interest to arise and should always act in the best interests of DDO.

As individuals, employees may have private interests that from time to time conflict, or appear to conflict, with their employment with DDO. Employees should aim to avoid being put in a situation where there may be a conflict between the interests of DDO and their own personal or professional interests, or those of relatives or friends. Where such a conflict occurs (or is perceived to occur), the interests of DDO will be balanced against the interests of the staff member and, unless exceptional circumstances exist, resolved in favour of DDO.

It is impossible to define all potential areas of conflict of interest. If an employee is in doubt if a conflict exists, they should raise the matter with their manager.

Procedure

Employees must:

- declare any potential, actual or perceived conflicts of interest that exist on becoming employed by DDO to management
- declare any potential, actual or perceived conflicts of interest that arise or are likely to arise during employment by DDO to management
- avoid being placed in a situation where there is potential, actual or perceived conflict of interest if at all possible

If an employee declares such an interest, DDO will review the potential areas of conflict with the employee and mutually agree on practical arrangements to resolve the situation.

Employees must disclose any other employment that might cause a conflict of interest with DDO to their manager. Where there are external involvements that do not represent a conflict of interest, these must not affect performance or attendance whilst working at DDO. If such involvement does affect performance or attendance it will be considered a conflict of interest.

Employees must not set up or engage in private business or undertake other employment in direct or indirect competition with DDO using knowledge and/or materials gained during the course of employment with DDO.

Engaging in other business interests during work hours will result in strong performance improvement action.

Failure to declare a potential, actual or perceived conflict of interest or to take remedial action agreed with DDO, in a timely manner, may result in performance improvement proceedings including dismissal.