



**LINK UP (QLD)
ABORIGINAL CORPORATION**

**CORPORATE POLICY & PROCEDURES
MANUAL**

OCTOBER 2009

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**LINK UP (QLD)
ABORIGINAL CORPORATION**

**CORPORATE POLICY & PROCEDURES
MANUAL**

***SECTION ONE
CORPORATE GOVERNANCE***

Without Prejudice

POLICY – BOA 01	Board Roles & Responsibilities	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The Board is elected by the members of the LINK UP QLD to be responsible for, and to undertake, the Executive management of the Corporation on behalf of the membership. This includes entering into contractual agreements with Departments and Agencies of the Commonwealth and/or Queensland Governments.

The Board shall manage and control the affairs of the LINK UP QLD in accordance with its *Constitution* and with the *Corporations (Aboriginal and Torres Strait Islander) Act 2006*.

The policy objectives for this Part of the *Policies and Procedure Manual* are:

To facilitate an understanding of the legal framework of the Committee; and

To provide clarity and guidelines on the roles and responsibilities of the Committee

2.0 Legal Framework

2.1 Membership

Any Aboriginal or Torres Strait Islander person who is over 18 years old, and who meets the following qualifications may apply to become a member of the corporation and who:

a) Resides in Queensland

Indicates in writing that he/she believes he/she can assist the corporation achieve its aims and objects.

Is not indebted to the corporation in a sum of more than \$100.

b) A body corporate which is incorporated in and domiciled in Queensland and which, upon application, nominates its authorised representative, under Seal, to vote or otherwise act on its behalf. Corporate membership cannot exceed 51% of the total membership base (Rule 5.2.2.2).

c) A person who was a member but whose membership was cancelled under rule 5.7 (*Link Up QLD Constitution*) cannot apply to become a member again.

d) Continuity of membership is dependent upon meeting a "participation" test every two years (Rule 5.4.2 (b) and 5.7.5).

2.2 Make-up of the Board

The Board shall contain no less than 3 and no more than 12 Board Members.

Before they can be elected to the Board a candidate must

- meet all director eligibility criteria (Rule 8.2.1)
- have consented to act as a director in writing (Rule 8.2.3)

Board Members are elected at each Annual General Meeting by postal vote and on a 2 year rotational basis.

Office Bearers

The Chairman of the Corporation shall be elected by the Committee at their first meeting after the annual general meeting.

The Board is to control and manage the affairs of the Corporation.

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2.3 Appointment of Board Members

Only eligible members may nominate for election.

Ineligible members (Rule 8.2) include:

- employees and contractors
- non-participating (inactive) members
- previous disqualification under the Act
 - bankruptcy/insolvency
 - insanity
- convicted of fraud/dishonesty/misappropriation of assets
- imprisonment for longer than 1 year
- indebted to Link-Up for more than \$100
- being a previous director of an organisation that was placed under Administration or wound up

Eligible members (Rule 8.2) include:

- active (participating) member
- demonstrated experience in managing a corporation
- holding a qualification in corporate governance
- previous committee member in a corporation for minimum 2 year term.

2.4 Circumstances Under Which Committee Members Cease to Hold Office

Rule 8.9 prescribes the following circumstances where a committee member will cease to hold office:

- upon death
- upon resignation
- if a corporation representative, upon insolvency and/or winding up of that corporation
- as prescribed by the Act
 - bankruptcy or insolvency
 - insanity
- as prescribed by Rule 8.2
 - appointed as employee or contractor
 - non-participation as active member
 - conviction for fraud/dishonesty/misappropriation of assets
 - imprisonment
 - indebted to Link-Up for more than \$100

Under any of the circumstances listed above, Rule 8.9 prescribes a committee member "stops" being such at the time the disqualifying circumstances occurs; neither the members nor the remaining committee members need to pass any resolutions of removal – that committee members position is declared vacant and is subject to filling by casual vacancy appointment (Rule 8.5.2).

2.5 Removal of Board Members

2.5.1 The only ground for directors removing a Board member from office is that he/she has not attended 3 or more consecutive Board meetings without a reasonable excuse. The Board may remove the Board member by resolution.

- a) Rule 8.11.2 (*Link Up QLD Constitution*) operates despite anything in:
- I. These rules or
 - II. An agreement between the corporation and the Board member or
 - III. An agreement between any or all members and the Board member.

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b) Before removing the Board member, the committee must give the member concerned notice in writing:

- I. That the Board intends to remove them from office because they have not attended 3 or more consecutive Board meetings without a reasonable excuse and
- II. That the Board member concerned has 14 days to object to the removal and
- III. That the objection must be in writing and given to the corporation within 14 days from the day the notice is given.

c) if the Board member does not object, the Board must remove the member concerned from office.

d) if the Board member does object, the governing committee cannot remove them from office. The corporation by resolution in a general meeting may remove the Board member from office according to rule 8.11.1.

e) if the Board member concerned is removed from office, the corporation must give them a copy of the resolution as soon as possible after it has been passed.

2.5.2 On the other hand, members in general meeting may remove a governing committee member for any just and proper reason, under Rule 8.11.1 provided that at least 21 days notice of intention to remove is given to the company and the director concerned (Rule 8.11.1 (b) and (c)).

2.6 Board Casual Vacancies

if the number of committee members falls below the quorum required in rule 11.3 (*Link Up QLD Constitution*) the committee may meet only the purpose of filling the vacancy.

A person can be appointed under rule 8.5.2 (*Link Up QLD Constitution*) to make a quorum for a Board meeting even if the total number of Board members is not enough to make a quorum.

If a person is appointed under rule 8.5.2, the corporation must confirm the appointment at the corporation's next annual general meeting. If the appointment is not confirmed, the person ceases to be a Board member at the end of the AGM. The members present at the AGM may appoint someone to fill the vacancy on the Board for the rest of the period of the person being replaced.

A member appointed to fill a casual vacancy will be a Board member until the end of the next annual general meeting (unless they stop being a Board member before then, for any reason listed under rule 8.9 (*Link UP QLD Constitution*)).

A Board member at the next annual general meeting after their appointment.

2.7 Meetings of the Committee

The Board will meet as often as it considers necessary for the good functioning of the corporation but must at least meet once every three (3) months. (Rule 11.1)

2.8 Quorum

The quorum for a Board meeting is a majority of the Board and the quorum must be present at all times during the meeting. (Rule 11.3)

2.9 Conflicts of Interest

Any Board member who:

1. has a direct or indirect financial interest in a matter being considered or about to be considered by the Board or
2. has a material personal interest in a contract or proposed contract of the corporation of
3. holds any office or
4. owns any property

which might give rise to a conflict with their duties as a Board member of the corporation, is deemed to have a conflict of interest. If so, they must give the Board notice of the interest at a Board meeting as soon as possible after becoming aware of it. (Rule 10.2)

Notes:

A conflict of interest may arise when a member is involved in making a decision about an issue in which they stand to benefit in some way (direct conflict), or a relative or business they are involved with stands to benefit (indirect conflict).

A 'material personal interest' includes direct and indirect financial interests, as well as direct and indirect non-financial interest (eg. If a committee member's relative would get the main benefit of the goods or services to be provided by a contract to be entered into). Generally, it would have to be enough of an interest to influence the Board member's decision, and there must be a real or substantial conflict.

b) A notice of a conflict of interest must set out:

1. the nature and extent of the interest and
2. the relation of the interest to the affairs of the corporation

c) A notice of a conflict of interest can be a standing notice to the Board.

Note: This means that if there is a potential conflict of interest which will continue, the notice only has to be given once, and does not have to be given at every Board meeting.

d) The substance of a notice of a conflict of interest must be recorded in the minutes of the Board meeting at which it was given.

e) A Board member who has a conflict of interest about a matter that is being considered at a Board meeting must disclose:

1. the nature and extent of the interest and
2. the relation of the interest to affairs of the corporation.

Important Note: A Board member is not entitled to be present or to vote on a resolution if they have a conflict of interest.

3.0 Roles and Responsibilities of the Board

3.1 Role of the Board

The Board of Directors of Link Up has the usual accountabilities of a best practice company under the Commonwealth Corporations Act. There are seven specific accountabilities for the Board of Directors:

1. Strategy formulation and approval. This is achieved through the Strategic Plan and the annual Action Plan with the aligned annual Budget.
2. Monitor organisational performance. This is achieved through review of quarterly income and expenditure reports and quarterly reviews of the Action Plan; as well as at least monthly meetings between the CEO and Chairperson.
3. Put in place a top level policy framework and ratify specific policies. This is achieved through the Corporate Policies and Procedures Manual
4. Risk management and compliance overview policies, practices, procedures
5. CEO. This involves the four functions of select/remove; remunerate; performance appraisal; mentor
6. Network on behalf of Link up to achieve its goals. This can result in agreements or MOUs.
7. Communicate with key stakeholder groups, especially member organisations and funding bodies.

The Board of Directors sets the strategic business directions for Link-Up and decides the pace of implementation. An Annual Action Plan, drafted initially by the Chief Executive Officer and considered then approved by the Board of Directors, will specify outputs to be achieved.

The primary role of the Board of Directors is to oversee the operations and activities of LINK UP QLD to ensure it is achieving its business directions. This will include approving an Annual Action Plan. This includes facilitating the smooth operation of the Board of Directors itself. The overseeing role of the Board of Directors can be broken down into several more specific areas, which include:

- Fulfilling constitutional, legal, and funding body requirements.
- Financial management.
- Program management.
- External relations management
- Forward planning and evaluation.
- Human resource management, which includes the power to appoint and remove or suspend, determine the duties and pay of the Chief Executive Officer and the Senior Management Team
- Corporate Policy development.
- Effective business management.
- Physical asset management
- Accountability to members, funding agencies, and the community.

Each person who is on the Board:

- Has a duty to act in that position with honesty, diligence and reasonable care; and
- Shall not make improper use of information or opportunities received through that position.

Directors are obliged as a collective group to govern LINK UP QLD according to:

- The laws relating to it as a legal entity.
- The laws relating to the purpose for which LINK UP QLD was established.
- The philosophy, aims, objects, rules and by-laws set down in the Constitution
- The terms and conditions of any service agreements entered into by the Board
- The policies, procedures and practices formally endorsed by the Board of Directors.

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The Board of Directors is obliged to act in accordance with the provisions contained in a range of documents, including legislated requirements under all relevant Awards and Acts, including legislation relating to occupational health and safety.

The Board of Directors must decide which decisions can be made by the Board, or delegated to any of its members such as the Chairperson, or to the Chief Executive Officer and other staff. The Constitution, position descriptions of managers and the Policies and Procedures Manual will assist with clearly defining these decision-making authorities from time to time.

3.2 Responsibilities of the Board

The Board of Directors is ultimately responsible for ensuring that LINK UP QLD:

- Meets all legal and statutory requirements.
- Maintains financial viability at all times.
- Provides a just and fair personnel/industrial climate.
- Provides clear strategic directions and business priorities.
- Ensures clear communication processes, make certain that the Board of Directors and members are kept informed.

3.3 Expectations of the Board

- Act honestly and in good faith.
- Act with care and diligence.
- Act loyally and avoid conflicts of interest.
- Act professionally
- Avoid abuse of opportunity and information.
- Act in the best interests of the Association.
- Exercise powers for their proper use.

Board members are expected to be both collectively and individually accountable for all the decisions and actions that are taken/not taken by the Board.

3.4 Role of the Chairperson

The role of the Chairperson is to provide leadership, support and direction in relation to the strategic direction of LINK UP QLD.

The Responsibilities of the Chairperson

- To preside as Chairperson at each Annual General Meeting, Extraordinary General Meeting and meetings of the Board of Directors
- To represent the Board of Directors and be the public spokesperson for the Association
- To delegate negotiations with all governments and their ministerial staff, departmental personnel, agencies and non- government organizations relating to the aims and objectives of LINK UP QLD to the Chief Executive Officer, whilst retaining the right to personally attend and participate in any meetings
- To provide advice and guidance on policy matters to the Chief Executive Officer
- To sign the report to be tabled by the Board of Directors at each AGM Meeting.

The Responsibilities of the Deputy Chairperson

- In the absence of the Chairperson, the Deputy Chairperson shall perform the duties of the Chairperson.
- The Deputy Chairperson also performs such duties as the Board delegates, and is a member of the Executive.

3.5 Role of the Treasurer

- To ensure all the money due to LINK UP QLD is collected /received and that all payments authorized by LINK UP QLD are made.
- To ensure that correct books and accounts are kept showing the financial affairs of LINK UP QLD, including full details of all receipts and expenditure connected with the

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activities of LINK UP QLD. This includes activities in connection with Agreements entered into with Departments/Agencies of the Commonwealth and/or State Governments.

- To routinely report to the Board of Directors at its meetings with appropriate documentation concerning the financial affairs of the Organisation. The Treasurer will establish the standard of reporting documentation to be provided by the Chief Executive Officer and Accountant, which must include statutory Financial Statements; a comprehensive annual budget; and, as well, monthly reports showing: budget income and expenditure; income and expenditure year to date; variances (“unders and overs”) between year to date and budgeted income and expenditure; and notes identifying risks as well as any actions required by the Board of Directors.
- To provide at each Annual General Meeting a financial report to the members on behalf of the Board, outlining a full disclosure of the financial affairs of the Organisation as provide for in the Constitution.
- Subject to the provisions of the Act and with the approval of the Board, some of these duties may be delegated to the CEO.

3.6 Role of the Secretary

- To ensure the keeping of minutes and records of all appointments of office-bearers and other Board of Directors members; the names of Board of Directors members present at meetings of the Board of Directors, Board meetings or general meetings; all proceedings at meetings of the Board of Directors and meetings of the organisation.
- To ensure that minutes of proceedings at a meeting are signed by the Chairperson of the meeting

3.7 Governance Training and Support of the Board

An orientation program will be available for newly elected members to the Board of Directors. The Chairperson in conjunction with the CEO will coordinate an induction package and process for LINK UP QLD Directors that addresses:

Corporate governance – Responsibilities, Board workings, Financial/accounting reports, Charter of Corporate Governance

LINK UP QLD Structure – Constitution, Environmental context, Strategic Plan

LINK UP QLD Culture- Stakeholder expectations, Stakeholder perceptions

Personal expectations and performance standards of Directors - Code of Conduct, Board and Corporate Policies and Procedures Manuals, Confidentiality

LINK UP QLD is committed to ensuring that the good governance of the organisation is supported through appropriate opportunities for skill and knowledge development of Board of Directors members.

The Board will be assisted to develop a Charter of Corporate Governance, which can be periodically reviewed and updated.

3.8 External Representation

As part of its roles and responsibilities for relationship management, the Board of Directors, usually acting on advice from the CEO, may decide to enter into formal, written agreements for partnerships, alliances or other forms of joint undertakings with one or more external organizations (including Boards of various types), consistent with the aims and objectives of its Constitution. This includes an agreement with the Queensland Aboriginal and Islander Health Forum/Corporation regarding its College of Aboriginal Health, Aboriginal Medical Services, Government Agencies and related community care organisations.

The Chief Executive Officer will maintain a register of external organizations, partnerships, alliances or other forms of joint undertakings on which LINK UP QLD has representation. The Board of Directors will review its expected outputs from each such representation in the context of approving LINK UP QLD Annual Implementation Plan.

POLICY – BOA 02	Board Financial Controls	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The policy objective for this Part of the Policy Manual is to spell out the scope of the powers of the Board of Directors. It is the policy of Link Up QLD to maintain accurate, comprehensive and up-to-date financial records, and to have such records available for timely review, to ensure financial control and accountability at all times..

2.0 Procedures

2.1 Financial Operations:

- LINK UP QLD approves salaries and other operational expenditure on the basis of a Jobs Policy, a Wages Policy and a pre-determined budget. Budgets need to reflect objectives set out in the annual Action Plan and the triennial Strategic Plan to facilitate the attainment of the aims and objectives of LINK UP QLD.
- All financial records are maintained according to generally accepted accounting principles and practices contained in the Australian International Accounting Standards, and all financial practices are openly subject to external auditing by the Auditor appointed by LINK UP QLD.
- Special purpose funds provided by various Commonwealth or State funding agencies for agreed projects and activities are accounted for separately and according to funding agreements, terms and conditions, and guidelines provided by the funding agencies.
- Proper approval is to be obtained from funding agencies before expenditure of surplus funds.
- Separate bank accounts are to be maintained for discretionary funds, (and where appropriate) for funds provided to LINK UP QLD exercising its powers to function as a charitable institution and to establish and act as trustee for charitable trusts, and for funding provided by external agencies for special purposes, with separate accounting records to be kept.
- The Board of Directors is the only authorised entity to approve budgets, financial plans, and revisions to the budget.
- The Chief Executive Officer has the delegation for up to **\$3,000** for the purchase of goods and services approved by the budget. Purchase of goods and services for amounts in excess of **\$3,000** require three quotations and approval by the Board. This limit applies also to purchase of vehicles, equipment and minor capital works.
- All cheques, drafts, bills of exchange, promissory notes, commercial bills and other negotiable instruments must be signed by two persons, as provided by the Constitution.
- Cheques are to be signed by any two of the authorised signatories to LINK UP QLD accounts and will at no time be signed forward.

2.2 Financial reporting is to be:

- at each meeting of the Board;
- at the end of each fiscal year, ending 30th June, as prescribed in the Constitution
- at the Annual General Meeting .

POLICY – BOA 03	Board Confidentiality, Code of Conduct	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

To ensure that the responsibilities, standards and expectations of Directors are captured in a clear and concise statement, to assist in understanding, communication and ultimately compliance

2.0 Procedures

2.1 Board of Directors - Code of Conduct

A Code of Conduct for LINK UP QLD Board of Directors has been developed to ensure that the responsibilities, standards and expectations are implemented.

Code of Conduct - Board of Directors Members

The Code of Conduct for the Board of Directors outlines expectations to:

- Uphold and adhere to the policies and procedures of LINK UP QLD.
- Assist the Board of Directors working co-operatively and effectively as a group.
- Recognise that decisions are taken by the Board of Directors
- Work for the benefit of the whole organisation rather than for themselves or any individual or particular interest group.
- Declare any direct or indirect conflict of interest or pecuniary interest.
- Respect confidentiality and privacy when dealing with each other, clients, staff and visitors and to also respect information received as Board of Directors members.
- Respect any special information obtained about LINK UP QLD's members, staff or clients.
- Assist good working relationships by treating one another with integrity, courtesy and respect.
- Welcome any new members elected or appointed to the Board of Directors and assist them to become familiar with the operations of the Board of Directors and of LINK UP QLD.
- Acknowledge the delegated role of the Chief Executive Officer for the day-to-day management of the organisation and its financial, physical and human resources.

2.2 Board of Directors - Confidentiality

Board of Directors, as well as the staff, contractors and other representatives of LINK UP QLD, have a responsibility to administer, maintain and promote the confidentiality, rights, dignity and respect of our members and staff, to ensure that the confidentiality, safety, rights and dignity of all staff and members are upheld.

Clients and community members accessing LINK UP QLD will have their right to privacy and confidentiality respected at all times.

All Directors will sign LINK UP QLD standard *Confidentiality Agreement*. A copy of this Agreement is attached at Appendix C.

The outcomes of services provided to or for clients will be kept confidential, including security arrangements for protecting confidentiality of client files.

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2.3 Board of Directors - Media Comment

Individual Board members are not to make comment to the media on anything pertaining to the operations of the Business, unless specific authority has been given by the Chairperson. This includes administrative, policy or client related information.

2.4 Board of Directors - Information Security

To protect confidentiality of information on electronic filing systems, data access security codes will be used and enforced.

2.5 Board of Directors - Sanctions

A Board member found to be in breach of confidentiality will be issued with a written warning, and the staff member may be subject to instant dismissal by the Chief Executive Officer depending on the nature of the information disclosed.

Where there are doubts on appropriate procedures regarding confidentiality are concerned, staff and Board of Directors Members must consult with the Chief Executive Officer.

2.6 Board of Directors – Conflict of Interest

To ensure there are no conflicts of interest between individuals and the organisation, and that to ensure there is clarity of intent, transparency and openness in all transactions

Financial Transactions

Members of the Board of Directors cannot enter into financial transactions on behalf of LINK UP QLD with non-publicly owned enterprises if they or their immediate family have financial interests in that enterprise without advising the Chairperson and obtaining written approval from the Board of Directors.

Family Relationships

All Directors shall disclose to the Chairperson any personal or family relationship that might give the appearance of influencing employee judgement when acting for LINK UP QLD.

Use of Funds

No Director shall take or approve payment of monies if such expenditure is not authorised or approved under LINK UP QLD financial policy.

Use of Property

No Director shall use LINK UP QLD facilities, property or working time for personal use without the authority of the Chief Executive Officer or Board of Directors.

2.7 Board of Directors – Contacting Staff

All communications with staff and contractors should be via the Chief Executive Officer.

Where staff/ contractors approach Board members direct for decisions or actions, they should be referred to the CEO in the first instance.

POLICY – BOA 04	Board - Travel	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

Travel costs are a cost to doing business. Accordingly, travel allowances and related travel expenses will be managed and minimised like all other costs.

Travel costs for both the Board of Directors and for staff need to be tightly related to LINK UP QLD Annual Implementation Plan.

The policy objective for this Part of the *Policies and Procedure Manual* is to put in place transparent and rigorous arrangements regarding travel undertaken by the Board of Directors.

2.0 Procedures

2.1 Authorisation

Authorisation for Board of Directors to travel to conferences, meetings, workshops as a representative of LINK UP QLD must be provided by the Chairperson in consultation with the CEO.

2.2 Conference, meetings and workshops

Accommodation

Accommodation for authorised Board of Directors attending conferences, meetings, workshops as a representative of LINK UP QLD will be arranged in consultation with the CEO.

Vehicle Hire

Hiring vehicles is not usually permitted, however discretion of the Chairperson may be used.

Travel Allowance

Travelling allowance for authorised Board of Directors attending conferences, meetings, workshops as a representative of LINK UP QLD will be paid at the same rates of pay established for the staff of LINK UP QLD. This will be at State Public Service rates.

In cases of non-attendance, a cancellation policy applies and Board of Directors will be charged, at cost, to cover committed expenses (eg accommodation and meals booked by LINK UP QLD) unless sufficient prior notice is provided of non-attendance.

Payment of Lost Wages

Where a member of the Board of Directors is required to attend an official LINK UP QLD activity and her/his participation will result in the loss of wages, the Board of Directors member is required to provide to the CEO a letter confirming in writing the loss of wages and the amount of wages that will be lost.

The CEO will make payment to the Board of Directors Member for reimbursement of the specified amount of lost wages.

POLICY – OPS 01	Risk Management	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

LINK UP QLD is accountable and responsible for the provision of quality services. LINK UP QLD will seek to reduce the likelihood of poor, unexpected and adverse outcomes and events, by adopting an effective framework of planning, assessment, review and decision making.

2.0 Procedures

The Board acts as a body of check and review for LINK UP QLD’s operations.

LINK UP QLD adopts a number of planning and review practices to ensure effective delivery of services. Areas for focus are:

2.1 Strategic

A 3 year Strategic Plan, aligned with LINK UP QLD’s Constitution Objectives, is drafted by the CEO and Senior Management Team for discussion and approval by the Board. The Strategic Plan provides the basis for an Annual Implementation Plan.

The *Strategic Plan* is reviewed by the Board during Year 3 and updated for the next 3 years

The CEO coordinates and Drafts an Annual Implementation Plan, in the SDRF Template, for consideration by the Board each January. The Action Plan is linked to the Strategic Plan’s objectives, the Action Plan spells out performance measures achievable in a year.

The Board considers, amends and approves the SDRF Action Plan by January each year; and ensures that the annual Budget is closely related to the “Measures” in the Action Plan.

The CEO reports on overall Action Plan achievements to the Board in July and December each year.

2.2 Program/Project Governance

INTERNAL – CEO and Team Leader coordinate staff Work Plans to implement the specific measures in the Action Implementation Plan for their area. Regular update review of Work Plans is carried out between Managers and Staff as part of normal operational procedure.

The Performance Appraisal System is used by Link up to monitor each staff member’s achievements against their Work Plan. There is one formal performance reviews in June each year and a mid year meeting to review and reset expectations every six months.

Staff provide regular status/update reports to the Team Leader/CEO.

FUNDING BODIES - Project updates are provided six monthly in accordance with Contract requirements.

2.3 Operational

FINANCE - Budgets are set for each program/project in line with Annual Plan.

Reports against budget provided monthly to CEO and responsible officer.

Full Financial reports on funding and expenditure coordinated by the CEO for presentation to the Board on quarterly basis.

Financials are independently audited.

ADMINISTRATION - Comprehensive Corporate Policies and Procedures maintained by CEO and Board, covering staffing, vehicle, equipment, Health and Safety matters.

Compliance with Policies and Procedures is the responsibility of Staff, Management and Administration.

BOARD

Corporate Governance Policies and Procedures are in place.

Corporate Governance training provided.

POLICY – OPS 02	Complaints by External Parties	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

LINK UP QLD is accountable and responsible for the provision of quality services and continuous improvement in its performance. LINK UP QLD is committed to ensuring all issues of concern raised by External Parties, Clients, Outside Agencies are heard, considered and addressed, in a fair and timely manner.

2.0 Procedures

The principle to be adopted is; that all matters raised should in the first instance be addressed by the responsible officer, but where matters are escalated they are handled to resolution by the Chief Executive Officer in a set timeframe.

2.1 First Point Resolution

Staff responsible for external agency contact should encourage relevant contacts to raise any concerns and assure them issues will be considered and addressed without delay.

Where complaints can be resolved directly, this should be done immediately.

Record of issues should be maintained in relevant files.

2.2 Escalated Issues

Where the complaint requires the involvement of other parties, higher authority or escalation from the external parties, perspective or due to the nature of the complaint; the relevant LINK UP QLD employee should record details and immediately refer to the CEO.

The CEO should within 5 days send an acknowledgment letter advising matter has been received and will be addressed within 14 days.

The CEO should undertake all necessary discussions, investigations required to determine a course of action.

The complainant should be formally advised of outcome/decision within 14 day timeframe. Outcomes and actions arising should be followed through by the CEO and all matters recorded on relevant files.

POLICY – FIN 01	Financial Operations	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The policy objectives of this Section of the *Policies and Procedure Manual* are:

- To ensure the Board of Directors can fulfil its governance responsibilities.
- To ensure appropriate recording of financial transactions.
- To facilitate accurate reporting for management and Board decision-making.

To meet the external reporting requirements and compliances of the organisation.

2.0 Procedures

2.1 Budgets

An annual budget is to be developed by the Accountant at the direction of the Chief Executive Officer in consultation with the Treasurer for presentation to the Board of Directors no later than the final month of the concluding (previous) financial year (eg. May 2006 for the 2006-2007 financial year). The annual budget will be comprehensive and will identify all income sources and all expenditure line items. Break-out budgets can be attached for specific purpose grants/projects/programs.

The annual budget must reflect accurately the Annual Plan approved by the Board of Directors, based on a draft submitted by the Chief Executive Officer.

Prior to any submission being sent to a funding body, a detailed budget must be prepared by the Accountant for the Chief Executive Officer and the Treasurer, and be presented to the Board of Directors for approval. Once acceptance of the funding is received, the project's budget is then transferred to the accounting system. Each project is allocated a job number and separate records will be kept within the accounting system to allow for clear records and accurate tracking of finances for individual projects.

Monthly reports comparing actual expenditure to the budget predictions are to be prepared by the Accountant in consultation with the Chief Executive Officer and presented by the Treasurer to the Board of Directors. As a minimum standard of quality reporting, the monthly reports will show:

- budget income and expenditure;
- income and expenditure year to date;
- variances ("unders and overs") between year to date and budgeted income and expenditure
- notes identifying risks as well as any actions required by the Board of Directors.

2.2 Cash Flow Projections

On the basis of the budget, annual cash flow projections are to be developed by the Chief Executive Officer in consultation with the Treasurer.

2.3 Purchasing

All required goods and services are to have a purchase order / expense voucher raised and be countersigned by the Chief Executive Officer, or delegate, for any items required by LINK UP QLD to conduct its business. The CEO may also approve purchase orders up to a limit of \$2000. Purchase orders of more than \$2000 must be approved in advance by the Board.

2.4 Receipt of Goods and Services

Without Prejudice

The ordering officer (the person who initiates the request) is responsible to ensure that goods received are checked against the related purchase order.

2.5 Accounts Payable

All invoices are to be addressed to LINK UP QLD prior to payment to ensure sound accounting practices are in place.

Accounts payable are to be presented to the Accountant, to allocate the job number. The accounts are to be approved for payment by the Chief Executive Officer, who will ensure that the work has been completed to the required standard.

Please forward all invoices/payments to PO Box 5487, West End, Qld. 4101

All payments, except petty cash, must be made by cheque:

- No person approves payment or signs cheques to him/herself.
- Preparing of requisitions is not to be prepared by signatories.
- Records are to be entered in the accounting system by the Accountant
- All payments are to be certified by two signatories, and their signatures recorded on the payment documentation/cheque requisition form prior to payment.
- Cheque requisition forms for all payments must contain information regarding the nature of the transaction, and the signatures of the persons who have approved and signed the cheques.
- Reference to be provided on cheque requisition forms to clearly identify the project and budget line item to which the charges have been made.
- Cheques must be signed by the two signatories to the accounts authorised under the Constitution.
- A listing of all payments is to be tabled and ratified at each Board of Directors meeting.

Accounts should be reconciled with the suppliers' statements. All unreconciled items should be promptly investigated and resolved by the Admin Officer and if need be by the Accountant. Payments to other organisations for work conducted on behalf of LINK UP QLD are to be fully acquitted with appropriate invoices or receipts.

2.6. Payment of Wages

LINK UP QLD operates on a weekly payroll system.

Staff are paid retrospectively for the week they have worked.

Payments must be to a nominated bank account.

2.7. Banking

Appropriate bank accounts will be kept in line with grant conditions. LINK UP QLD will maintain appropriate bank accounts for the efficient control of income and expenditure to facilitate reconciliation and delegation but without having so many accounts that cash management is impaired. There are to be cheque accounts set up in accordance with the requirements of the Act, and funding body guidelines. Cheques are to be signed by the two of authorised signatories on the accounts.

All bank accounts are to be opened only in the name of LINK UP QLD Aboriginal Corporation. Procedures will include review and approval requirements for the opening and closing of bank accounts and this should only happen with the approval of the Board of Directors.

LINK UP QLD's bank is to be provided with the names of persons authorised to operate the bank account/s. Bank records must be updated immediately a signatory resigns.

Grant funds are to be made to the LINK UP QLD bank by electronic transfer . Official receipts shall be issued for all moneys received by LINK UP QLD.

All funds shall, in the first instance, be deposited in a bank account of the organization no later than the first working day following the day of receipt or as soon as possible thereafter.

2.8. Petty Cash Imprest Account

The CEO maintains petty cash imprest to the amount of \$500. The CEO may authorise one off increases to cover off extraordinary events. eg a Workshop.

Petty Cash is for reimbursement of expenses, No advances will be made from petty cash.

All expenditures require the completion of a petty cash voucher, to be signed by the CEO.

Wherever possible, staff must contact their Supervisor first before incurring a petty cash expense. Receipts must be presented for all petty cash expenditure. Petty cash is reimbursed as required when all receipts are presented and the petty cash book balances.

It is recommended that individual items over \$50 be paid as separate reimbursement rather than from the petty cash float. Reimbursement is subject to the approval of signatories.

2.9. Reimbursement

Receipts must be provided and maintained with cheque payment records for any reimbursement of work-related expenses to staff.

Reimbursements of costs to staff for attendance at meetings and seminars to be made only on the production of actual receipts and must be consistent with terms and conditions of service agreements from funding organisations.

Purchase orders or EFT will be used to pay for accommodation of staff, not cash payments and not reimbursements.

2.10. Storage of financial data

All financial information is stored in a secure filing cabinet at LINK UP QLD's office. The information stored on the computerised system is to be backed up on a weekly basis.

2.11. Assets Register

A current assets register is to be maintained by the Admin Officer in accordance with audit requirements.

2.12. Travel Allowance

Appropriate travel forms will be completed for each journey that expenditure is authorised.

Staff travel allowance will be paid to staff two days prior to or on the morning of travel.

Travel allowance and associated costs for Family Reunions will be paid according to the travel that will be undertaken. Travel allowance will be paid in accordance with Link Up QLD rates and must be approved by the CEO.

2.13. Accounting Procedures

Acquittal Statements

Acquittal statements are prepared by the LINK UP QLD Contract Accountant to meet the requirements of funding agencies. Such statements are to be presented to the Chief Executive Officer for his/her information and to the Board of Directors via the Treasurer for approval prior to being sent to the funding agency.

Financial Reports must contain:

Income and Expenditure statement compared with the approved budget. A list of debtors and creditors at the end of the period. A list of capital items purchased. Bank reconciliation and bank statements for the period. Yearly or end of Grant balance. Together with CEO and Chairperson's Reports.

The organisation will prepare accounts and have them audited by a registered company auditor in line with grant conditions and the Act.

POLICY – FREP 01	Financial Reporting	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The policy objectives of this Section of the *Policies and Procedure Manual* are:

- To implement a system for financial accountability to the elected Board of Directors and to external funding organisations.
- To provide accurate, regular and standardised income and expenditure reports for management and Board of Directors consideration and review.
- To empower management and the Board of Directors to make budgetary and financial management decisions.

2.0 Procedures

2.1 Accountant

The duties of the Accountant will not be limited to:

- Assist the CEO and Treasurer to prepare the Annual Link Up operating budgets and quarterly cash flows
- Preparation of March and September quarterly financial reports
- Preparation of December Financial Statement
- Preparation of June EOY Financial Statement
- Preparation with the CEO of monthly reports
- Preparation of any ad hoc reports and
- Provision of financial acquittal reports to funding organisations

2.2 Auditor

The Board of Directors will appoint an independent and external Auditor at the Annual General Meeting.

The duties of the Auditor shall be but will not be limited to those duties specified in the *Constitution* from time to time.

2.3 Financial Reports

The Chief Executive Officer is accountable for ensuring that the annual forward Budget, quarterly financial reports and Financial Statements and monthly reports are provided to the Board on time, in full and to the required standard.

2.4 Recording Income and Expenditure

LINK UP QLD records all income received and all outgoing payments made on one consolidated computerised financial management system. eg MYOB

Only the Accountant are authorised to enter financial data and to make changes to existing data entries, payroll and associated payroll functions.

The CEO will hold a master list of system passwords that must be activated to enable changes to MYOB records.

POLICY – ASS 01	Asset Management	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The policy objective of this Section of the *Policies and Procedure Manual* is:
To provide a system of procedures and to ensure the proper maintenance and security of the assets of LINK UP QLD and to delegate responsibility and accountability for their purchase, use and disposal.

2.0 Procedures

2.1 Asset Register

An Asset Register must be maintained by the Admin Officer under the direction of the Chief Executive Officer to record and monitor purchase, use, depreciation and maintenance of all equipment.

2.2 Asset Protection and Usage

It is the responsibility of staff, who wish to use equipment which is not ordinarily located within their work area, to seek the approval of the Chief Executive Officer.
The Chief Executive Officer will ensure that all equipment and assets under staff control are used and maintained in a safe and proper manner and that the staff maintain an on-going log-book on usage, acquisition and disposal of assets and equipment under their control.

All staff are responsible for ensuring that all equipment used or operated during the normal course of their employment is utilised in accordance with the manufacturer’s specifications.

2.3 Building and Asset Security

The last staff member/director to leave the building, their individual office, or place of work, has the responsibility to ensure that it is locked and secure and safe from unauthorised access.
All staff have the responsibility to ensure that equipment and files under their control, either in their use or under their keep is safe and secure from damage or theft or unauthorised access.

2.4 Asset Purchase and Disposal

Staff are required to lodge all purchase acquisitions with the Chief Executive Officer for approval.

Purchases of equipment under \$3,000 are at the discretion of the Chief Executive Officer. All purchases over \$3,000 need Board prior approval.

2.5 Insurance Responsibilities

The Chief Executive Officer has a responsibility to ensure adequate insurance protection is in place.

It is the responsibility of the Admin Officer to ensure all insurance premiums are paid and policies are renewed annually.

It is the responsibility of the Chief Executive Officer to ensure all renewal details are correct and that the coverage is adequate, and that any extraordinary issues are discussed and approved by the Board of Directors.

The filing and recording of all policies and relevant documentation is the responsibility of the Admin Officer.



**LINK UP (QLD)
ABORIGINAL CORPORATION**

**CORPORATE POLICY & PROCEDURES
MANUAL**

***SECTION TWO
HUMAN RESOURCES***

POLICY – CON01	Attendance	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

All staff are expected to work in accordance with their employment conditions. Accurate attendance records and notice of absences will ensure equitable and effective management practices and compliance with all statutory and legal obligations.

2.0 Scope

The policy applies to all full-time, part-time, casual and temporary employees.

3.0 Definitions

n/a

4.0 Legislative References

Industrial Relations Act 1999

5.0 Policy

5.1 Ordinary Hours

Staff are expected to be at work for their full weekly contracted hours. All absences and variations must be accounted for. Full time employees are required to work a 38 hour week. There is an inherent expectation to work additional hours in accordance with need of business.

The office is open from 9.00am to 5.00pm Monday to Friday. Start and Finish times should be determined in conjunction with your manager and may be varied by the manager in accordance with the needs of the business.

Lunch Breaks are scheduled in discussion with the manager and must be within the minimum of 30 mins and maximum of 1 hour. A morning and afternoon tea break is to be kept to a max of 15 minutes.

5.2 Record of Work Attendance

To record their hours of work, each employee must complete a Timesheet each week, and submit to their Manager by midday Friday.

All employees must record their daily hours of work, including lunch breaks.

The Team Leader will check and approve each employee's Timesheet.

The Timesheet is to be used daily to record attendance/times and should be supported by Leave Forms as required.

5.3 Absence from Work

If for any reason a staff member is unable to attend work, they should advise the Team Leader no later than half an hour prior to the scheduled start time. This will help to minimise the disruption to other staff members.

The Team Leader is also to be advised if staff expect to be late reporting for work.

In the event of absences, the employer may require substantiation of absence. Absences without a doctor's certificate may be subject to formal disciplinary proceedings.

An employee who is absent from work for a continuous period exceeding (3) three working days without notification to the employer shall be evidence that the employee has abandoned their employment.

6.0 Related Policies and Documentation

Leave Application Form

POLICY – CON02	Time Off in Lieu (TOIL)	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

In order to promote greater flexibility, the business may agree to accrual of Time off in Lieu (TOIL) for hours worked in accordance with the needs of the business.

2.0 Scope

The Time Off in Lieu Policy applies to all full time and part time employees.

3.0 Definitions

n/a

4.0 Legislative References

n/a

5.0 Time Off in Lieu (TOIL)

5.1 Entitlement

Time-in-lieu is granted at the discretion of the CEO.

Where an employee is required to work extended hours that will incur a TOIL entitlement, prior approval should if possible be obtained.

Staff who have been approved to work beyond normal hours do accumulate (toil) upon the understanding that this time is taken with pay at the direction of the CEO.

TOIL approval will be subject to confirmed meetings, program activities and client appointments.

TOIL balances will not be paid out on termination/cessation of employment.

TOIL taken and balances will be recorded on Personnel Files.

5.2 Management of TOIL

TOIL may be accrued up to a maximum of ten (10) hours, at any one time. When an employee's TOIL balance reaches ten (10) hours, the balance, in its entirety, must be used within fourteen (14) working days of reaching the ten (10) hour balance or the total ten (10) hour balance will be forfeited by the employee. The following process must be followed:

- If an employee wishes to access their TOIL, they are required to complete a Leave Application Form and submit it to the Team Leader for approval;
- The CEO is responsible for approving all leave requests;
- TOIL balances will not be paid on termination/cessation of employment.
- TOIL taken and balances will be recorded on Personnel Files

6.0 Related Policies and Documentation

Leave Application Form

POLICY – CON03	General Leave	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The purpose of this policy is to outline leave entitlements and processes to provide staff with appropriate levels of leave and ensure the effective management of leave.

2.0 Scope

Applies to all permanent full-time and part-time employees. Temporary employees on long-term contracts are also covered by this policy.

3.0 Definitions

n/a

4.0 Legislative References

Clerical Employees Award – State 2002, Industrial Relations Act 1999
Family Leave Award

5.0 Public Holidays

All employees may be required to work Public Holidays - the following days are recognised as public holidays in the State of Queensland - New Year's Day, Australia Day, Labor Day, Good Friday, Easter Monday, Anzac Day, Queen's Birthday, Christmas Day, Boxing Day and any other day or days proclaimed or gazetted as Public Holidays for the State of Qld.

When an employee is rostered to work on a public holiday there will be no additional payment. The CEO will determine a day off in lieu in line with organisational requirements.

6.0 Annual Leave

6.1 Entitlement

Employees are entitled to four weeks of paid annual leave (based on number of ordinary hours). Annual leave entitlements accrue pro rata and are credited monthly.

Employees shall be paid leave loading of 17.5% on annual leave calculated on the ordinary rate of pay for a four week period. A pro rata loading is payable on periods of approved annual leave less than four weeks.

The organisation permits employees to access Annual Leave following the completion of their probationary period.

The shutdown period over Christmas (2 weeks) may be granted as normal paid work (no impact on leave/TOIL balances) subject to Board approval.

6.2 Management

Under no circumstances can annual leave be taken in advance. Staff are urged to refrain from applying for paid Annual Leave coinciding with the approved Annual Leave of another staff member from within their work unit.

Staff are reminded that holidays are an essential component of self care and enable opportunities for the business to develop internal capability. Staff are encouraged to not have a balance owing of more than four (4) weeks Annual Leave at any one time.

Without Prejudice

An employee can take a period of leave that is less than one (1) week, only upon mutual agreement between the employee and LINK UP (QLD). By mutual arrangement, LINK UP (QLD) and the employee may agree to single days of annual leave being taken, up to a maximum of four (4) days in any year of employment.

Annual leave should be taken within six (6) months of it becoming due and employees are not permitted to accrue more than six (6) weeks annual leave at any one time. Should such leave not be taken, LINK UP (QLD) will direct the employee to take leave with a minimum of four (4) weeks notice.

6.3 Application Process

An employee must complete the Leave Application Form and submit it to the Team Leader at least four (4) weeks prior to the requested leave date. The application will be assessed based on both employee and the needs of the organisation.

If the form is not completed and approved, payment will not be made for leave taken.

7.0 Personal Leave

7.1 Entitlement

Employees are entitled to personal leave reflecting the minimum in the SACS Award provisions, defined as any leave when the employee:

- is sick or injured
- needs to care for an immediate family or household member who is sick or injured
- needs to care for such a person due to an unexpected emergency

Where the employee is part time, such leave is only relevant for the days normally worked.

The amount of personal leave to which an employee is entitled is ten days per annum and two days unpaid Carers Leave.

If the full period of personal leave as described above is not taken in any year, such proportion as is not taken shall be cumulative from year to year.

Each employee has the right to compassionate leave of up to four paid days per year (2 days per occasion), when serious illness or death strikes a member of his/her immediate family. Additional leave may be applied for and given at the discretion of the Chief Executive Officer.

Cultural and Ceremonial Leave policy and procedures are covered separately at CON05.

7.2 Notice of Leave & Medical Certificate

Employees must notify the employer of their inability to attend for duty as soon as reasonably practicable.

A doctor's certificate may be required by the CEO in relation to any instance of sick leave. For sick leave of more than two consecutive days a medical certificate is mandatory. For personal leave being taken along side weekends, long weekends or recreation leave and medical certificate is required.

7.3 Application Process

An *application for leave* form is required to be completed by the employee upon return to work from sick leave and must be signed off by the Team Leader and then forwarded to the Admin Officer for processing.

Without Prejudice

8.0 Leave without Pay

A staff member must normally have completed at least two (2) full years of continuous service.

Leave without Pay can be approved to a maximum of twelve (12) months and will only be approved where the employee has exhausted all other available leave accruals;

Leave without Pay will be applied at the discretion of the CEO (or nominee), and will be determined on a case-by-case basis; Leave without Pay is conditional upon the operational requirements of the organisation at the time the request is made;

Leave without Pay may be considered in the following circumstances:

- An individual's property is affected by a natural disaster such as a severe storms, flood, fire, hailstorm etc;
- An individual is a member of a voluntary emergency services unit and is required to attend a natural disaster;
- Compassionate grounds, for example, attendance at a medical appointment with an immediate family member;
- In special blood or organ donor circumstances;

All applications must provide 4 weeks notice, be made in writing to the Chief Executive Officer, stating the reason for the request.

9.0 Long Service Leave

9.1 Entitlement

Employees are entitled to a minimum of 8.6667 weeks on full pay after each period of 10 years continuous service (pro rata for part time employees).

Employees with seven (7) years or more of continuous employment are entitled to be paid pro rata long service leave on termination of employment, however, employees who have completed seven (7) but less than ten (10) years continuous service are entitled to pro rata long service leave only if:

- o The employee's service is terminated by their death;
- o The employee terminates their service because of their illness or incapacity or because of a domestic or other pressing necessity;
- o The employer dismisses the employee for a reason other than the employee's conduct, capacity or performance;

Long service leave is exclusive of public holidays that may fall during the period of leave.

9.2 Management

Long service leave will be taken at a mutually agreed time decided by the employee and the CEO. CEO approval will take into account the needs and operational efficiency of the business. The CEO may direct staff to take accrued Long Service Leave.

Leave loading is not payable in relation to any long service leave.

Long service leave may be taken in conjunction with other leave entitlements.

9.3 Application Process

Employees wishing to take Long Service Leave must complete a Leave Application Form at least four (4) weeks prior to the requested leave date.

10.0 Parental/Adoption Leave

Without Prejudice

After twelve months continuous service, parents are entitled to a combined total of 52 weeks unpaid parental leave on a shared basis in relation to the birth or adoption of a child under five years of age. Parental leave can be taken as maternity, paternity or adoption leave.

10.1 Maternity Leave

Female employees may take up to 52 weeks of unpaid maternity leave during or after their pregnancy. She can arrange to take other forms of leave, such as annual leave or long service leave, for the birth of her child. However her entitlement to 52 weeks of unpaid maternity leave will be reduced by the amount of any other form of authorised leave taken by her, and any paternity leave taken by her spouse.

If a female employee chooses to take maternity leave, she is required to take at least six (6) weeks leave after the date of the birth of her child and to take all leave associated with her child's birth in a continuous, unbroken period of leave.

Special maternity leave can be taken by a female employee for a pregnancy related illness, or to recover from a miscarriage that occurs up to 28 weeks before the expected date of birth or in the event of a stillbirth. A female employee is entitled to take special maternity leave for the period stated in a medical certificate provided to her employer.

10.2 Paternity Leave

A male employee is entitled to take up to one (1) week of unpaid leave within a week of the birth of his child and a longer period of continuous unpaid leave to be his child's primary care-giver. The total amount of unpaid paternity leave that can be taken is 52 weeks, but this amount is reduced by any other leave taken by him or other parental leave taken by his spouse for the birth of the child.

10.3 Adoption Leave

An employee seeking to adopt a child may take up to two (2) days of unpaid pre-adoption leave to attend any interviews or examinations required to obtain approval for the adoption, unless the employee can take other authorised leave for such purposes.

Parents adopting a child under the age of five years are entitled to take up to 52 weeks of unpaid adoption leave (shared between both parents). This leave is only available when the adopted child has not previously lived continuously with either parent for at least six months and is not a child or step child of either parent.

Parents may take up to three (3) weeks unpaid leave simultaneously when an adopted child is placed with them. The entitlement to 52 weeks unpaid adoption leave is reduced by any other type of leave taken for the adoption of the child including paid adoption leave, annual leave or long service leave.

An employee (male or female) who has completed 52 weeks of continuous service shall be entitled to 52 weeks parental leave without pay.

10.4 Application Process

At least 10 weeks written notice of intention to take parental leave must be given. Form to be submitted to the CEO for approval.

Without Prejudice

11.0 Self Care Day/Leave

Link Up staff, at the discretion of the CEO, may take paid time off immediately following Reunion Days and Healing Camps. Events of 3 days may result in a day off being granted. In other cases half day off may be granted.

This time is in recognition of the self care needs and debriefing of Link Up staff following such events.

No Leave Form is required for these periods.

All time off must be authorised by the Chief Executive Officer or delegate.

12.0 Leave Records

A Leave Form is required for all periods of leave, within the pay period.

All leave must be authorised by the Team Leader and/or Chief Executive Officer or delegate.

All Leave Forms will be reconciled with time records and maintained on individual Personnel Files.

13.0 Related Policies and Documentation

Leave Application Form

Disciplinary Process

Personal & Carer's Leave

Without Prejudice

POLICY – CON04	Ceremonial Leave	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The purpose of this policy is to outline Ceremonial and Culturally Specific Leave entitlements and processes to ensure the effective management of leave.

2.0 Scope

The Leave policy applies to all full-time, part-time and temporary employees.

3.0 Definitions

n/a

4.0 Legislative References

n/a

5.0 Culturally Specific - Special Leave

Activities and issues which staff members are approved to take personal leave for include:

- Reconciliation Day
- Other designated Cultural Activities as approved by the CEO
- Funerals (2 per year x 2 days for each occasion)

This special leave is taken out of Personal Leave balances.

6.0 Ceremonial - Unpaid Leave

Activities and issues which staff members may be approved to take unpaid leave for include:

- NAIDOC week
- Traditional practice regarding sorry business and associated travel time
- Traditional Land Owner meetings (a maximum of two days per year is approved unless additional approval is negotiated with the CEO, based on the individual circumstances of the application).

Staff in all other instances may seek unpaid Ceremonial Leave which can be authorised at the discretion of the Chief Executive Officer.

7.0 Administration

An employee should complete the Leave Application Form and submit it to their Manager at least four (4) weeks prior to the requested leave date (where possible). An application will be granted based on the following criteria:

- The leave request is legitimate; and
- Organisation needs can be met whilst the employee is on leave.

The Manager will notify the employee as soon as possible prior to the requested leave date, of the outcome of the application.

Approved Ceremonial is to be documented on staff timesheets, and signed by the appropriate Manager. Leave granted is to be marked as "Ceremonial Leave" on the timesheet and shall not be taken as sick leave, annual leave or long service leave.

8.0 Related Policies and Documentation

Leave Application Form

Disciplinary Process

POLICY – CON05	Study Leave	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

Study Leave will be considered where there is demonstrable benefit to the organisation.

2.0 Scope

The Study Leave policy applies to all permanent full time employees.

3.0 Definitions

n/a

4.0 Legislative References

n/a

5.0 Study Leave

5.1 Mandatory Qualifications in Current Role

Employees undertaking a course of study for accreditation in current role, will be released on pay for required study block periods.

The CEO will determine what courses qualify and must approve all absences for study requirements.

5.2 General Courses

Employees undertaking approved courses of study will be able to access Study Leave as set out below. In order to qualify for Study Leave, the course of study and the method of undertaking such course must be approved by the Chief Executive Officer.

For a Study Leave application to be approved, the course applied for must be directly relevant to the employee's area of work and the skills or qualifications determined by the Chief Executive Officer as being appropriate in that area of work.

Where Study Leave is approved, an employee will be entitled to up to ten (10) days paid Study Leave per annum, for the following purposes:

- for attendance at lectures and such time considered appropriate by management for attendance at compulsory practical training; and / or
- for attendance at examinations held during normal working hours.

Tertiary/course fees will not be reimbursed.

5.3 Approval Process

Requests for Study Leave should be made to the Chief Executive Officer, using the Study Leave Application Form indicating the course of study and purpose of the leave.

The application must be approved by the Chief Executive Officer.

6.0 Related Policies and Documentation

Training & Development

Study Leave Application Form

Without Prejudice

POLICY – CON07	Separation	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

To ensure that appropriate notice, payments and recovery of property procedures are managed effectively.

2.0 Scope

The policy applies to all employees, excluding casual staff.

3.0 Definitions

n/a

4.0 Legislative References

Award

5.0 Resignation

Permanent employees are required to give a minimum of twenty one days notice of termination of employment.

If a permanent employee fails to give notice, the organisation has the right to withhold monies due to an amount equal to the ordinary time rate of pay for the period of the notice i.e. two weeks pay.

To ensure clients are not disadvantaged by staff resignations, casual and voluntary staff are requested to also provide two weeks notice of termination to enable replacement staff to be appointed and continuity of service to be maintained.

6.0 Termination

Except in the case of probationary employees, either party may terminate employment at any time by giving the other party the required period of notice specified below:

In order to terminate the employee, the employer must give the following period of notice:

Years of Service	Required Notice
1 Year or less	1 week
Over 1 Year up to completion of 3	2 weeks
Over 3 Years up to completion of 5	3 weeks
Over 5 Years completed service	4 weeks

In addition, employees 45 years and over who have completed at least two (2) years continuous service with the employer will receive one (1) additional weeks notice.

Payment in Lieu of the prescribed notice period must be made if the appropriate notice period is not required to be worked. Note: that the employment may be terminated with the employee working part of the required period of notice and by the employer making payment for the remainder of the period of notice.

Without Prejudice

The period of notice in this clause does not apply: in the case of dismissal for serious misconduct, to employees engaged for a specific period of time or for a specific task or tasks; to trainees whose employment under a traineeship agreement or an approved traineeship is for a specified period or is, or to casual employees.

Employees on probation shall be entitled to one (1) day's notice of termination

7.0 Summary Dismissal

The CEO (or Chairperson for CEO position) may dismiss an employee in the following circumstances:

- for misconduct, violence, threat of violence, breach of Corporate policies and procedures
- for conviction of a criminal offence – summary termination by the Chief Executive Officer.
- for two formal warnings of unacceptable behaviours and/or work performance including attendance at work

8.0 Exit Process / Checklist

An exit procedure is to be conducted for all staff members by the Team Leader. The purpose is to recover work items and provide an avenue for the employee to communicate feelings/ concerns/ views.

The following procedure should be coordinated by the Team Leader when an employee leaves the organisation:

- Staff members who are given notice of termination or resign will be provided with certificate of service,
- Recover properties, passwords, tools, keys, relevant documents...
- Letter of resignation or letter of termination to be placed on the personnel file.
- Termination payment to be prepared with ordinary wages due or wages in lieu of notice calculated.
- Annual leave due to the date of termination to be calculated and paid at the employee's current rate
- Leave loading in accordance with the employment contract is calculated. Any pro-rata long service leave entitlements that may be applicable are calculated.

The Team Leader should dedicate time to the employee to discuss:

- The staff members views on Link Up, work procedures and any relevant matters.
- The staff members needs and feelings in regards to moving on to their next chapter, post Link Up.

9.0 Related Policies and Documentation

Discipline

POLICY – EXP 01	Code of Conduct	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The Code of Conduct outlines the responsibilities, general standards of work, conduct and behaviour expected of all LINK UP (QLD) employees.

The purpose of the Code of Conduct is to encourage the commitment, contribution and development of each employee in striving to achieve best practice and an exceptional quality of service to LINK UP (QLD) clients.

2.0 Scope

The Code of Conduct applies to all employees (full-time, part-time, contract, casual, voluntary and temporary) of LINK UP (QLD) for the duration of their employment.

3.0 Definitions

n/a

4.0 Legislative References

- Anti-Discrimination Act 1991 (Qld)*
- Age Discrimination Act 2007 (Cth)*
- Racial Discrimination Act 1975 (Cth)*
- Sex Discrimination Act 1984 (Cth)*
- Disability Discrimination Act 1992 (Cth)*
- Human Rights and Equal Opportunity Commission Act 1986 (Cth)*

5.0 Code of Conduct

5.1 Principles

The Code of Conduct is based on the following guiding principles. Employees are expected to:

- Undertake a commitment to provide a quality service to clients at all times;
- Observe relevant legislation, Code of Practice, Operational Guidelines, Human Resource Policies and job requirements;
- Be fair and equitable in their dealings with clients, other employees and visitors of LINK UP (QLD);
- Maintain safe work practices and a concern for the welfare of other employees;
- Be honest and courteous in all contact with patrons, other employees and members of the public;
- Undertake responsibility for their actions, and be accountable for the consequences;
- Uphold the philosophy of continuous improvement; and
- At all times act in the best interests of the organisation and its clients.

5.2 Responsibilities

Each employee has a responsibility for maintaining LINK UP (QLD) reputation by observing the principles of the Code of Conduct.

5.2.1 The Role of LINK UP (QLD)

LINK UP (QLD) is committed to:

- Treating employees fairly and honestly;
- Providing the necessary Training and Development opportunities to assist employees in completing their assigned tasks;
- Abiding by relevant work-related legislation, Code of Practice, Operational Guidelines and

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Human Resources Policies;

- Providing a safe work environment;
- Ensuring employees have access to LINK UP (QLD) Policies and relevant industrial instruments;
- Providing appropriate recognition and reward for the work performed by employees;
- Informing employees of the Code of Conduct and to ensure that it is understood.

5.2.2 The Role of Employees

In return, LINK UP (QLD) employees are expected to:

- Behave honestly and with integrity;
- Act with care and diligence;
- Treat everyone with respect and courtesy, and without harassment;
- Comply with all applicable Australian laws;
- Comply with any lawful and reasonable direction given by someone who has authority to give the direction;
- Disclose, and take reasonable steps to avoid, any conflict of interest (real or apparent);
- Use Link-Up resources in a proper manner;
- Not provide false or misleading information in response to a request for information that is made for official purposes in connection with the employee's employment;
- Not make improper use of:
 - inside information, or
 - the employee's duties, status, power or authority, in order to gain, or seek to gain, a benefit or advantage for the employee or for any other person;
- Behave in a way that upholds the LINK UP (QLD) Mission and Vision and the integrity and good reputation of LINK UP (QLD)
- Respecting Culture
- Respecting and Acknowledging Cultural Protocols, Elders, Sorry Business and cultural practices in all areas
- Adhere to the National Link-Up MoU Code of Conduct

Where an employee believes that a direction given is unlawful, improper, or unsafe they should raise the issue in accordance with the Grievance Dispute Procedure.

5.3 Use of LINK UP (QLD) Resources

Employees are expected to use resources economically and only for work-related purposes. Resources should not be used for private purposes unless there is a written agreement to the contrary.

Personal telephone calls (both incoming and outgoing) must be kept to a minimum and be within reason. Interstate, overseas or mobile phone calls of a personal nature cannot be made without prior approval from the Manager.

5.4 Security and Confidentiality

Employees are expected to maintain a high level of confidentiality in regard to the work they undertake and any other client matters they may encounter.

Employees are expected to respect all confidential information they may have access to in the course of their work. Confidential information obtained in the course of employment must not be used or disclosed to any party other than for work purposes. Information held in official files must not be used to gain any personal advantage or to take advantage of others.

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Unauthorised access and use of confidential information can severely damage the reputation of the organisation and undermine personal privacy. Employees should:

- use communication and information devices for officially approved purposes only;
- use these communication and information devices for limited personal use, as long as this use does not interfere with their daily duties;
- not share their password/s with another employee or share another employee's password/s.

All employees / contractors are required to sign a Workplace Confidentiality Agreement prior to commencing with LINK UP (QLD).

5.5 Accepting Gifts and Benefits

Employees should not request or receive any benefit in connection with their work at LINK UP (QLD), other than authorised remuneration entitlements. Employees are expected to disclose to their Manager any gift or benefit offered or suggested to them in carrying out their duties.

5.6 Dress and Appearance

In accordance with the image LINK UP (QLD) wishes to portray, it is expected that all employees will undertake a standard of dress that is clean, tidy and in accordance with any uniform requirements.

Casual or indiscrete dress is unacceptable. Uniforms and name tags are supplied and must be worn whilst carrying out link-up duties, whilst travelling to and from work. The corporate uniform shall not be worn whilst carrying out duties not related to Link-Up or other employer. Where an employee wears a LINK UP (QLD) uniform or uniform item in public (ie. when attending functions, before/after work etc), the employee is required to act in accordance with the Code of Conduct and demonstrate professional standards of behaviour at all times.

Exemplary dress and appearance standards are expected at all times when at work. A guide to what is acceptable is outlined below:

- Jewellery if worn, is to be consistent with workplace health and safety risk assessment standards of the position the individual holds;
- Make up if worn, is to be subtle;
- Hair must be clean and worn tidily;
- Nails are to be clean, neat in appearance and if lacquer is worn it must be pale;
- Shoes must be appropriate to the area in which the employee works. Thongs are not appropriate;
- Clothes should not be overly casual eg. shorts, tube tops, singlets etc; and
- Clothes should not be provocative eg. bare navels, muscle shirts, transparent blouses, mini skirts and deep necklines.

Personal hygiene: It is important that employees present at work to an acceptable standard of personal hygiene.

5.7 Alcohol and Drugs

In keeping with the LINK UP (QLD) image and attention to workplace health and safety requirements, any employee who attends work under the influence of alcohol or illicit drug substances may face Disciplinary Action.

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5.8 Discrimination / Harassment

In keeping with the spirit and intent of anti-discrimination legislation, it is LINK UP (QLD) intention to encourage a non-discriminatory and harassment free work environment. All work conditions and practices, including provision of services to clients, visitors and interactions with other employees and Board of Director members are to be free from all forms of discrimination.

Discrimination and/or harassment of any kind should be reported in accordance with the Grievance and Dispute Procedure.

5.9 Dealing with Aggressive Behaviour

Employees are expected to provide high standards of service provision but the organisation does not accept any form of aggressive, threatening or abusive behaviour towards its employees by clients, visitors, Board of Directors or community members.

If an employee is unable to calm the person and/or believes the situation places them or other employees in danger, they are to notify their Team Leader or CEO.

5.10 Breaches of the Code of Conduct

Breaches of this Code may be grounds for using Disciplinary Procedures, as outlined in the LINK UP (QLD) Disciplinary Process.

6.0 Related Policies and Documentation

Sexual Harassment, Discrimination and Workplace Bullying
Grievance Dispute Procedure
Disciplinary Process
Workplace Health and Safety
Code of Conduct Acknowledgement

POLICY - EXP 02	Confidentiality & Privacy	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The Confidentiality and Privacy Policy provides the guidelines for all employees who in the course of performing their duties may be required to handle confidential and / or sensitive material. This includes (but is not limited to) client records, recruitment, selection and separation, payroll, performance management and employee assistance documentation or other information.

2.0 Scope

The Confidentiality and Privacy Policy applies to all employees, and contractors with access to any confidential organisational or client records or documents.

3.0 Definitions

n/a

4.0 Legislative References

Privacy Amendment (Private Sector) Act 2000, FOI

5.0 Confidentiality & Privacy Policy

5.1 Principles

In order to protect the rights of clients, it is imperative that every member of staff, when dealing with others' details, observe the strictest confidence in discharging their duties and professional responsibilities.

Any disclosure or discussion of records or information concerning clients, of the organisation, will be regarded as a serious breach of confidentiality and could lead to dismissal. Such information and records would include, but are not exclusive to:

- client records
- employee records
- the organisation documents
- computer records and passwords

Employees must take care in maintaining the integrity and security of official documents and information for which they are responsible. Misuse of information includes:

1. Disclosing information without proper authority to:
 - other employees, members of the public, government departments/agencies,
 - banks, credit agencies, the media and private investigators.
2. Accessing information for personal interest, benefit or advantage, or for the interest, benefit or advantage of another person.
3. Seeking to take advantage, for any reason, of another person on the basis of information about that person held in official records.

All employees / contractors are required to sign a Workplace Confidentiality Agreement prior to commencing with the organisation.

5.2 Information Systems

Passwords issued to staff must be kept confidential and disclosure of the password access code to other staff members, family, friends or unauthorised persons is strictly prohibited.

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Staff required to log into a computer system must use their own individual security password access code. The use of borrowed or another staff member's security password access code to log in is strictly prohibited.

It is the responsibility of all staff to exit out of the system upon completion of their task. Personal computers or terminals are not to be left unattended when member or staff details are displayed on the screen.

5.3 Publicity

No staff member is permitted to make any statement to the media concerning clients or the organisation business or to allow their photograph to be taken in or around the organisation's premises without the express approval of the Chief Executive Officer.

5.4 Storage, Security and Release of Information

Information in the possession of the organisation shall only be used for the purposes for which it was acquired. Employees who use such information for any improper purpose may be guilty of serious and wilful misconduct, and their employment terminated in accordance with the Disciplinary Process.

Staff shall take all precautions to ensure that information is securely stored and managed so as to prevent other individuals and unauthorised persons obtaining access to personal information when not authorised to do so.

Under no circumstances may staff remove Link Up files and records from the Office. Documents should not be shredded, destroyed or discarded without CEO authorisation and staff should refer to Link Up Records Management Policy.

5.5 Client Access to Files

The Clients file remains the property of Link-Up QLD. However, should the client wish to view this information, they are required to submit a written application to the Team Leader Link Up.

The Client will be advised that it will take up to 10 working days to meet this request. A Caseworker has to review the file for release, where necessary deleting third (3rd) party information, in accordance with Freedom of Information and Privacy Act requirements.

A supervised time to view the file will be arranged by the Team Leader.

5.6 Reportable Incidents

All staff are required to make mandatory notification in relation to all forms of suspected or actual abuse of children, suspected or actual forms of self harm, and actual or threatened harm to property or person.

Staffs need to advise the person of this obligation and advise the Team Leader to arrange contact with the relevant authority. eg emergency services, Police, Medical Authorities.

6.0 Related Policies and Documentation

Disciplinary Process

Workplace Confidentiality Agreement

Use of Email and Internet

Records Management Policy

Counselling Guidelines

POLICY – EXP 03	Performance Review and Development	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The Performance Review and Development Policy provides a process, which will:

- Align individual outputs with the organisation’s Annual Action Plan
- Ensure that employees know what is expected of them in their jobs;
- Plan for the development and training of employees in line with budget controls; and
- Contribute to improved performance outcomes.

2.0 Scope

The Performance Review and Development Policy will apply to all full-time, part-time and long term casual employees.

3.0 Definitions

n/a

4.0 Legislative References

n/a

5.0 Employee Performance Review and Development Policy

5.1 Principles

- A formal Performance Review and Development process is conducted bi -annually;
- Both the employee and their Manager have joint responsibility for working through the Performance Review and Development Process, and as necessary improving an employee’s performance;

5.2 Performance Review

A Performance Review should assess both:

- Achievement of documented objectives (the "what", specified in work plans).
- Organisational behaviours (the "how" specified in pd/performance appraisal).

5.3 Steps in the Process

Step 1 - Setting Performance Expectations (at start of financial year)

The manager in conjunction with staff member will set:

- High level performance objectives, as per Position Descrpn. Column 1 on form.
- Individual Work Plans should be developed for each role (reflect Annual Action Plan) summary recorded on Form in Column 3 for next six months.
- Discuss expected behaviours
- Commit to and record a Training and Development Plan
- signed by both parties and a copy kept on the Staff Members file.

Step 2 – Discuss/ Review actual performance and reset objectives.

The manager and staff member should discuss:

- significant achievements during the review period, areas warranting attention or improvement, together with strategies for addressing same
- current and emerging issues with potential to impact positively or negatively on work plans, together with strategies for addressing same
- record outcomes to inform final performance review (next step)

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Step 3 - The Annual Performance Review is a formal event that requires preparation by both parties. Two weeks before the scheduled date for the discussion, both parties should prepare: **Staff Member** to review objectives and record work plan details in Column 3. Reflect on outcomes/significant outputs and document on the form at Column 4

Manager to consider examples of behaviours, gather performance evidence eg completed reports, statistics, feedback from member organisations/peers. Schedule a one on one meeting to discuss achievements, organisational behaviours and overall performance. Record final details as discussed, in Columns 3 and 4. Add any further comments.

Consider the individual's performance and effectiveness against the Rating Scale and recommend a rating to the CEO, for endorsement.

Step 4 - Assessment of Performance.

The Performance Rating is an assessment of the employee's all-round performance (both What and How), based on Rating scale below.

The Manager will recommend a rating to the Chief Executive Officer for endorsement. The final rating will then be communicated to staff formally by their Manager. (Board of Directors in respect of the CEO)

Rating		Performance Level
3	Exceeds Expectations	The staff member's performance exceeds the requirements of the position. Performance is all that is expected of a fully qualified and experienced person in the assigned position and goes beyond the accomplishing the agreed deliverables of the job. A score on this level would include high performance BOTH on job objectives as well as corporate behaviours.
2	Fully Effective	Staff rated at this level are generally performing satisfactorily in the job. They are seen as achieving all the desired results.
1	Improvement Needed	Staff rated at this level, performance has not conformed to the requirements of the position. Staff may be new to the role. The staff member and supervisor must develop a plan designed to improve performance. The supervisor must monitor performance closely to assess and support improvement. Repeated performance ratings at this level conclude that the employee is not performing at the required standard.

5.4 Review of Decisions

Any staff member is entitled to seek a review of decisions relating to the performance appraisal process. The following steps apply:

- The staff member should request that the Chief Executive Officer review the initial decision of the Team Leader. The Chief Executive Officer should review the decision and discuss the outcome with the staff member.
- The outcome of this meeting will be final so far as the organisation is concerned.

5.5 Confidentiality and Access

Information contained in the Performance Review and Planning forms and discussions held between the employee and their Manager are confidential.

Performance Review and Planning forms are kept in the employee's personnel file, with access to the forms as per the Personnel Records Policy.

6.0 Related Policies and Documentation

Performance Review and Planning Form

Grievance Dispute Procedure

POLICY – EXP 04	Training & Development	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The organisation is committed to providing employees with training and development opportunities to enhance their work efficiency and effectiveness, in line with the needs of the business and budget constraints.

2.0 Scope

The Training and Development policy will apply to all permanent employees for the duration of their employment.

3.0 Definitions

n/a

4.0 Legislative References

n/a

5.0 Training

The organisation has a strong preference for staff competencies to be enhanced through structured on-the-job development opportunities rather than through off-the-job training programs.

5.1. Applying for Conference Attendance / Training

Approval from the employee’s Manager is required for all conference attendance and / or training undertaken by employees.

- The organisation will pay for some or all registration/course costs for approved conferences/training (may also include funding towards associated travel, accommodation costs);
- If approved conference attendance / training is undertaken during work hours, no loss of pay will result; If outside normal working hours, the employee will receive no payment for their time;
- Conference attendance / training undertaken by employees on their own behalf must be done during non-working hours and costs paid by the employee.

5.2 Annual Employee Development Plan

Each staff member will have a training plan developed in conjunction with their Manager as part of the Performance Appraisal process. The Development/Training Plan will first look to ‘fill’ any ‘gaps’ in skills and knowledge identified through performance appraisal for the current job role and second look to prepare the staff for transition to their next job role.

The Training plan will identify competencies, training methods and timelines and be reviewed as part of the Performance Appraisal process. Plans and outcomes will be recorded and maintained on the individuals personnel file.

The plan should also provide an indicative budget estimate of training and development to be undertaken. The Chief Executive Officer will make provision in the forward annual operating budget for a realistic expenditure allocation for staff development and training.

6.0 Related Policies and Documentation

Performance Review and Development
Study Leave

POLICY – ISS 01	Disciplinary Process	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

To ensure a fair and reasonable process is adopted to address staff misconduct and that all staff members have a clear understanding of the steps that the organisation may take to ensure that its performance and reputation are not adversely affected by unacceptable actions, behaviours or omissions of employees.

2.0 Scope

This policy applies to all full-time, part-time, casual and temporary employees.

3.0 Definitions

Serious Misconduct – serious misconduct is assessed by taking into account the effect of the conduct on the safety and well-being of clients, employees, business, and property; breaches of legislation, industrial instruments, or policies; and the knowledge, skill, motivation and state of mind of the employee at the time of the incident/s.

Summary Dismissal – dismissal without notice. Summary dismissal is used under exceptional circumstances and only where the behaviour is considered to be serious misconduct.

4.0 Legislative References

- Anti-Discrimination Act 1991 (Qld)*
- Racial Discrimination Act 1975 (Cth)*
- Sex Discrimination Act 1984 (Cth)*
- Disability Discrimination Act 1992 (Cth)*
- Human Rights and Equal Opportunity Commission Act 1986 (Cth)*
- Workplace Health and Safety Act 1996 (Qld)*

5.0 Disciplinary Policy

5.1 Principles

The principles of the Disciplinary Policy are:

- Fair and equitable treatment for those involved in the disciplinary process;
- Understanding and agreement between the Supervisor/Manager and the employee of expectations regarding employee behaviour and performance;
- Prompt application of “due process” for resolving performance and behaviour problems;
- Compliance with legislative requirements; and
- Open communication and consultation with all stakeholders involved.

5.2 Misconduct

Below is a list of some examples of misconduct that can result in disciplinary action. It should not be considered all-inclusive. The CEO has the discretion to review this list:

- Any breach of any policy or procedure as outlined in this Manual, including any violation of the organisation’s anti-discrimination or equal opportunity policies.
- Falsification or misrepresentation of qualifications or experience whilst applying for employment.
- Destroying or damaging any property.
- Failure to follow the rules and responsibilities as outlined by management or your immediate Manager.
- Consumption of alcohol or any controlled substance during work hours.
- Consistent absence from work without proper cause and documentation.
- Consistent lateness without proper cause or documentation.

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- Criminal actions
- Breach of confidentiality.
- Other circumstances as determined by the CEO to be of sufficient nature to warrant such dismissal.

5.3 Disciplinary Response

Where disciplinary action becomes necessary, the following procedures, will take place:

Stage 1: Discussion and Verbal Warning: This is a verbal conversation where the employee and the immediate Manager (who has investigated the issue) will discuss the events/incidents. This will result in recommendations for improvements, together with, as appropriate, an action or training plan with timelines. Reasonable time will be given for an employee to respond to any concern or allegation, to comply with concerns, or to take action under the grievance procedures. The outcomes will be documented and placed on the staff member's Personnel file.

Stage 2: First Written Warning: If there is no significant improvement in performance as agreed in Stage 1, or another incident takes place, the relevant Manager will issue a written warning. The employee has the right to discuss this document and comment in writing. If the employee wishes to discuss the matter, the conversation will take place in the presence of the Chief Executive Officer or other staff member appointed by the Chief Executive Officer in consultation with the Manager. Documents related to the matter will be placed on the staff member's individual personnel file.

Stage 3: Final Written Warning: This is a warning issued if there is no marked improvement or if another incident takes place. The Manager will complete the written warning where practical in the presence of the employee, detailing the reasons. A copy will be placed on the staff member's individual personnel file. This stage may also incur loss of any privileges obtained in the job position.

Stage 4: Termination: If the disciplinary review process fails, the employee will be terminated in writing. Where the incident or conduct has been unacceptable and of serious nature, immediate dismissal or stand down may occur. Documents of reason and action taken will be placed on the staff member's individual personnel file. CEO will issue Termination letter.

In terminating employment, the employee will be provided notice in accordance with the relevant Award / Workplace Agreement. Payment in lieu of notice may be made.

5.4 Third Person Present

Where considered appropriate and helpful to the employee, they may have someone of their preference present in the disciplinary process meetings. This person may be another employee, a friend or a union representative.

5.5 Casual and Contract Workers

Staff members employed on a casual or contract basis or voluntary staff are subject to summary dismissal for breaches and will not be automatically managed through the three warnings process.

6.0 Related Policies and Documentation

Managing Unsatisfactory Performance

POLICY – ISS 02	Managing Unsatisfactory Performance	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

To ensure unsatisfactory performance is addressed and that staff are provided with an opportunity to improve their performance.

2.0 Scope

This policy applies to all full-time, part-time, casual and temporary employees.

3.0 Definitions

Performance – to carry out a job of work consistent with agreed standards of quality, quantity and behaviour.

4.0 Legislative References

n/a

5.0 Procedures

5.1 Manager’s Role

- to identify and address performance issues
- to provide staff with an opportunity to improve performance
- to ensure staff act in accordance with Code of Conduct ; and
- where the unsatisfactory performance persists (despite assistance and warnings) take disciplinary action

5.2 Employee Responsibilities

- Staff are responsible for their conduct and performance at work.
- While the organisation will assist staff to improve their performance, it is the individual’s responsibility to improve performance to the required level.
- Where staff have been advised that their performance is below standard, they must genuinely attempt to improve performance, to maintain their employment.

5.3 Performance Improvement Steps

Stage 1: Notification of Unsatisfactory Performance - Verbal Warning: This is a verbal conversation where the employee and the immediate Manager will discuss why performance is considered unsatisfactory. Verbally advise of expected improvements and how these can be achieved. Warn of consequences if not achieved. Set a period in which to review performance.

Stage 2: Written Performance Improvement Plan - Written Warning: If staff have not achieved the expected performance improvement by the review date then the manager will: formally counsel as to deficiencies in performance, develop a written performance improvement plan, set a review period of not less than one month, and issue a written warning.

Stage 3: Final Written Warning: If not all the required performance standards have been met by the end of the review period (even where there is some improvement) then the manager will: formally counsel as to deficiencies in performance, develop an extension to the written performance improvement plan, set a final review period of not less than one month, and issue a final written warning.

Stage 4: Termination: If the required performance standards set in the Final Warning have not been met dismissal or stand down may occur. Documents of reason and action taken will be placed on the staff member’s individual personnel file. CEO to issue any Termination Letter.

6.0 Related Policies and Documentation

Discipline Policy, Performance Review and Development Policy

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POLICY – ISS 03	Sexual Harassment, Discrimination and Workplace Harassment/Bullying	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

An important part of good working relationships is that everyone must be able to work in an environment free of:

- Sexual harassment;
- Discrimination; and
- Workplace Harassment/Bullying.

Such behaviours will not be tolerated as they are disruptive to the well-being of our workforce and affect the performance and safety of co-workers. Therefore, the organisation is committed to implementing strategies to prevent such behaviour from occurring and the elimination of sexual harassment, discrimination and workplace harassment/bullying in the workplace.

2.0 Scope

The Sexual Harassment, Discrimination and Workplace Harassment Prevention policy applies to all employees.

3.0 Definitions

see below

4.0 Legislative References

Anti-Discrimination Act 1991 (Qld)

Age Discrimination Act 2007 (Cth)

Racial Discrimination Act 1975 (Cth)

Sex Discrimination Act 1984 (Cth)

Disability Discrimination Act 1992 (Cth)

Human Rights and Equal Opportunity Commission Act 1986 (Cth)

5.0 Sexual Harassment Prevention

5.1 Defining Sexual Harassment

Sexual harassment refers to a range of behaviours which are sexual in nature and which are not wanted, not asked for, not reciprocated, and which make the recipient feel humiliated, intimidated, offended, hurt or upset. The behaviour can take many different forms and may include physical contact, verbal comments, jokes, propositions, display of offensive material or other behaviour, which creates a sexually hostile working environment.

Sexual harassment is not always intentional. Acts or behaviour, which are funny or trivial to one person may hurt or offend another.

5.1.1 Verbal Sexual Harassment

- rude jokes or comments;
- making promises or threats in return for sexual favours;
- requests for sex;
- repeated invitations to go out after prior refusal;
- sex-based insults, taunts, teasing or name calling;
- offensive or abusive telephone calls; or
- persistent questions or insinuations about a person's private life.

5.1.2 Non-verbal Sexual Harassment

- putting sexually suggestive, offensive, or insulting material including posters, pin-ups, cartoons, graffiti or messages, on walls, noticeboards, desks, computer screen savers, electronic mail or other common areas, "flashing" or offensive hand or body gestures;
- staring or leering at a person or parts of their body; wolf whistling; or

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5.1.3 Physical Harassment

- uninvited or unnecessary physical contact such as pinching, patting, brushing up against a person, touching, kissing, hugging or massaging a person without invitation;
- indecent or sexual assault or attempted assault putting a hand or an object (eg pay slip) into someone's pocket, especially breast, hip or back pocket.

Sexual Harassment does not refer to compliments or behaviour which neither party finds offensive and which is based on mutual attraction, friendship and respect. If the interaction is consensual, welcome and reciprocated, it is not sexual harassment.

6.0 Discrimination

6.1 Defining Discrimination

Under the *Queensland Anti-Discrimination Act 1991*, Discrimination is defined as treating anyone less favourably on the basis of the following attributes:

- (a) sex; (b) relationship status; (c) pregnancy; (d) parental status; (e) breastfeeding; (f) age; (g) race; (h) impairment; (i) religious belief or religious activity; (j) political belief or activity; (k) trade union activity; (l) lawful sexual activity; (m) gender identity; (n) sexuality; (o) family responsibilities;

This policy prohibits such behaviour. [Note: Discrimination may be intentional or unintentional]

6.1.1 Direct & Indirect Discrimination

Direct discrimination happens when a person treats, or proposes to treat, a person with an attribute less favourably than another person without the attribute. Indirect discrimination happens when a person imposes, or proposes to impose, a condition:

- with which a person with an attribute does not or is not able to comply; and
- with which a higher proportion of people without the attribute comply or are able to comply; and that is not reasonable.

The organisation is an equal opportunity employer. All employees are treated on their merits, without regard to race, age, sex, marital status or any other factor not applicable to the position. Employees are valued according to how well they perform their duties, their ability and their enthusiasm in maintaining the standards of service and values.

Discrimination occurs when someone is treated less favourably because one of the personal characteristics noted above. Discrimination may involve (but is not limited to):

- Making offensive 'jokes' about another worker's racial or ethnic background, sex, sexual preference, age or disability;
- Expressing negative stereotypes about particular groups eg. 'Mothers shouldn't work';
- Judging someone on their political or religious beliefs rather than their work performance;
- Undermining a person's authority or work performance because you dislike one of their personal characteristics; or
- Using selection processes based on irrelevant personal characteristics such as age, race or disability rather than skills and merit.

7.0 Workplace Harassment/Bullying

7.1 Defining Workplace Harassment/Bullying

Workplace bullying can be defined as the repeated less favourable treatment of a person which may be considered as unreasonable and or inappropriate workplace practice. It includes behaviour that intimidates, offends, degrades or humiliates a staff member possibly in front of another employee or client.

Bullying can occur at all levels within an organisation, between individuals and groups

Bullying behaviours may include, but are not limited to:

- Poorly managed conflicts of opinion or personality;
- Intimidation;
- Abuse of power;
- Yelling, screaming abuse, offensive language, insults, inappropriate comments about a

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person's appearance, life or lifestyle, slandering an employee or their family;

- Belittling opinions or constant criticism;
- Isolating employees from normal work interaction, training and development or career opportunities;
- Overwork, unnecessary pressure, impossible deadlines;
- Underwork creating a feeling of uselessness;
- Undermining work performance, deliberately withholding work-related information or resources, or supplying incorrect information;
- Unexplained job changes, meaningless tasks, tasks beyond a person's skills;
- Tampering with an employee's personal effects or work equipment;
- Teasing or regularly being made the brunt of pranks/practical jokes;
- Displaying written or pictorial material which degrades/offends a worker or group of workers;
- Unreasonable 'administrative sanctions' eg. undue delay in processing applications for training, leave or payment of wages.

8.0 Responsibility of Managers

The organisation has a legal responsibility to prevent sexual harassment, discrimination, and workplace harassment/bullying in the workplace.

This means that Managers have a responsibility to:

- Monitor the working environment to ensure that acceptable standards of behaviour are observed at all times;
- Model appropriate behaviour themselves;
- Promote the Sexual Harassment, Discrimination, Workplace Harassment/Bullying Prevention policy within their work area;
- Treat all complaints seriously and take immediate action to investigate and resolve them under the Grievance Dispute Procedures or Disciplinary Policy. Management must ensure that complete privacy is maintained. The details or names of anyone involved in a complaint must not be discussed with anyone other than those people immediately involved in the complaint; and
- Refer complaints to CEO if they do not feel that they are the best person to deal with the case (eg. conflict of interest or if the complaint is particularly complex or serious).

9.0 Employee Responsibility

All employees have a responsibility to:

- Comply with the policy;
- Respect the rights of others and not knowingly tolerate sexual harassment, discrimination, workplace harassment/bullying in the work area;
- Offer support to a person being harassed by:
 - letting them know where they can obtain help and advice;
 - offering to act as a witness if the person being harassed decides to lodge a complaint;
 - maintaining confidentiality if required to provide information during the investigation of a complaint. Breaching confidentiality by spreading rumours or gossiping may expose a person to action for defamation.

10.0 What to do if you are harassed

Any person who claims to have experienced sexual harassment, discrimination, workplace harassment/bullying may:

- Tell the harasser to stop. Also tell them that you do not like what they are doing and that it is not OK with you or with management.
- If the harassment does not stop, or if you do not wish to approach them directly, you should report the incident to your Manager or CEO. Your Manager should take action to stop further sexual harassment, discrimination, workplace harassment/bullying.
- Record incidents of sexual harassment, discrimination, workplace harassment/bullying with dates, times, witnesses if any, what happened and what you said, did or felt.

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11.0 Defamation

Sexual Harassment, Discrimination and Workplace harassment are serious matters and to formally lodge a claim against another person is also a serious matter.

A possibility of being sued for defamation arises when the person making the complaint speaks to someone other than the alleged harasser or those people involved in the process of formally resolving the complaint. It is in his or her own interests, that the person making the complaint should not discuss the matter with anyone else.

Complainants and those involved in investigating complaints need to ensure that the allegation is disclosed only to those with a genuine interest in resolving the dispute.

The defence of qualified privilege protects anyone necessarily involved in investigating or resolving the complaint both formally and informally.

12.0 Rights of the respondent

- To be informed of what they have been accused of (the specific allegation) and of who is making the allegation;
- The right to natural justice and the opportunity to fully respond to any allegation made;
- The right to have a support person of their own choice during any investigation interviews;
- To fair treatment and procedures;
- Not to be prejudged or discriminated against on the basis of the complaint;
- The right to representation and advice throughout the investigation process;
- The right, taking into account all of the circumstances, not to be unfairly dismissed or otherwise treated harshly, unjustly, or unreasonably;
- Privacy to have the matter kept confidential on a "need to know" basis;
- The respondent is obliged not to victimise or harass the complainant, witnesses to the complaint or supporters of the complainant on the basis of the complaint.
- Protection from defamation and malicious complaints.

13.0 Consequences of breaching the sexual harassment, discrimination, workplace harassment/bullying Prevention Policy

The organisation views any complaint of sexual harassment, discrimination, workplace harassment/bullying seriously.

If a complaint is substantiated, it may be dealt with under the Disciplinary Policy.

14.0 Procedures for Dealing with Criminal Conduct

Some forms of severe harassment (for example, sexual assault, stalking, indecent exposure, physical molestation, obscene telephone calls) may constitute criminal conduct.

While the organisation is committed to treat harassment complaints at an organisational level as far as possible, this type of conduct is not suited to internal resolution, and should be directed to the criminal justice system.

In relation to alleged criminal offences such as rape or sexual assault, the matter must be referred to the CEO. Employees should be advised of the option of police support or intervention. It is not the obligation or duty of the organisation to report such matters to the police on behalf of the complainant.

15.0 Related Policies and Documentation

Disciplinary Process, Grievance Dispute Procedure
Code of Conduct

POLICY – ISS 03	Alcohol & Drug Use	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The purpose of the Alcohol and Drug Use Policy is to both contribute to a safe working environment, and reduce the harm that may follow dangerous use of alcohol or other drugs. The policy is also a mechanism to identify and support employees who may have dependency issues.

2.0 Scope

The Alcohol and Drug Use Policy applies to all permanent, temporary, casual employees.

3.0 Definitions

n/a

4.0 Legislative References

Workplace Health and Safety Act 1995 (Qld)

5.0 Alcohol and Drug Use Policy Principles

- Consumption of alcohol and use of other illegal or mind-altering substances by employees is unacceptable while at work, including breaks;
- Use of illegal or mind-altering substances in or out of work hours which compromises work performance and/or safety is not appropriate at any time;
- If an employee appears to be affected by alcohol or drugs to the degree that their work performance is affected, or they pose a safety risk, the employee’s Manager or CEO should be advised immediately, and the employee directed to cease work and to leave the workplace;
- A Workplace Injury / Incident Report Form should be completed by the employee’s Manager, and the CEO must be notified of the incident;
- On the employee’s return to work, the Manager will counsel the employee in accordance with the Disciplinary Process;
- Confidential advice should be sought by Managers if they are unsure if they are dealing with an alcohol or drug related issue;
- There are various organisations that can be contacted for advice by both the Manager (and/or CEO) and employee, including:
 - Alcohol and Drug Foundation Queensland
 - Alcohol and Drug Information Service
 - Alcoholics Anonymous
 - Lifeline.
- Where an employee is found to have a substance dependency, they may be requested to participate in a rehabilitation program as part of the counselling and disciplinary process.

6.0 Related Policies and Documentation

Disciplinary Process
Code of Conduct

POLICY – ISS 05	Grievance Dispute Procedure	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

Link Up QLD acknowledges that employees experience a range of problems in the workplace which may affect their work performance. If these problems cannot be resolved and develop into a grievance, there needs to be a formal process to enable the grievance to be resolved.

The purpose of the Grievance Dispute Procedure is to provide employees with the opportunity to resolve a grievance concerning decisions which adversely affect them, or other matters about which they are aggrieved, in their capacity as employees.

The procedures are intended to prevent personal conflicts becoming entrenched and to resolve disputes without delay and in a conciliatory, informal and effective manner.

2.0 Scope

The Grievance Dispute Procedure will apply to the management of all grievances or issues that occur within the organisation.

3.0 Definitions

- A dispute can arise from discrimination, harassment, or any other behaviour by one employee against another, or by the organisation against an employee.
- A grievance is a problem, concern or complaint related to the working environment.
- Sexual harassment is any form of unwanted, unwelcome or uninvited sexual behaviour that is offensive, humiliating or embarrassing.
- Workplace harassment is repeated behaviour, other than behaviour amounting to sexual harassment, of one employee or group of employees that is unwelcome, unsolicited, and considered to be offensive, intimidating, humiliating or threatening by another employee.

4.0 Legislative References

n/a

5.0 Grievance Dispute Procedures

5.1 Principles

With a community comprised of people with different life experiences, values, thoughts and opinions about how to do things, individuals will, on occasion, have grievances relating to issues arising from the workplace. The Grievance Dispute Procedure Policy outlines procedures to be followed when dealing with grievances.

Grievances can be raised on a range of matters including:

- Breaches of policy;
- Interaction with colleagues;
- Employment conditions; and/or
- Any other forms of unfair treatment which are perceived to have a detrimental effect on an individual or their work environment.

Not every matter complained about necessitates a grievance. Managers and supervisors are responsible for resolving concerns and may intervene in instances where inappropriate behaviour or actions have been observed or reported by others.

The Grievance Dispute Procedure will emphasise and promote the following principles:

- Fair and equitable treatment for all staff;
- Confidential treatment of all grievances;

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- Access to grievance resolution for all employees;
- Timely resolution of grievances;
- Non-adversarial resolution;
- Open communication and consultation with all stakeholders including relevant unions where appropriate and necessary.

5.2 Procedures

ALL employees must comply with the procedures set out below. Unless there is a valid reason (ie. the employee's grievance is with their Team Leader), it is not acceptable for an employee to lodge a grievance outside of the escalation process (ie. an employee cannot take a grievance to the CEO unless they have first followed steps 1 and 2). The only circumstances in which a grievance can be lodged outside this procedure, is when an employee has a grievance against the CEO. In such an instance, it is acceptable for the employee to lodge their grievance directly, in writing, with the Chairperson of the Board of Directors. Aside from this instance, it is NEVER acceptable for an employee to approach any member of the Board with a grievance. If an employee deliberately acts outside of this procedure, formal disciplinary action will be taken.

5.2.1 General Grievances

1. If an employee is unable to resolve their grievance on their own (ie. directly with the person (s) involved), they should discuss the matter with the Team Leader. The Team Leader will attempt to resolve the grievance within five (5) working days of the employee's grievance being notified.

All parties to the grievance should try to solve the grievance using the following problem-solving process:

- **Assess** the situation; **Plan**; **Implement** the plan; and **Evaluate**.

To assist in resolution at this stage, the aggrieved employee should clearly state their concerns, the party/ies involved and the outcome sought. This does not necessarily have to be in writing; however this approach is preferred to assist in resolution of the grievance. Any concerns raised verbally will be documented by the Team Leader for review and confirmation by the aggrieved employee.

If the issue is not capable of resolution on the spot, the Team Leader will establish a process for addressing the employee's concerns. If it is not within the power of the Team Leader to directly resolve the issue, they may seek to involve relevant assistance, eg mediator otherwise will advise the employee accordingly so they may take the process to the next stage.

2. If the Team Leader is unable to resolve the matter or it is inappropriate for the employee to approach their Team Leader, the employee may then approach the CEO. The Grievance must be in writing at this stage.
3. The CEO will attempt to resolve the grievance within ten (10) working days of being notified of the grievance. The Board has no role in the addressing and resolution of issues being managed via this process.

The CEO in addressing the issue may access expert internal/external assistance eg mediator, OH&S Officer, counsellor, conflict management

4. Until the grievance is determined, work shall continue normally in accordance with the custom and practice existing before the grievance arose, if practicable.

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5. No party shall be prejudiced as to the final settlement by the continuance of work.
6. Grievances against the CEO are to be provided in writing to the Chairperson of the Board. The Chair can appoint a delegate(s) to address the grievance. The Chair/delegates will attempt to resolve the grievance within ten (10) working days of being notified of the grievance,. The Chair will advise the CEO of the process and any need to visit the complainant in the workplace. (Points 4. & 5. apply)
7. All Grievance documentation should be filed on the employees personnel file.

5.2.2 Sexual Harassment Grievances

- If an employee has a grievance re sexual harassment they should raise the issue directly with the designated Link Up contact, the Sexual Harassment Officer. The Sexual Harassment Officer will attempt to resolve the grievance within five (5) working days of the employee's grievance being notified.
- All parties to the grievance should try to solve the grievance using the following problem-solving process:
- **Assess** the situation; **Plan**; **Implement** the plan; and **Evaluate**.
- To assist in resolution at this stage, the aggrieved employee should clearly state their concerns, the party/ies involved and the outcome sought. This does not necessarily have to be in writing; however this approach is preferred to assist in resolution of the grievance. Any concerns raised verbally will be documented by the Sexual Harassment Officer, for review and confirmation by the aggrieved employee.
- If the issue is not capable of resolution on the spot, the Sexual Harassment Officer will establish a process for addressing the employee's concerns. Including seeking relevant assistance and/or advise the employee accordingly so they may take the process to the next stage.
- If the Sexual Harassment Officer is unable to resolve the matter, the employee may then approach the CEO. The Grievance must be in writing at this stage.
- The CEO will attempt to resolve the grievance within ten (10) working days of being notified of the grievance. The Board has no role in the addressing and resolution of issues being managed via this process.
- The CEO in addressing the issue may access expert internal/external assistance.
- Until the grievance is determined, work shall continue normally in accordance with the custom and practice existing before the grievance arose, if practicable.
- No party shall be prejudiced as to the final settlement by the continuance of work.
- All Grievance documentation should be filed on the employees personnel file.

6.0 Related Policies and Documentation

Sexual Harassment, Discrimination and Workplace Bullying

POLICY – WPL 01	Workplace Health & Safety	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The LINK UP (QLD) recognises the importance of developing and maintaining appropriate workplace health and safety conditions and ensuring such standards are kept under constant review. This goal can best be achieved through a co-operative approach and the joint involvement of management and employees.

The purpose of this policy is to enable LINK UP (QLD) to comply with its obligations pursuant to the *Workplace Health and Safety Act 1995* (the Act) and to provide a framework whereby the organisation can encourage and assist its employees to comply with their obligations pursuant to the Act as well as contractors, clients, and visitors to LINK UP (QLD).

The policy statement outlines the responsibilities of all parties and establishes a structural framework at workplace and organisational level, within which all parties may be included in protecting the health and safety of all employees and visitors to the workplace.

The policy is also designed to assist and facilitate the formulation of appropriate conditions, work practices, information, education and supervision to enable employees to perform their work in a risk free, safe and healthy workplace.

2.0 Scope

This policy applies to all employees and all contractors working on-site.

3.0 Legislative References

Workplace Health and Safety Act 1995 (Qld)

Workplace Health and Safety Regulation 1995 (Qld)

4.0 Workplace Health and Safety Policy

The organisation (through its CEO and Managers) will consult with employees to foster cooperation and develop partnerships between management and employees to ensure workplace health and safety practices;

4.1 Workplace Health and Safety – Areas of Responsibility

4.1.1 The **CEO** is required to actively pursue the Workplace Health and Safety goals through these approaches:

- devising and administering a comprehensive health and safety program;
- holding regular senior staff and management meetings to discuss health and safety performance, and taking effective action to provide and maintain safe, healthy working conditions for all employees in accordance with relevant Regulations, Standards and Codes of Practice.

4.1.2 **Managers** will be held accountable for working conditions under their control and the amount and type of information and training given to employees on health and safety matters. They are to provide the initiative and follow-up action to maintain this policy within their own sections.

- regularly assess their employees work environment and work processes to identify hazards and risks;
- advise employees of potential or actual hazards;
- implement and monitor the procedures for assessing and controlling risks to health and safety;
- provide relevant health and safety information, instruction and appropriate

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supervision, to ensure work can be performed safely for everyone in the workplace;

- implement rehabilitation and promote early return to work for injured employees;
- monitor and ensure injury management plans are accurately implemented;
- consult team members on health and safety issues;
- ensure the Incident/Accident Reporting process is understood and followed;
- ensure first aid training occurs;
- ensure fire wardens are in place and that they comply with emergency procedures; and
- ensure that records are kept regarding health and safety information.

4.1.3 All employees will

- take reasonable care for their own and others safety;
- comply with this policy and any instructions given to ensure health and safety in the workplace;
- contact the Team Leader (phone or email) on daily basis to confirm location when away from normal Office on business for more than one day.
- report to Team Leader any concerns regarding safety of work environment when away normal office
- use equipment correctly and promptly report any identified faults;
- promptly report incidents, hazards and injuries to the CEO; and
- complete the Incident/Accident Reporting Form and submit to the Team Leader.
- Outreach counsellors/case workers will ensure emergency contact details provided and actions taken to maintain office contact are taken eg satellite phone

4.2 Injury / Incident Reporting

Workplace Injury / Incident Report Forms are to be completed in the event of any incident which is not consistent with the routine operation of the organisation. This includes incidents with or without injury that relate to any client, staff member, volunteer or visitor to the organisation's premises.

4.2.1 Procedure

Once the Workplace Injury / Incident Report is completed by the person reporting the incident it is forwarded to the Team Leader for investigation, comment and recording. The Team Leader should advise all relevant parties if further investigation or action is required due to possible serious personal or legal consequences of the incident.

Once the report has been seen by the relevant Manager and staff they will be provided to the CEO to copy to the organisations insurers (if required), or for WorkCover purposes.

In completing the Workplace Injury / Incident Report only known facts are to be recorded. Assumptions could leave the organisation liable in any legal matters.

4.3 Workplace Health and Safety Officer

Where required, LINK UP (QLD) will appoint a qualified person being one who holds a certificate of the kind referred to in section 92 of the *Workplace Health and Safety Act 1995* as workplace health and safety officer for the workplace. A notice advising the identity of the Workplace Health and Safety Officer shall be displayed at the workplace.

The functions of the Workplace Health and Safety Officer shall be:

- (a) To inform LINK UP (QLD) about the overall state of health and safety at the workplace;
- (b) To conduct inspections at the workplace to identify any hazards and unsafe or unsatisfactory workplace health and safety conditions and practices;

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- (c) To report to LINK UP (QLD) any hazard or unsafe or unsatisfactory workplace health and safety practice identified during inspections;
- (d) To establish appropriate workplace health and safety educational programs ;
- (e) To investigate or assist the investigation of all work injuries, work caused illnesses and dangerous events at the workplace;
- (f) To help inspectors in the performance of the inspector's duties;
- (g) If any work injury, work caused illness, dangerous event or immediate risk to the workplace health and safety of persons at the workplace happens to report the injury, illness, event or risk to LINK UP (QLD);
- (h) Such other function as may be prescribed pursuant to the *Workplace Health and Safety Regulation 1995*;
- (i) LINK UP (QLD) will provide information which may be in their possession about the risks to workplace health and safety from the workplace itself, workplace activities or specified high risk plant to the workplace health and safety officer;
- (j) The Workplace Health and Safety Officer will be included at any management interview about workplace health and safety provided that the employee agrees;
- (k) LINK UP (QLD) will consult the Health and Safety Officer on any proposed change to the workplace that affects or may affect the workplace health and safety of the workplace;
- (l) LINK UP (QLD) will help the Health and Safety Officer to seek appropriate advice on issues that affect or may affect workplace health and safety at the workplace;
- (m) LINK UP (QLD) may instruct the Workplace Health and Safety Officer on action to be taken to ensure the health and safety of persons at the workplace.

4.4 Workplace Health and Safety Committee

Where required, LINK UP (QLD) will investigate the establishment of a workplace health and safety committee.

The members of such committee would be the Workplace Health and Safety Officer and such other members negotiated between LINK UP (QLD) and the employees provided that a committee member must be either an employer or a worker at the workplace and further provided that half the committee members must be workers other than the workers nominated by LINK UP (QLD) as its representative or representatives.

The meetings of the Workplace Health and Safety Committee are to be held at times which the committee decides and at which times are negotiated between LINK UP (QLD) and the committee provided that the committee may meet during normal working hours at the workplace and provided further that the committee must meet at least once every three months and further provided the committee must meet when asked to do so by the member who is the Workplace Health and Safety Officer.

The proceedings at meetings of the Workplace Health and Safety Committee may be conducted in a way in which the committee itself decides. The primary function of the Workplace Health and Safety Committee is to assist cooperation between LINK UP (QLD) and the employees in developing and carrying out measures to ensure workplace health and safety within each facility. The Workplace Health and Safety Committee may make recommendations to LINK UP (QLD) regarding workplace health and safety.

The Workplace Health and Safety Committee may discharge functions by:

- (a) Encouraging and maintaining at the workplace an active interest in workplace health and safety;
- (b) Consider measures for training and educating persons at the workplace about workplace health and safety issues;
- (c) Telling workers about the formulation, review and distribution (in appropriate languages) of standards, rules and procedures about workplace health and safety ;

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- (d) Reviewing the circumstances surrounding work injuries, work caused illnesses and dangerous events referred to the committee for review; and
- (e) Informing LINK UP (QLD) of the results of the review and making recommendations arising out of the review; and assisting in the resolution of issues

4.5 Fire and Emergency Procedures

- Emergency Contact phone numbers are kept at Reception
- Evacuation Plans and assembly points are displayed in each work area and toilet facility
- A Fire Warden and Deputy are appointed to ensure alarm systems and procedures are established and monitored

Evacuation

Reasons for evacuating

- Fire – evacuate if fire cannot quickly be extinguished using extinguishers
- Explosion – always evacuate
- Aggressive visitor – evacuate when threat to staff is evident or very likely

Evacuation procedure

- Phone emergency services – Police, Fire and/or Ambulance – 000. Explain location and the nature of the problem.
- If time permits, check all rooms; turn off building master power switches, heating and air-conditioners – secure computers and files.
- Proceed to assembly point by nearest safe exit. As you leave, close all open doors and windows (if safe to do so).

At the Assembly point

- Responsibility rests with the most senior member of staff present
- Take roll call and check names off against staff list
- Ask each staff member if they had visitors with them and check location of the visitor.
- Brief emergency services when they arrive. If it is suspected that someone is still in the building, only enter the building again if it is safe to do so. Otherwise, notify emergency services of suspected missing person
- No one is to return to the building unless the all clear has been given by the most senior member of staff present in consultation with the emergency services.
- Injuries should be treated appropriately.

Post Evacuation

- The Chief Executive Officer should be notified of the event at the earliest opportunity if they were not present.
- The Chief Executive Officer should arrange debriefing sessions after the incident.
- The Chief Executive Officer should offer and organise further counselling or other assistance to staff if required.
- Further instruction to be given to staff by the Chief Executive Officer in regard to arrangements for the rest of the day, and further duties.

Training

- All staff must participate in evacuation training every six months, scheduled and coordinated by the Fire Warden
- Evacuation procedures must be part of the orientation process for all staff.

5.0 Related Policies and Documentation

Workplace Injury / Incident Report Form

POLICY – WPL 02	Personal Threat	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

To minimise risk of harm and enhance personal safety for staff, when confronted with personal threat situations.

2.0 Scope

This policy applies to all employees.

3.0 Procedures

3.1 Unarmed Confrontation

Unarmed confrontations may arise where there is a threat to others by an unarmed person confronting them in a violent or threatening manner, or where a person threatens to commit suicide.

Staff will decrease the risk of assault or injury by the following steps:

- keep further than arm's length away from the subject
- maintain an exit path where possible
- Avoid being alone with the offender.
- DO NOT argue with the person.
- Speak in a normal voice.
- Treat the person with respect.
- Obtain proper evaluation and management of the aggressive, agitated, violent or threatening person from appropriate staff (e.g. medical officer, counsellor etc) where possible.

If violence is likely and immediate support is required from another member of staff, the staff member should adopt the following procedures.

- Alert as many other staff and security personnel as necessary for the situation.
- Seek urgent evaluation and further management from a senior staff member.
- It may also be appropriate to contact a member of the Community or a member of the aggressive person's family.
- Notify the Police promptly if the situation warrants.
- As soon as is reasonably possible after the event, the staff involved should contact the Chief Executive Officer to report the event so appropriate action/support can be instigated.

3.2 Debriefing

At the conclusion of the activity a formal *defusing* and counselling session will occur for all affected staff and participating staff. This will be followed up by a *debriefing* session/s, to be arranged by the Chief Executive Officer and facilitated by an appropriately trained professional.

POLICY – WPL 03	Uniform	REVIEW DATE:	February 2008
AUTHORISED BY:	Board	NEXT REVIEW:	February 2009

1.0 Purpose

Link Up (Qld). Aboriginal Corporation will provide uniforms to all eligible staff to be worn whilst carrying out Link Up duties.

2.0 Scope

This policy applies to all employees.

3.0 Procedures

3.1 Eligibility

Employees after completing the probation period and being contracted to work more than 24 hours per week, will be supplied with a Link Up uniform.

3.2 Allocation

The CEO will coordinate ordering of the uniforms.

The allocation is; 3 Business/Corporate Shirts, 2 Polo Shirts and Nametags.

After initial allocation, 2 shirts will be replaced yearly.

Extra garments may be purchased direct from the preferred supplier, at the expense of the employee. Note these garments are tax deductible.

Garments can be changed for size.

3.3 Wearing

Employees are to wear their Link Up uniform as follows:

- whilst carrying out duties arising from their Link Up employment
- travelling to and from work, except where recreation or social activities undertaken whilst in transit are not consistent with the professional or behaviour standards expected of an Aboriginal community service organisation
- the uniform shall not be worn whilst carrying out duties on behalf of another employer

3.4 Standard of Appearance

In order to maintain uniforms in good order and appearance. It is expected:

- the uniform is kept clean and in good repair
- identification badges are worn at all times on duty
- no thongs or shorts be worn whilst wearing the Link Up uniform

3.5 Completion of Employment

Uniforms remain the property of Link Up.

On termination of employment, all items shall be returned, before final payments will be made to the employee.

POLICY – WPL 04	Travel	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

To ensure that a system for transparent authorisation of staff travel is in place and is followed consistently, to allow for required staff travel and to monitor and contain staff travel costs.

2.0 Scope

This policy applies to all employees.

3.0 Approval of Staff Travel

All work related travel must be authorised prior to arranging any travel.

Any staff member who needs to undertake travel will be required to complete a "Travel Application" form.

All sections of the "Travel Application" form are to be completed prior to travel being undertaken and must be signed off by the CEO.

Staff who are required to undertake emergency or unexpected work related travel are to seek verbal approval from the CEO or delegated officer prior to such travel being undertaken.

4.0 Overnight Accommodation

The need to obtain overnight accommodation shall be determined by the CEO, having regard to the safety of the employee travelling on official business and local conditions.

Where employees are required to attend conferences or seminars, which involve evening sessions or employees are required to start early at another location, overnight accommodation will be appropriately authorised.

5.0 Means of Travel

Air or other means of travel are to be examined closely to ensure the most economical arrangement is approved.

Air Travel is to be economy class and choice of airline governed by "best fare" of the day.

6.0 Travel Expenses

Any authorised official travel and associated expenses, properly and reasonably incurred by an employee required to perform duty at a location other than their normal workplace, will be reimbursed by the Business.

Payment of actual expenses is subject to production of receipts.

Reimbursements will be paid into the employee's bank account unless a request for a cheque has been made.

7.0 Away from Office

To ensure Link Up is fulfilling its duty of care obligations, staff are required to contact the Team Leader (phone or email) on daily basis, when away from their normal office on business for more than one day.

Further, staff when driving long hours for work should ensure regular breaks and when outside of city not drive late into the day/beyond 8.00pm

Outreach Counsellors and Case Workers should arrange to stay in office contact eg satellite phone and provide emergency contact details.

8.0 Related Policies and Documentation

Disciplinary Process

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POLICY – WPL 05	Motor Vehicles	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The purpose of the Motor Vehicle Policy is to provide guidelines for the use of the organisation's Motor Vehicles.

2.0 Scope

This policy applies to all employees and members of the Board of Directors

3.0 Definitions

n/a

4.0 Legislative Reference

n/a

5.0 Motor Vehicle Policy

5.1 Motor Vehicle Access

Motor Vehicles are available for use by staff and Directors for business purposes only.

Approval to access a Motor Vehicle is at the discretion of the CEO for staff requests, and the Chairperson (in consultation with the CEO) for Board of Directors requests.

The CEO / Chairperson must be notified if an employee / Board of Directors requires a Motor Vehicle for use outside of the normal business hours. The CEO / Chairperson must determine the necessity of this request when considering approval.

5.2 Using Business Motor Vehicles

- A current Queensland drivers licence is required. This must be shown to the CEO and a photocopy taken and kept on the employee's personnel file. In the case of a Board of Directors Member, they must show their drivers licence to the Chairperson / CEO, who will take a photocopy and keep on file.
- The laws require you to report to your Driver Licensing Authority any permanent or long-term illness that is likely to affect your ability to drive safely. Prior to an individual being granted approval to use a Motor Vehicle, the CEO / Chairperson may require the individual to undertake Fitness to Drive Medical Assessment.
- Individuals are not permitted to drive any motor vehicle whilst under the influence of alcohol and/or other drugs.
- Individuals must abide by Queensland traffic regulations, including the use of seat belts and child restraints.
- Motor vehicles are not to be used for private purposes.
- Smoking is not permitted in any motor vehicle.
- Motor vehicles are to be securely locked when not in use.
- Spare keys of all motor vehicles are kept in the CEO's Office.
- If approval to use a motor vehicle has been granted, the vehicle keys should be collected and returned daily.

5.3 Record Keeping

A logbook record is to be maintained for each vehicle on a weekly basis.

The CEO will ensure that the log book and any related receipts are completed and provided. The CEO will maintain the records and Log of motor vehicles.

5.4 Parking/Garaging of motor vehicles

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Motor vehicles, when not being used on official business, are to be parked or garaged at the premises of the organisation.

Unless specifically authorised by the CEO / Chairperson, no motor vehicle is to be taken home or garaged at the residence of any employee or Board of Directors member.

Drivers are responsible for the cleanliness of motor vehicles of which they have charge, and will ensure that they are maintained in a proper state. Including refuelled on return.

5.5 Access to Fuel

Access to fuel and oil for motor vehicles are to be from the service station brand nominated and approved by the CEO. A fuel card and pin number for each motor vehicle is contained in each motor vehicle folder.

Private vehicles or those belonging to other services are not to receive fuel, oil or any other related expense as a charge to the organisation.

5.6 Parking Fines/Traffic Offences:

Parking fines or traffic offences, involving an employee in charge of a business motor vehicle, are the responsibility of the employee or Board of Directors Member and will not be accepted or paid by the organisation.

5.7 Reimbursements in relation to Motor Vehicles

Fees paid for parking for legitimate business purposes may be reimbursed on production of a receipt.

5.8 Insurance

All motor vehicles are covered by an approved insurance policy. In the event of an accident, payment of the excess or repair costs in the event of an accident is the responsibility of the organisation except when the vehicle is being driven by an unauthorised user. Authorised users are approved employees and approved Board of Directors members.

5.9 Accidents

A driver involved in an accident is required to stop and render assistance, regardless of whether on official business or not.

The police must be called to the scene of the accident where the following occurs:

- o a person is injured or killed;
- o any of the drivers involved in the accident fail to stop after the accident;
- o any of the drivers involved in the accident appear to be under the influence of alcohol or drugs; or
- o a vehicle involved in the accident has to be towed.

In addition the driver should:

- o Notify the CEO as soon as practicable.
- o Ensure that the following information is obtained from the other driver or property owner:
 - Full name and contact details
 - The name of the insurance company
 - The registration number of any other vehicles involved
 - Any other information which is relevant and which may be of assistance.

Do not admit liability nor make, nor sign any statement which may be requested by other persons involved.

Any damage to motor vehicles requires the submission of an Incident Report Form to the CEO outlining the details of the accident and/or damage.

Without Prejudice

5.10 Breakdown

Breakdown assistance or instructions are to be requested through RACQ.

5.11 Theft, Loss and Illegal Use

Theft, loss or illegal use of business motor vehicles, vehicle extras, parts or spares are to be reported immediately to the Police and the CEO.

5.12 Repairs and Servicing

Should a vehicle require repair, the CEO should be notified. Arrangements for repairs and servicing will be made through the CEO's office.

5.13 Breach of Policy

Any breaches to the Motor Vehicle Policy may result in Disciplinary action including:

- removing an individual's access to motor vehicles;
- formal warning(s); or
- termination of employment.

6.0 Related Policies and Documentation

Disciplinary Process

Workplace Health & Safety

Workplace Injury / Incident Report Form

Without Prejudice

POLICY – WPL 06	Email & Internet Usage, Mobile Phones, Equipment	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The Electronic Mail (Email) and Internet Usage Policy has been designed primarily to protect business interests by ensuring that all employees understand what are acceptable and unacceptable practices in relation to Email and internet usage.

2.0 Scope

This policy applies to all permanent, casual, temporary, contract and volunteer employees.

3.0 Definitions

- Information Technology environment refers to all computers, laptops, mobile phones, software and any other technology that the business employs.
- Inappropriate Material includes but is not limited to, material or websites that:
 - may be interpreted as pornographic and/or sexually explicit, criminal, violent or which is covered under the definition of Offensive Material;
 - fall within the categories of gambling, hacking, games, weapons, personal, dating and auction sites.
- Offensive Material includes but is not limited to, material (whether text, visual or audio) which includes sexual comments, naked images, violent or macabre images, racial slurs or any comments (including use of humour) which might offend others on any basis.

4.0 Legislative References

Anti-Discrimination Act 1991 (Qld)

5.0 Electronic Mail & Internet Usage Policy

Employees should have access to the internet for Email and research purposes only if it supports their work role. Such facilities must be used strictly in accordance with the terms and conditions outlined in this policy.

All employees are required to read, understand and comply with this policy, and to be accountable for all emails sent and all internet material accessed using their user-ID and password.

5.1 Internet and Information Technology

The Internet and Information Technology environment of the organisation is intended to allow for the creation, access and transmission of information pursuant to achieving business objectives. The organisation permits reasonable personal use of Internet facilities provided that this use is lawful and does not:

- o interfere with the performance of the employee's work duties or the duties of others; or
- o interfere with the delivery of services to clients; or

The following guidelines apply to all employees:

- Internet time should be minimised to keep costs as low as possible and web browser applications should be closed when not in use;
- Extensive personal research on the internet is not permitted without prior authorisation from the Manager;
- The internet is not to be used to access, download, send, search or post inappropriate or offensive material;
- Web based email services are not to be used (ie. hotmail);
- Large volumes of data must not be downloaded or transmitted;
- Computer programs not supplied by the organisation must not be downloaded or installed;
- Employees must not gain, or attempt to gain unauthorised access to any network, service information, communications computing facility or resource through the use of the organisation information technology environment.

Without Prejudice

- Should passwords be issued to users, the confidentiality of passwords must be maintained.

The organization may monitor the information technology environment. The scope of this monitoring includes the sending, accessing, content and storage of emails, files, the accessing, downloading and/or searching of internet material, and saving of any inappropriate files in the business's Information Technology environment.

5.2 Email Usage Policy

Email is a business communication tool and users are expected to utilise this tool in a responsible, effective and lawful manner. The organisation permits reasonable personal use of email facilities (ie. correspondence to family / friends) provided that this use is lawful and does not:

- o interfere with the performance of the employee's work duties or the duties of others; or
- o interfere with the delivery of services to clients; or breach any policy or procedure.

Certain email content may expose employees and the organisation to legal liability. This includes material that may be construed as sexual harassment, workplace harassment (bullying), defamation, breach of confidentiality and / or copyright infringement. The following guidelines apply to all employees:

- Any personal use of Email must comply with workplace policies, including, (but not limited to) anti-discrimination, workplace bullying, and sexual harassment. Employees must NOT send or store emails that contain or attach inappropriate or offensive material (whether in text, visual or audio form). Employees must immediately delete any messages that contain inappropriate or offensive material;
- Broadcasting unsolicited views on social, political, religious, or other non-business related matters is prohibited;
- Employees must not use email for unauthorised purposes, including sending unauthorised broadcast emails to a group of individuals;
- Employees must not forward and / or reply to material that may be considered spam, chain letters or hoax emails;
- Employees must not personally subscribe to any non work related external mailing lists or bulletin boards;
- Employees must not send / receive photos or videos without the explicit approval of their Manager;
- Email should not be considered as a secure medium to send private messages, and as such all information sent over Email should be written on the assumption that it may become public knowledge;
- All messages, both incoming and outgoing, will become the property of the organisation, and as such are subject to examination by the CEO, or any other authorised person, at any time;
- Documents and information that are confidential to the business must not be sent outside the organisation at any time via Email;
- All incoming messages and attachments will be scanned for computer viruses to ensure the organisations information technology system is not disabled or corrupted;

Employees found contravening this policy will face disciplinary action, including removal of access to Email or termination of employment.

Without Prejudice

6.0 Mobile Phones

- Dedicated mobile phones will be provided for outreach job roles
- Office staff can sign out a mobile, for short term work purposes when away from the office. The need should be discussed with the Promotions Officer in advance to enable authorisation and release.
- mobiles where provided for by Link Up are intended for business purposes not private use
- some limited amount of private calls is expected especially when away from normal workplace
- The CEO retains the right to review allocation and usage of phones

7.0 Use of Link Up Equipment

- Staff wishing to use equipment outside of the office eg Laptops, Projectors; must obtain approval from the Promotions Officer and all details are to recorded in a Borrowing Register.

8.0 Related Policies and Documentation

Disciplinary Process,

Sexual Harassment, Discrimination and Workplace Bullying

POLICY – WPL 07	Personnel Records	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The organisation will maintain an employee personnel records system to facilitate the coordination of Human Resources services for all staff.

Employee records will be maintained to comply with relevant legislation.

2.0 Scope

All employees will have a secure and confidential individual personnel file.

3.0 Definitions

n/a

4.0 Legislative References

Industrial Relations Act 1999

5.0 Personnel Records Policy

5.1 Principles

All personnel records are confidential and will be completed and regularly updated to ensure their accuracy.

Personnel Records will be kept for a period of seven (7) years following the completion of employment by the employee.

5.2 Personnel Records

A confidential employee personnel record is created for every employee. The following records are to be retained in the personnel file.

- Application for employment and medical report (if relevant);
- Evidence of qualifications / current registration (where required);
- Employment interview form and reference checks;
- Copy of letter of offer and signed acceptance;
- Signed Workplace Confidentiality Agreement, Staff Code of Conduct and receipt of Policies and Procedures Manual;
- Proof of participation in orientation / induction;
- Copy of individual's Blue Card (where required);
- Leave application forms (including relevant supporting documentation such as medical certificates);
- Authority to make deductions from salaries;
- Change of employee details material;
- Performance review / appraisal documentation;
- Disciplinary notes;
- Complaints;
- Incident Report Forms relating to the employee;
- Workers compensation claims; and
- Separation forms, termination letter / form and any exit interview notes.

Without Prejudice

5.3 Notification of Changes

It is the employee's responsibility to notify the Manager of any changes to their personal details. This may include change of address, name, phone number, person to notify in case of accidents or illness, any changes to information related to the tax status of the employee, or any other change affecting the relationship between the organisation and the employee.

5.4 Access to Personnel Records

Employee personnel records are considered confidential and will be maintained by the CEO's office.

Managers can access personnel records of staff employed in their respective area. The Manager can access personnel records of all staff on a genuine "need to know" basis.

The Manager will only confirm (not release) employment dates, position and salary, when contacted by financial institutions.

Private telephone numbers of staff may be accessed by the Manager for work-related purposes only. No address information will be provided without clearance from individual employees.

Employees may view their personnel file at any time, subject to the following conditions:

- The employee is to formally request access stating the reason. This request is to be made to the CEO;
- The employee may then examine their file at a nominated time and place as arranged.
- Under no circumstances is an employee permitted to remove the file from the location or remove documents from the file;
- The employee is free to insert notes or comments into the file. These notes may include disagreement with material contained in the file.

Filing cabinets / storage areas containing personnel files will be kept closed and locked at all time when not in use.

Personnel files are to be treated as strictly private confidential. Any breach or suspected breach of confidentiality must be reported to the CEO for investigation.

6.0 Related Policies and Documentation

Induction Checklists

POLICY – NEW01	Employment Status	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

To meet operational requirements the organisation will employ staff under different employment arrangements. Staff should be aware of the definitions and notice periods relating to their category of employment.

2.0 Scope

This policy applies to all positions or class of positions held by employees.

3.0 Definitions

n/a

4.0 Legislative References

n/a

5.0 Employment Categories

A full-time employee works a normal business week, Monday to Friday, in accordance with the hours established between the organisation and that employee, based on no more than 38 hours per week on an annual basis. Such employment shall be for the duration of the contract.

A part-time employee is an employee who works regular and continuing work less than 38 hours but more than 20 hours per week, generally based on a set number of hours and times a week. A part-time employee shall receive all the appropriate provisions agreed on a pro-rata basis in accordance with the number of ordinary hours worked.

A casual employee is hired for specific or limited periods during the year, often based on work requirements. They may work a variety of hours depending on need and agreement.

A contractor or consultant is either a natural person or a registered business/incorporated body formally commissioned by written agreement to provide specified, time-bound services to the organisation in return for specified remuneration. Contractors and consultants must abide by the organisation’s Policies and Procedures to the extent that they are not inconsistent with their service agreements.

6.0 Employment Term

Staff are employed on either ‘permanent’ or ‘casual’ basis. Casual and short term staff will receive special employment contracts clearly specifying the commencement and finishing dates for their period of employment.

Permanent staff members are generally to be employed in specific staff positions on contracts (for the duration of the financial year) explicitly stating their employment is subject to the availability of continued funding and to their continued satisfactory performance.

Notice of the non-renewal of casual/short term employment contracts is to be given to staff at least two (2) weeks prior to the end of their employment period.

7.0 Related Policies and Documentation

Recruitment and Selection

POLICY – NEW02	Recruitment & Selection	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The function of recruitment and selection of staff is vital to the ongoing success of the organisation. The organisation will ensure that proper procedures are in place for the recruitment and selection of staff, which ensures that recruitment of employees, is carried out in an open and fair manner and is based on merit.

2.0 Scope

The Recruitment and Selection policy will apply to the recruitment of all employees.

3.0 Definitions

n/a

4.0 Legislative References

Age Discrimination Act 2007 (Cth)

Human Rights and Equal Opportunity Commission Act 1986 (Cth)

Commission for Children and Young People and Child Guardian Act 2000

5.0 Recruitment and Selection Policy

5.1 Principles of Recruitment and Selection

The organisation is committed to appointing applicants based on merit.

The organisation is committed to appointing applicants based on equal employment opportunity principles, and to providing development opportunities to staff by advertising all vacancies internally in the first instance.

5.2 Recruitment Approval Process

All recruitment can only be undertaken with appropriate approval.

To obtain approval for recruitment of a new position, a Business Case must be formulated by the CEO / Manager, for submission approval by the Board of Directors.

Recruitment for existing positions (in accordance with the Annual Action Plan) that become vacant can be undertaken with appropriate application and approval from the CEO.

5.3 Position Descriptions

A Position Description will be developed or reviewed for each position to be filled. The CEO / Line Manager is required to review the Position Description and ensure that it is correct before a position is advertised.

The Position Description will outline the expectation and responsibilities of the role.

5.4 Remuneration

Following the review or development of the Position Description, the CEO will consider the salary to be offered for the position (for newly created positions).

In determining the remuneration, consideration will be given to factors such as:

- the financial position of the organisation; and
- Relevant industrial instruments. (eg SACS Award)

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5.5 Selection Process

5.5.1 Advertising Positions

The Line Manager will prepare a draft copy of the recruitment advertisement in consultation with the CEO. The CEO will approve the draft advertisement, and associated advertising costs including the length of time for placement of the advertisement. The placement of the advertisement will be co ordinated by the Team Leader.

All vacancies will be advertised internally in the first instance, and externally as required. External advertisements should clearly state the title and brief outline of the position, reporting relationships, location, summary of selection criteria, appropriate benefits, unique features (for example travel, risks), details of how and where to apply, and the application deadline.

External advertisements may be placed in newspapers or other print media that will target the required audience, and be circulated via the membership network, the Aboriginal and Torres Strait Islander community and relevant community organisations. Other types of advertising may be considered with CEO approval.

5.5.2 Employment Applications

All applications will be acknowledged, in writing, within one (1) week of receipt, by the designated administrator.

5.5.3 Selection Panels

The Selection Panel should consist of at least two and no more than three members, and be gender-balanced as well as including members who have an understanding of health and community issues. The number of panel members will be determined giving consideration to the level of the position and the skills / experience of panel members.

Panel members must be fair and objective when conducting the selection process. As such, where a panel member's personal relationship with an applicant may cause a conflict of interest, the panel member must disclose their relationship with the applicant to the other panel member/s. At this time, the panel member/s may feel that in the interest of fairness to the other applicants, the panel member (with the relationship to the applicant) should be disqualified from participating in the selection process.

5.5.4 Shortlisting

The Selection Panel will be provided with copies of all applications for a position for the purposes of shortlisting. The decision to shortlist an applicant will be based on the applicant's response to the selection criteria, and their skills, experience and relevant qualifications.

The Chair is responsible for completing the Selection Panel Interview Shortlist template.

5.5.5 Interviews

The Chair is responsible for preparing relevant questions to ask during the interview process, using the Interview Questions Template. All shortlisted candidates shall be asked the same questions and given the same opportunities to respond. Other panel members are responsible for reviewing the questions for interview.

Interview notes must be taken for all applicants, and kept for 12 months following the appointment of the successful candidate. These interview notes will also be used to provide feedback to unsuccessful applicants.

At the conclusion of the interview for each candidate, the selection panel members will complete the scoring section. At the conclusion of all interviews, the selection panel will discuss and agree upon the preferred candidate, and then proceed to complete Reference Checking.

5.5.6 Reference Checks

Prior to any offer of employment, it is essential that reference checks are conducted and documented (Reference Check Form). It is recommended that at least two (2) reference checks be conducted on each applicant prior to the offer of employment being made.

Both written and telephone reference checks can be used to validate an employee's previous employment history. Prior to conducting a reference check, the express permission of the applicant should be obtained.

Detailed notes should be collected via the reference check and placed on the individual's personal file. The notes should include the name, position and company of the referee, prior work relationship to the individual and the date of the reference check.

Qualifications should also be verified, and confirmation that the information provided is accurate should also be noted with the individual's application.

5.5.7 Working with Children Check (Blue Card)

A person will need a Blue Card if they propose to work, in a paid or voluntary capacity in a child-related area regulated by the *Commission for Children and Young People and Child Guardian Act 2000*.

Where a Blue Card is required, the individual must provide a copy prior to or on the day of commencement of employment.

5.6 Offer of Employment

When the preferred applicant has been determined, the CEO will draft a written Employment Agreement.

The successful applicant should be made a written offer of employment by the Board in the case of the Chief Executive Officer; and by the Chief Executive Officer in the case of all other positions. The details of the Employment Agreement will be determined in accordance with Company Policy.

The successful applicant should return a signed copy of the Letter of Offer within 14 days.

5.7 Probationary Period

Employees will be informed at the time of employment that the offer of employment is subject to the successful completion of a six (6) month probationary period.

In the specialist Link Up positions where it may be difficult to measure job performance in the first three (3) months, probationary conditions have been extended to a 'reasonable' period, six (6) months. This period will be agreed on, by both parties, in the Employment Agreement signed on commencement.

6.0 Related Policies and Documentation

Personnel Records

POLICY – NEW03	Orientation & Induction	REVIEW DATE:	
AUTHORISED BY:	Board	NEXT REVIEW:	

1.0 Purpose

The organisation provides an orientation program that enables new employees to learn about the organisation’s culture and philosophy. The Induction Program allows employees to gain a full understanding of the requirements of their position, and the legislative and mandatory requirements of the organisation.

2.0 Scope

The Orientation and Induction policy applies to all employees, and for casual employees and volunteers who are engaged to be employed for a period longer than three (3) months.

3.0 Definition

n/a

4.0 Orientation and Induction Policy

4.1 Principles of Induction are to:

- Assist the employee to settle into their new position;
- Allow the employee to gain an appreciation of the organisation and how this impacts on every day working relationships and activities;
- Enable the employee to learn as effectively as possible about the operations of the organisation, the team requirements of their job and the expectations of their Manager and the organisation itself;
- Ensure the employee understands their conditions of employment;
- Ensure the employee understands, and agrees to, what is considered appropriate workplace behaviour within the Code of Conduct;
- Reduce the natural anxiety that a new employee often experiences in a new position; and
- Ensure the employee receives consistent information and understands how to apply the information in a real and practical way.

4.2 Briefing

The Team Leader is responsible for coordinating and conducting the orientation and induction of new employees as appropriate.

Each new employee shall receive a verbal briefing, which includes information in regard to:

- The business vision, philosophy and values;
- Code of Conduct and Confidentiality
- Health and Safety requirements, including fire evacuation procedures, and reporting of workplace injuries / incidents;
- An overview of policies and practices;
- Conditions of employment, and administrative procedures;
- Expectations of job performance, including performance review and development; and
- Familiarise them with the layout and whereabouts of resources in the business unit.
- Help them to get to know other staff members
- Give them the basic knowledge to start working in their appointed position effectively and in a healthy and safe manner.
- Ensure they are provided with all tools/uniforms/workstation/ user IDs /keys as required
- Ensure familiarity with timesheet and other day to day processes

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4.3 Forms

The Team Leader (Board nominee for the CEO position) will ensure that all relevant paperwork /forms have been completed and provided to the Admin/Finance Officer, including;

- Copy of Driver's Licence and National Police Certificate (where required for job),
- Signed Confidentiality Form, Signed Code of Conduct Form
- Letter of Offer, Employment Agreement
- Tax Declaration Form, Nominated Super Fund, Allowance Form, Salary Packaging, Bank Details

5.0 Related Policies and Documentation

Personnel Records

Code of Conduct

Confidentiality

Induction Manual

TOIL Record Form

In accordance with the TOIL Policy, please complete the following details (including appropriate authorisation) and submit this form attached to your timesheet for the relevant pay period.

Personal Details

Name _____

Role Title _____

TOIL Details

Date of Hours Worked _____ / _____ / _____

Number of Hours _____

Reason hours worked _____

Employee Signature _____ Date _____ / _____ / _____

Manager Signature _____ Date _____ / _____ / _____

Payroll Use Only
TOIL Balance Updated _____ Date _____ / _____ / _____ Signed _____

Code of Conduct Acknowledgement

I, _____ (full name), have read the Code of Conduct and understand the standards of conduct, including confidentiality, expected of all employees. I will comply with this policy at all times during my employment.

Employee Signature _____ Date ____/____/____

Workplace Confidentiality Agreement

During the course of your employment / contract / volunteering or student placement, you will have access to information that is confidential to the organisation, to clients of the organisation and / or clients of associated facilities.

"Confidential Information" includes but is not limited to any document marked "confidential" and any information which you have been told is confidential or which you might reasonably expect the organisation or its clients to regard as confidential. Some examples of confidential information includes information relating to:

- the organisation's Client and member lists;
- the organisation's supplier lists;
- the organisation's strategic and operational plans and programmes;
- the organisation's contacts, funding contracts, business methods, policies, processes, costings, pricing methods, terms and conditions of any management agreement or related documents, operations and finances; or
- the organisation's know-how, trade secrets, ideas, concepts, technical and operations information.

Confidential information may be in various forms including written, printed, spoken or electronic format.

To maintain the confidentiality and privacy of the information that this practice retains and to ensure compliance with legal obligations, all staff, contractors, volunteers and students who have access to information to confidential information are required to sign this Agreement.

This Workplace Confidentiality Agreement is between _____ (employee name) and

the Organisation):

- I understand that in performing the responsibilities of my role, I will have access to confidential information relating to clients and the operations of the business;
- I agree that I will not disclose any confidential information during the period of my employment / contract, or after its termination (however caused), to any person not authorised to receive such information;
- I agree that I will not knowingly permit or assist another person to disclose confidential information and if necessary I will take steps to prevent any unauthorised publication of such information;
- I undertake not to access, use, disclose, copy, reproduce or retain confidential information for any purposes other than that which requires me to effectively carry out the tasks associated with my employment / contract. I acknowledge that to do so would be in breach of the *Privacy Amendment (Private Sector) Act 2000*;
- I understand that a deliberate breach in confidentiality constitutes serious and wilful misconduct, and may result in the immediate termination of my employment / contract;
- I have read and understood the Confidentiality & Privacy Policy and agree to abide by the procedures defined by the Organisation in ensuring there are no breaches of privacy.

Staff Member / Contractor Name _____

Signature _____ **Date** ____ / ____ / ____

Chief Executive Officer _____

Signature _____ **Date** ____ / ____ / ____

Incident Report Form

To comply with workplace health and safety regulations and our workplace health and safety policies, a record of all work injuries, work caused illnesses and dangerous events must be recorded WITHIN THREE DAYS of the incident.

Part A – Personal details

(To be completed by person injured/involved in incident or their agent)

Last name:	First name:
Position:	Program area:
Telephone no.:	Date of birth:

Part B – Incident details

(To be completed by person injured/involved in incident or their support person)

Date of incident:	Time of incident:	am/pm
Date reported:	Time reported:	am/pm

Location of incident:

Description of incident:

Nature of injury

Type of injury:

Bodily location:

Cause of injury:

Signature of injured person:
(If available)

Date:

Part C – Outcome of incident*(To be completed by Manager/CEO)*

Description of injury/illness:

Description of first aid treatment given:

First aid provided by:

Further actions taken:

Reported to:

Last name:

First name:

Position:

Work area:

Witnesses*(where appropriate)*

Witness 1	Last name:	First name:
	Address:	Contact No.:
Witness 2	Last name:	First name:
	Address:	Contact No.:

Part D – Incident Investigation Details

(To be completed by Manager/CEO)

What were the key factors contributing to the incident?

Outline action/s taken to prevent recurrence:

What further action is recommended?

Action completed: *(Please tick relevant box)* Yes No

Anticipated completion date:

Person accountable for recommendations:

Approval Signature (Manager/CEO):

Date:

EMPLOYMENT AGREEMENT

BETWEEN

LINK-UP (QLD) ABORIGINAL CORPORATION
(LINK-UP)
("the employer")

AND

Name
("the employee")

THIS EMPLOYMENT AGREEMENT is made on the *xx* day of *Month Year*

BETWEEN

Link-Up (Qld) Aboriginal Corporation of 54-56 Peel Street, South Brisbane, Queensland 4101 (“**the employer**” or “**Link Up**”)

AND

Name (“**the employee**”)

Link Up offers to engage the services of **Name** in accordance with the following terms:

1. **Position Title** - You are employed as *title* and will work in accordance with the attached Position Description, Link up may vary these duties provided the variation is reasonable and in line with your skills, competence and training.
2. **Reports To** (agreement) - *Name - Title*. (note this may change in line with business need during term of this agreement)
3. **Term** - Applicable from date of signing. This contract is ongoing subject to review and continued funding at the end of each financial year. Your probation period is agreed as six (6) months from date of commencement. Your probationary period expires on *xx/xx/xx*.
4. **Employment Status** - Full Time/Part Time...
5. **Location** - Link Up – South Brisbane. You may be required to perform work temporarily or permanently at another location. You may be required to travel to perform your role.
6. **Hours** - Standard Ordinary Hours = 37.5 per week. Normal work hours are 9.00am to 5.00am . There is an inherent expectation to work additional hours in accordance with need of business. (Time off in lieu at discretion of CEO)
7. **Remuneration** - Your annual Salary on commencement of this Agreement will be *\$xxx*. Salaries will be reviewed annually effective 1 July. Your salary will be paid weekly by Electronic Funds Transfer.
8. **Benefits** - as applicable
9. **Superannuation** - Link Up will make contributions on your behalf into a superannuation fund specified by the employee in accordance with the Superannuation Legislation Amendment (Choice of Superannuation Funds) Bill 2003.
10. **Leave** - These conditions are outlined in the Link Up Corporate Policy and Procedures Manual.
Leave includes:
Annual Leave: 20 days per year, an Annual Leave loading of 17.5% applies
Personal Leave: 12 days per year, incorporates sick leave, carer’s leave, bereavement leave
Public Holidays: you are entitled to the standard Qld public holidays

Where you are not required to work on a day solely because it is a Public Holiday you are entitled to payment as if you were required to work on that day.

However Link Up may require you to work on Public Holidays, no additional payment will be made in this instance

11. **Termination** - Your employment may be terminated on the following grounds:
 - i. For misconduct, violence, threat of violence, breach of policies and procedures – summary termination by the Chief Executive Officer.

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HR Policy and Procedures Manual

- ii. For conviction of a criminal offence – summary termination by the Chief Executive Officer.
- iii. For unacceptable behaviours and/or performance including attendance at work
- iv. For resignation – resignation must be in writing and must specify the date of resignation of employment. 3 weeks notice is required.
- v. For cessation of period of employment – as prescribed in this Employment Agreement

Notice Periods – If you are not on probation, this Contract may be terminated, not including cases of summary dismissal, in accordance with the following scale:

Employee's period of Continuous Service	Notice Period
Not more than 1 year	At least 1 week
More than 1 year but not more than 3 years	At least 2 weeks
More than 3 years but not more than 5 years	At least 3 weeks
More than 5 years	At least 4 weeks

Link Up may pay you in lieu of the applicable notice period. Where payment in lieu is made, your employment terminates when Link Up advises you of your termination.

- 12. **Dispute Settling Procedures** - Any grievance, complaint, or dispute, or any other matter raised by the employee or the respondent employer, engaged under this agreement, shall be settled in accordance with the procedures set out in the Corporate Policy and Procedures manual. The parties agree that no bans, stoppages, or limitations will be imposed prior to or during the time that this procedure is being followed.
- 13. **Confidentiality** - Link Up requires as a condition of employment that there is agreement on confidentiality requirements. (See attached Confidentiality Agreement)
- 14. **Policy and Procedures** - Link Up will provide you with access to copies of its policies and procedures on work related issues. You are required to comply with such policies and procedures. Link Up's Link Up policies and procedures and this requirement, as amended from time to time, form part of this offer of employment. All employees will be required to sign a non-disclosure statement/confidentiality agreement as a condition of employment ("*Workplace Confidentiality Agreement*"); and that they have read a copy of the staff *Code of Conduct*.
- 15. **Severability** - If any part of this contract is (or becomes) void or unenforceable, that part is (or will be) severed from this Contract, so that all parts that are not (or do not become) void or unenforceable remain in full force and are unaffected by that severance

Please confirm your acceptance of these terms by initialling each page, signing in the acceptance section below.

I look forward to your ongoing contribution to Link Up and wish you every success.

EXECUTED AS AN AGREEMENT:

SIGNED for LINK UP (QLD)

Aboriginal Corporation

By an authorised officer

.....
Signature

.....
Name

.....
Position

.....
Date

SIGNED

Employee:

(.....)

.....
Signature

.....
Name (Print)

.....
Date

SIGNED by in the presence of:)

.....
Signature

.....
Name of Witness (print)

.....
Date

Performance Review Form

Name:	
Job Title:	

Objectives Sign Off / / to / /	
Signature of Staff Member:	Date:
Signature of Manager:	Date:

Mid Cycle Review / /	
Signature of Staff Member:	Date:
Signature of Manager:	Date:

Annual Review / / to / /	
Signature of Staff Member:	Date:
Signature of Manager:	Date:
Performance Rating:	CEO/Board Endorsement:
Comments:	

Performance Appraisal –Objectives.

1. High Level Performance Objectives	Weighting for each objective (%)	3. WHAT PLANNED TO DO	4. WHAT HAPPENED
Specific Accountabilities outlined in Action Plan, PD		Key Actions, Tasks, Deliverables and Timetable as per WORK PLAN	Actual outputs % completion of tasks Reasons for slippage Great achievements Comments

Organisational Behaviours		Proficiency			Examples/Comments
		Low	Moderate	High	
Problem Solving:	Analysing issues; identifying options; selecting the most appropriate solution.				
Project Planning:	Developing and implementing complex and long term work plans. Manage resources to meet competing objectives whilst ensuring results and meet customer needs				
Communication:	Experience in taking a leading role in high level meetings, committees and forums with the Aboriginal community, government departments, and the not-for-profit sector. Effectively utilise spreadsheet, database, project planning software.				
Decisiveness:	Resolving issues promptly. Making timely decisions in rapidly changing situations.				
Initiative:	Exercising judgement and discernment within the parameters of the <i>Corporate Policies and Procedures Manual</i> and Action Plan; taking personal responsibility to achieve deliverables in the work plan.				
Impact and Influence:	Liaising with peers and other staff within business, as well as with staff and managers in CCHSs and Government and non government organizations, to secure acceptable decisions/outcomes				
Culturally Appropriate Ways of Working	Ensure that all staff understand and apply culturally safe ways of working with clients and communities Personally demonstrate cultural safety through consistent behaviour understanding of and compliance with culturally sensitive ways of working				

TRAINING & PROFESSIONAL DEVELOPMENT PLAN:

Training or Professional Development Needs – Start of Year (ie. skills, knowledge and/or experience)	Learning Strategies to Address Identified Needs (eg. special work-related project, coaching, mentoring)	Timeframe for Implementation	Cost Estimate (\$ – if applicable)	Learning Strategy Completed Outcomes

Managers Comments:	Staff Member's Comments:		
Managers Signature		Staff Member's Signature	