

HUMAN RESOURCES POLICY

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HUMAN RESOURCES POLICY	1
SECTION 1: HUMAN RESOURCES FRAMEWORK.....	4
1.1 Policy statement.....	4
1.2 Purpose and scope	4
1.3 Definitions	4
1.4 Principles	5
1.5 Outcomes.....	5
1.6 Delegations	5
1.7 Policy implementation	6
1.8 Risk management.....	6
SECTION 2: EMPLOYEE RECRUITMENT AND SELECTION	7
2.1 Contract employees	7
2.2 Casual and temporary recruitment	10
2.3 Working with children checks.....	10
2.4 Orientation and induction.....	11
2.4.1 Prior to the new employee's commencement date	11
SECTION 3: CONDITIONS OF EMPLOYMENT	13
3.1 Employment contract.....	13
3.2 Hours of work	13
3.3 Remuneration	13
3.4 Salary packaging only for Expat employees.....	13
3.5 Leave entitlements	14
SECTION 4: PERFORMANCE AND DEVELOPMENT	18
4.1 Qualification period.....	18
4.2 Performance and development planning	18
4.3 Work plans and supervision.....	18
4.4 Performance and development review	18
4.5 Plan and review cycle	19
4.6 Performance assessment rating	19
4.7 Managing poor performance	20
4.8 Managing employee misconduct.....	21
4.9 Grievance management.....	22
SECTION 5: WORKPLACE CONDUCT.....	26
5.1 Code of conduct	26
5.2 Anti-discrimination.....	27
5.3 Bullying and harassment.....	28
5.4 Workplace violence.....	31
5.5 Dress code	31
5.6 Use of computers, mobile devices and social media.....	31
5.7 Privacy and confidentiality	32
5.8 Intellectual property	32
5.9 Conflict of interest.....	32
5.10 Drug, alcohol and tobacco use	33
5.11 Work health and safety	33
SECTION 6: CEASING EMPLOYMENT	34

6.1	Notice periods	34
6.2	Resignation.....	35
6.3	ASB terminated employment	35
6.5	Exit interview	35
6.6	Written reference and certificate of employment	36
6.7	Security and return of organizational property.....	36
6.8	Administration	36
SECTION 7: PERSONNEL RECORDS		37
7.1	Security	37
7.2	Employee access	37
SECTION 8: VOLUNTEER MANAGEMENT		38
8.1	Identify Volunteer placement opportunity.....	39
8.2	Recruitment and selection of volunteers	39
8.3	Remuneration	39
8.4	Insurance	39
8.5	Supervision and support	40
8.6	Orientation and induction.....	40
8.7	Resolving difficulties	40
8.8	Resignation and termination of volunteers.....	40
8.9	Documentation	41
SECTION 11: INTERNAL REFERENCES		42
11.1	Supporting documents	42
11.2	Related Policies	43

SECTION 1: HUMAN RESOURCES FRAMEWORK

1.1 Policy statement

ASB is committed to providing transparent, effective, legal, and consistent human resources (HR) systems that benefit the organization and its staff, ASB HQ FAD and volunteers.

1.2 Purpose and scope

The purpose of this policy is to provide guidance to ASB in developing and implementing HR systems that are equitable, efficient, communicated to all staff, ASB HQ FAD (represented by HFAD, DME) and volunteers and comply with relevant legislation. This policy applies to all ASB employees, ASB HQ FAD representatives, volunteers and student placements.

1.3 Definitions

Worker	Any person aged 16 years or over who is employed or engaged in work in any of the following capacities: <ul style="list-style-type: none">• as a paid employee• as a self-employed person or as a contractor or sub-contractor• as a volunteer as a person undertaking practical training as part of an educational or vocational course (other than as a student undertaking work experience).
Child/Young person	A child is a person under the age of 16 years and a young person is aged 16 years to 18 years.
Child-related work	Any work in an area prescribed as child-related work. This includes, but is not limited to, work in the following areas: <ul style="list-style-type: none">• education, early education and childcare• child development and family welfare services• clubs or other bodies providing services for children• entertainment for children• residential services• transport services for children• religious services.
Mandatory reporter	Anybody who, as part of their paid or professional work, delivers healthcare, welfare, education, children's services, residential services or law enforcement to children.
Significant risk of harm	Refers to a person being in circumstances that are causing significant concern for their safety, welfare or wellbeing.
Employee misconduct	Is indicated where the minimum requirements of the organization's Code of conduct are not being met and/or where any other improper behavior or behavior that endangers the safety of others or the reputation of the organization is identified.
Serious misconduct	Includes proven theft, physical assault, gross negligence, serious breach of policies and/or procedures, willful or malicious damage, serious breach of

	safety procedures, illegal or fraudulent acts while on company business, or abandonment of employment.
Concern	Is a work-related issue raised by an employee, student, volunteer or ASB HQ FAD representative that may be dealt with informally or recorded with no further action required.
Grievance	Is a clear statement by an employee, student, volunteer or ASB HQ FAD representative of a work-related problem or complaint that requires formal resolution.
Complainant	Is the person raising the concern or grievance, or making the complaint.
Respondent	Is the person who the concern or grievance is about.
Volunteer	An unpaid person who contributes to workplace operations and services of their own volition and/or as a participant in a recognized volunteer program.
Volunteering	An activity which takes place through many organizations and is undertaken: <ul style="list-style-type: none"> • to be of benefit to the community and the volunteer • of the volunteer's own free will and without coercion • for no financial payment • in designated volunteer positions.
Workplace bullying	Is described as repeated, unreasonable behavior directed towards a worker or a group of workers that creates a risk to health and safety.
Unreasonable behavior	Behavior that a reasonable person, having regard for the circumstances, would see as victimizing, humiliating, undermining or threatening.

1.4 Principles

- » ASB provides an equitable, safe and positive workplace with the absence of nepotism or patronage.
- » Workers are valued and recognized for their contribution to the organization's successful achievements and outcomes.
- » Workers behave in a professional manner that respects the rights of others. Unlawful discrimination will not be tolerated by any worker.
- » Flexible and supportive working conditions are provided in line with relevant legislation and comparable to industry standards.

1.5 Outcomes

- » ASB recruits and retains professional workers that contribute to organizational outcomes.
- » Working conditions and benefits are an asset of the organization.
- » Human resource practices are free from discrimination.
- » Workers drive a dynamic and inspiring culture.

1.6 Delegations

ASB HQ Foreign Aid Department (represented by HFAD, DME)	<ul style="list-style-type: none"> • Endorse and ensure compliance with the Human Resource Policy. • All HR responsibilities for CR/Human Resource Manager. • Ensure succession planning for CR and Senior Management Team SMT) and other critical operational positions. • Endorse redundancy action as required. • Act as facilitators in resolving grievances as required.
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Services/ management	<ul style="list-style-type: none"> • Compliance with the Human Resource Policy. • Develop and implement HR systems across the organization. • Implement performance and misconduct management processes as required. • Act as facilitators in resolving grievances as required. <p>CR/Human Resource</p> <ul style="list-style-type: none"> • HR planning, including identifying position requirements and associated budget. • Endorse recommendations for employment, employee contracts and variations. • Endorse certain leave requests. • Endorse student placements. <p>Management</p> <ul style="list-style-type: none"> • HR responsibilities for program/ service workers, volunteers and others as delegated by CR/. • Payroll processing and leave record-keeping.
Program services	<ul style="list-style-type: none"> • Compliance with the Human Resource Policy. • HR responsibilities for program/ service workers, volunteers and others as delegated by CR/ PM. • Implement performance and misconduct management processes as required.

1.7 Policy implementation

This policy is developed in consultation with ASB staff and is approved by the organization's Head of Foreign Aid Department. All staff are responsible for understanding and adhering to these HR policy and procedures. Human Resources is an agenda item in organization staff meetings where system and implementation issues may be raised.

The specific monitoring and support activities undertaken by ASB are:

- » Annual personnel file audit to ensure practice compliance with HR policies and procedures
- » Evaluation of worker's orientation experience
- » Evaluation of worker's leaving the organization

1.8 Risk management

ASB develops and implements human resource systems that comply with relevant employment legislation. All staff, ASB HQ FAD representative and volunteers are to be made aware of this policy during orientation.

SECTION 2: EMPLOYEE RECRUITMENT AND SELECTION

2.1 Contract employees

The ASB CR and HRM are primarily responsible for the recruitment of contract employees, with other senior staff involved where they have responsibility for providing supervision for positions.

2.1.1 Position details

Where the organization intends to recruit to a contract or casual position, the CR and HRM undertake the following activities:

- Identify need for the position and budget
- Identify remuneration in line with the internal salary scale or other awards
- Develop or review position description.

2.1.2 Position descriptions

All ASB positions have current and relevant position descriptions which detail:

- Title, primary functions and tasks
- Performance indicators
- Reporting and working relationships
- Remuneration range
- Skills and experience required.

2.1.3 Advertising vacant positions

ASB seeks to appoint the best possible candidate for casual and contract-based positions and, in general, will advertise positions externally.

Advertised positions identify:

- Position title
- Summary of the primary functions (i.e. a position description)
- Remuneration or Award
- Process for applying
- ASB contact person for enquiries and application
- Application closing date.

ASB positions are advertised through the organization website and external media. A private recruitment provider may be used if endorsed by the CR, according to budget constraints and the type of position and skills required.

In the case of recruiting for the CR/Manager position, the ASB HQ FAD is required to authorize the use of a private recruitment provider, or to adopt and co-ordinate an independent recruitment process.

The CR/Manager may make the decision not to externally advertise a vacant position if:

- The position is available for a short period of time only (e.g. less than one (1) year)
- Advertising the position would significantly delay the commencement or continuation of the position functions and impact on ASB's contracted performance requirements

- A suitable and qualified candidate from within ASB is identified.

2.1.4 Position Information Pack

A Position Information Pack is made available on the ASB website and to potential applicants by request. The Position Information Pack includes:

- Position description
- Organization chart
- Organization's Strategic plan
- Guide to applying for organization's positions
- ASB contact person details
- Other information as relevant.

2.1.5 Handling position applications

ASB responds to enquiries from potential applicants and provides general information about the position and organization equally to all persons who lodge enquiries.

Applications are valid if received before the specified closing time, in the specified format, and include a cover letter, statement responding to the selection criteria, Curriculum Vitae and other information specified.

ASB formally acknowledges receipt of all applications by email. A register of all applications is made using the Position applications received register.

2.1.6 Applicant selection

Selection of applicants for a position with ASB is based on merit, with the best possible candidate identified through their Curriculum Vitae, response to the position selection criteria in their written application, interview process and reference checks.

2.1.7 Selection panel

A selection panel reviews, shortlists and interviews applicants, and selects the best candidate for all ASB positions. Only applications that address the selection criteria in their written application will be reviewed.

ASB selection panels include:

- A mix of genders, with at least one male and one female
- The senior staff member who will manage/supervise the position
- CR/Manager and/or ASB HQ FAD representative if appropriate
- An independent member with knowledge and expertise in the area the position covers
- It may be appropriate to include a consumer/client on the panel

The ASB staff member(s) leading the position recruitment process convenes and provides secretariat support to the selection panel and the interview process.

The selection panel rates applications against the skills and experience required, and shortlists applicants for interview. Interview questions are based on the position functions, as well as an applicant's relevant skills and experience, and are prepared prior to the interview(s).

2.1.8 Applicant interview

Shortlisted applicants are offered an interview for a scheduled date and time. If the applicant is unable to attend at the time offered, the selection panel considers an alternative date and/or time where possible. Refer to the organization's Interview schedule.

ASB considers the interview to be a two-way process wherein the organization is assessing the applicant and the applicant assessing the organization and deciding if they want to work for the organization.

All applicants are treated fairly and courteously and assisted to feel relaxed in order to be able to demonstrate their skills, knowledge and experience. Applicants are provided with the prepared interview questions ten minutes before the interview commences.

At commencement of the interview, the ASB convener will introduce the panel members and provide an opportunity for each to ask questions from the prepared list. The same questions are asked of each interviewee, with prompts and additional questions as required. The panel rates applicants according to how they meet the selection criteria and their answers to interview questions.

An approximate time frame of when a recruitment decision will be made and when applicants will be notified is provided at conclusion of the interview. Applicants are provided an opportunity to ask questions about the position and about ASB.

The selection panel will review their ratings and impressions of each applicant after all scheduled interviews are completed and makes a decision on the applicant(s) best suited for the position.

2.1.9 Reference check

The ASB recruitment convener is responsible for undertaking applicant reference checks. Reference checks provide an opportunity for the organization to confirm employment details provided by the applicant and to further assess suitability for the position.

Reference checks with the applicants' current and/or recent direct supervisor are sought in order to determine their skills, knowledge and experience. ASB may also contact other referees whose details are provided by the applicant.

2.1.10 Interview follow-up

Once the reference check is confirmed to the satisfaction of the CR/ HRM and ASB HQ DME, the applicant is offered the position in writing and formally accepts the position in writing.

The employee's remuneration package is confirmed at offer and again at signing the Employment contract. The Employment contract may be signed at offer of the position, or in the time leading up to and including the first day of employment.

All unsuccessful interviewees for ASB positions will receive formal acknowledgement of such through a letter and are informed that their application is securely retained for a period of 12 months. Interview feedback can be provided to unsuccessful interviewees if requested.

2.1.11 Recruitment records

All position recruitment enquiries, applications and interview documents are considered confidential, with access to such details restricted to those directly involved in the recruitment and selection process.

Once the recruitment process is complete, all recruitment records are filed in the organization personnel filing cabinet for a period of 36 months.

The ASB staff member with responsibility for providing supervision for the new position is to prepare a personnel file for the new employee, as well as an induction and orientation process.

2.2 Casual and temporary recruitment

ASB may utilize casual and temporary recruitment to fill an identified short-term need for a period of up to three months. Recruitment of casual and temporary employees is an internal process and does not require external advertising or a formal selection panel, unless otherwise required by donor regulations. However, it is important that due process is followed to ensure the process is transparent.

2.2.1 Casual and temporary recruitment preparation

Recruitment to casual and temporary positions requires endorsement from the ASB CR and identifies the following:

- Need for the position
- Primary functions and tasks
- Cost of the position and how it fits within the program/organization's budget
- Position description, including selection criteria and performance indicators
- Whether the staff member recruiting has a perceived or actual conflict of interest, in which case a second senior staff person is involved in the recruitment process.

2.2.2 Identify and approach potential candidates

Following CR endorsement, potential candidates may be identified through known networks, or by reviewing the qualifications of applicants who applied unsuccessfully for similar positions in the past 12 months.

The ASB staff member in charge of the recruiting process makes initial contact with potential candidates, provides a position information pack, and invites interested individual/s to submit a written statement against the selection criteria, Curriculum Vitae and references.

2.2.3 Shortlist applicants

The ASB staff member in charge of the recruiting process reviews applications together with the CR and meets with the preferred applicant(s) to discuss the position and the required skills. At this stage there are no assurances about the position, as a decision is still required by the CR.

2.3 Working with children checks

ASB requires certain employees to provide working with children checks. Positions that have responsibility for managing programs and projects, or any child-related activity are required to provide a WWCC. This includes paid employees, contractors and volunteers.

2.3.1 ASB's responsibilities

ASB take reasonable steps to ensure that all persons involved in child-related work are suitable to perform the role.

The CR, program managers, direct supervisors and administration and records management staff are responsible for ensuring that recruitment processes within this area/s of responsibilities are consistent and comply with the relevant legislation.

This includes:

- Confirming that all successful applicants for positions with ASB have provided a current WWCC or declaration that they are not a "disqualified person", and have met the relevant legislative requirements prior to commencing their involvement with the organization

- Maintaining appropriate record management and storage of these documents for a five (5)-year period after the person's involvement with ASB has been completed
- Disposing of these documents in a secure manner, complying with the Personnel records section (Section 8) of this policy
- Reviewing organizational procedures regarding WWCCs.

A person cannot be employed or engaged in child-related work if they are currently placed on a *"not to be employed list"* (or other similar list). ASB will check this as part of the recruitment/shortlisting process. This applies whether the person is to be engaged as a paid employee, a student, a volunteer, or a contractor.

2.4 Orientation and induction

2.4.1 Prior to the new employee's commencement date

The position's direct supervisor prepares for the induction and orientation of the new employee. The Induction and orientation checklist details tasks that need to be completed before the new employee's commencement date.

The new employee's supervisor arranges meetings between the new employee, the CR/HRM and other relevant staff for the first two weeks of the new employee's commencement date to discuss the organization, current ASB projects and programs, and the employee's role and responsibilities.

An orientation pack is prepared which includes:

- Position description, Employment contract and Code of conduct to be signed
- Induction and orientation checklist
- Salary packaging agreement (if applicable)
- Employee contact details form
- Employee bank account details form
- Induction and orientation feedback form
- Organization's Strategic plan
- Organization constitution (if appropriate)
- Organization structure (if required)

2.4.2 Commencement of employment

The new employee is provided with the orientation pack and advised that they are jointly responsible for completing the Induction and Orientation checklist within the first month of employment.

The new employee is provided an opportunity to ask questions regarding the Employment contract and/or the Position description before signing, if they have not already done so.

2.4.3 Orientation and induction feedback

One month from commencement of employment, the employee is asked to complete the Induction and orientation feedback form and meet with their supervisor and/or CR/HRM to discuss. Information provided in the Induction and orientation feedback form is used to inform the development of future orientation and induction processes and provides an opportunity to address any concerns the new employee or the organization may have.

2.4.4 Qualification/Probation period

A month qualification/probation period applies to all contract positions. During the qualification/probation period, the new employee and supervisor regularly meet to continue the orientation process and ensure the new employee is aware of their role and performance

expectations. This period allows ASB and the new employee to determine suitability for the position before continuation of the Employment contract.
During the qualification/probation period, and for a further three months, ASB or the employee can terminate employment by providing a minimum of two weeks' written notice.

2.4.5 Orientation of volunteers

All workers are provided with an orientation to ASB that is relevant to their role.
Refer to Section 9 of this policy for more information about working with volunteers within the organization.

SECTION 3: CONDITIONS OF EMPLOYMENT

3.1 Employment contract

All ASB employees have a current and signed employment contract and position description relevant to their roles and responsibilities. The signed employment contract and position description are filed in the employee's personnel file, with copies provided to the employee.

3.2 Hours of work

Each employee's ordinary hours of work are clearly identified in their Employment contract.

Full-time employment with ASB requires employees to work 38 hours per week over five days unless otherwise negotiated with their supervisor and/or the CR.

ASB's hours of operations are between 8.00am and 5.00pm.

There may occasionally be a need for employees to work reasonable additional hours to fulfil duties or as otherwise required by the organization. This is jointly negotiated between the employee and the organization. Additional hours worked are reimbursed as accumulated as time in lieu with the approval of the supervisor/paid as time-and-a-half. Unless specifically negotiated, a maximum of 8 hours of time in lieu/overtime per month can be accrued.

3.3 Remuneration

ASB's remuneration practices aim to be competitive across similar organizations and positions, and to promote a culture of commitment between the organization and employees.

Employment contracts detail individual employee remuneration packages which may include the following components:

- Salary – as per the internal salary scale or other awards
- Rest and Recreation only for Expat staff.

The contracted salary is paid monthly by electronic funds transfer (EFT) to a bank account nominated by the employee as indicated on the Employee bank account details form.

3.4 Salary packaging only for Expat employees

Salary packaging refers to the option for employees to receive part of their salary as direct payment for certain personal expenses.

ASB offers salary packaging to contract-based employees – full-time or part-time. Payment is made by the organization.

3.4.1 Salary package expense options

Salary packaging can be used to pay certain personal expenses, such as:

- Rent
- Water, electricity, telephone and gas payments
- Life insurance
- Private health insurance
- Recreational leave (4 times/year)

Salary packaging cannot be used for cash payments.

3.5 Leave entitlements

Unless otherwise specified, when 'employees' referred to in this section of the policy, it means contract full time or part time employees.

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

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

3.5.1 Annual (Recreational) leave

Full-time employees of ASB are entitled to a period of 20 working days paid annual leave for each twelve (12) month period (applied pro rata for part-time employees). Annual leave is exclusive of any days declared and observed as public holidays as notified by Iraqi Government.

Annual leave is accrued at the rate of approximately one-third of a week per month and may be taken after the completion of six (6) months' service, unless negotiated with the supervisor and the CR. Leave entitlements are calculated from the date the employee starts work with ASB and accrues in accordance with the relevant workplace relations legislation or industrial instruments.

Applications for annual leave need to be lodged of 2 weeks in advance.

Annual leave taken attracts a leave loading of 17.5%; however, at termination of employment, the employee's untaken annual leave is paid exclusive of leave loading.

Annual leave counts towards continuous service (used when calculating long service leave).

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

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

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

3.5.2 Public holidays

Contract full time, part time, and contract-based employees are entitled to be paid their base rate of pay for the hours they would have ordinarily worked on a public holiday, except where reasonably requested to work.

3.5.3 Personal leave (Sick leave)

Full time employees are entitled to a minimum of 10 days of personal leave every 12 months. Paid personal leave accrues at the rate of 0.8 days per month of service and is cumulative.

Sick Leave

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

Unclaimed sick leave may be accrued for a maximum period of **one months**. Accrued sick leave is not paid out on termination of employment.

3.5.4 Compassionate leave

Compassionate leave is paid leave taken by an employee to spend time with a family member/member of the employee's household, who has a personal illness, or injury that poses a serious threat to their life, or after the death of a family member/member of the employee's household.

Each employee of ASB is entitled to a period of two (2) days paid compassionate leave for each occasion where a family member has died, or the employee needs to spend time with a seriously ill family member.

Additional unpaid leave maybe granted at ASB management discretion. Casual employees are entitled to two (2) days unpaid compassionate leave for each occasion.

3.5.5 Parental leave

Parental leave is defined as:

- Maternity leave in connection with a pregnancy or the birth of a child

If you are the primary caregiver of your child, you can access up to 13 weeks of parental leave. Maternity leave is paid.

ASB employees may request to extend their parental leave by a further twelve (12) months. Requests to extend parental leave should be submitted in writing at least four (4) weeks before the end of the original 3 months paid parental leave. ASB will respond in writing within 21 days and may refuse only on reasonable business grounds. The written response will include details if the request is refused.

Special maternity leave

Unpaid special maternity leave is available to pregnant female employees in the case of pregnancy-related illness. The duration of this leave should be agreed with ASB as soon as is practically possible, and any unpaid special maternity leave will reduce the overall amount of maternity leave you are entitled to take by the same amount.

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

3.5.6 Applying for parental leave

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

Any changes to leave dates must be confirmed at least four (4) weeks before the leave starts. The manager will confirm the leave and any affected entitlements, such as continuous service, in writing.

3.5.7 Other types paid parental leave

Time off for antenatal appointments

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

3.5.8 During parental leave

Even though the employee is on leave, they will continue to be protected against discrimination as an employee.

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

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

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

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

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

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

3.5.9 Time in lieu

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

Time in lieu will be added to the employee's annual leave. ASB will record time-in-lieu credits and debits. Generally, an employee should take time in lieu in the same financial year within which they accrue it. A manager must approve time-in-lieu leave.

3.5.10 Leave without pay

Leave without pay may be requested by an employee of ASB who has taken all other forms of relevant leave and where a period of absence from the workplace is sought.

ASB has the discretion to approve leave without pay for leave that an employee is not otherwise entitled to, with consideration given to:

- the effect on the workplace (e.g. impact on finances, efficiency, productivity, service delivery)
- the ability to manage the workload among existing staff
- the ability to recruit a replacement employee.

3.5.11 Jury duty

An employee is entitled to paid leave for jury duty in accordance with legislation. An employee on jury service should supply the official request to attend, the details of attendance and the amount the court has paid them. ASB will reimburse the employee the difference between this amount and their base salary. If an employee is absent because of jury service of more than ten (10) days in total, the employer is only required to pay the employee for the first ten days.

3.5.12 Study leave

Full time employees of ASB may access a maximum of 4 hours paid Study leave per week during semester/ term for a course relevant to the position and/or professional development plan. It requires the approval of the person's direct supervisor and the CR. Approved leave is to be used for the purpose of attending classes, lectures, tutorials, exams and/or preparing for course exams.

3.5.13 Leave and work-related travel

ASB employees may be required to travel to undertake work-related duties. Leave may be taken in conjunction with work-related travel with the travelling time the trip ordinarily takes attributable to ASB and the additional time attributable to the employee's leave entitlements.

3.5.14 Leave applications

All employee leave requests are made through the ASB using a Leave application form submitted for approval by the direct supervisor. Leave requests and approvals or declines are made in advance to leave being taken.

Sick Leave requests may be completed in retrospect, provided the employee has advised their ASB supervisor as soon as possible of the need for sick Leave.

Supervisors forward the approved Employee Leave Application Form to HRM for payroll processing. Processed Employee leave application are filed in employee's personnel files.

SECTION 4: PERFORMANCE AND DEVELOPMENT

Employees who are valued and well supported are more likely to remain in the workplace and to further develop their skills. Ongoing supervision and support are essential for monitoring progress and identifying skill deficits and strengths, planning for development and ongoing performance monitoring.

4.1 Qualification period

A three (3) month qualification period applies to all contract positions with ASB. During the qualification period, the new employee and supervisor regularly meet to continue the orientation process and ensure the new employee is aware of their role and performance expectations. This period allows ASB and the new employee to determine suitability for the position before continuation of the employment contract.

In the 2 to 3 weeks prior to completion of the 3-month qualification period, a review of the employee's performance is undertaken with their direct supervisor. Elements for discussion in this review include:

- » Ability to perform duties as outlined in the position description
- » Performance measured against indicators in position description
- » Attendance, punctuality and conduct
- » Participation in team and organization professional activities.

4.2 Performance and development planning

ASB employees maintain current performance and development plans and reviews that have been developed as a collaborative process between the employee and their direct supervisor. Plans are informed by the employee's position description, function areas, and performance indicators; these plans also detail expected target outcomes and professional development activities. Staff members are guided by the organization's Performance and development plan and review documents.

Performance and development of the CR is similarly planned and reviewed by the ASB HQ FAD (HFAD, DME). In this instance, a separate CR Performance and development review form is used.

Initial performance and development planning of ASB employees is undertaken at the 3-month qualification period for new employees, if employment is continuing.

Performance and development plans guide the employee's work plan which has a more detailed and activity focus.

4.3 Work plans and supervision

ASB employees undertake formal monthly work plan and supervision sessions with their direct supervisor, providing a two-way process to:

- » Discuss current projects, tasks and issues as per employee's work plan
- » Ensure the staff member understands and is meeting all requirements of their position description
- » Provide feedback on performance, including achievements and areas for development
- » Maintain the link between the individual worker and the organization's Strategic plan.

The monthly meetings are centered on the employee's Work plan.

4.4 Performance and development review

Employee performance and development reviews are a collaborative process between the individual employee and their direct ASB supervisor and are conducted in 12-month cycles.

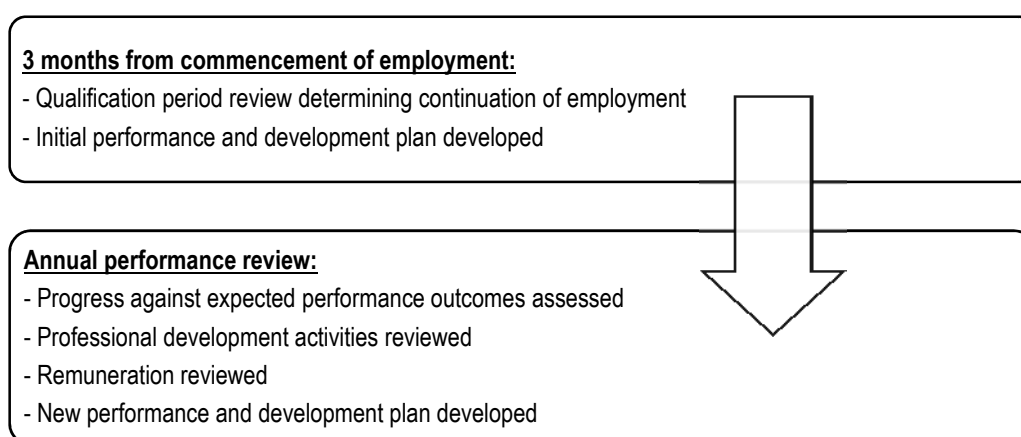
The purpose of performance and development reviews is to review overall performance and achievement, progress against expected outcomes, professional development activities, additional supports required, and remuneration. ASB performance and development reviews aim to benefit both the employee and the organization by developing work performance and employee satisfaction.

ASB supervisors are responsible for providing performance feedback and suggestions for development; however, the employee takes primary responsibility for performance improvement and implementing professional development activities. Where poor performance is identified, it is managed in line with Section 4.8 of this policy (Managing Poor Performance) and Under Performance ASB Policy.

Performance and development review meetings are scheduled with a minimum of four (4) weeks' notice to allow both the employee and their supervisor to populate the Performance and development plan and review template, including assessment ratings for each function area. The plan may be expanded or adjusted following the performance and development review meeting, before being signed by both parties and filed in the employee's personnel file, with a copy provided to the employee.

4.5 Plan and review cycle

The twelve (12)-month performance and development review cycle is comprised of several stages/events, as outlined in the figure below:



4.6 Performance assessment rating

Twelve (12)-month performance reviews include an assessment of achievement against expected performance outcomes. These performance outcomes are developed in previous performance review meetings and are identified in performance and development plans.

Both the employee and supervisor make an assessment rating for each function area and additional comments to further explain rationale for the rating. The rating is used to discuss performance and achievements, inform future professional development plans, and support recommendation for salary scale progression.

Performance assessment ratings – (1 to 5)

5	Consistently exceeds performance expectation and requirement of role, and contributes to raising the standards, profile and/or sustainability of the organization
4	Performance indicators met and exceed expectation and requirement of role
3	Performance indicators met

2	Performance indicators partially met
1	Performance indicators not met

In applying performance assessment ratings, ASB gives consideration to external factors that may have limited the ability of an employee to fulfil performance expectations. External factors may include staff turnover or absence, changes to funding and budget arrangements, and changes to government regulations.

Where it is determined that external factors have impacted on an employee's ability to meet a target outcome, it is assumed that the employee would have met the target under normal circumstances and a performance assessment rating of 3 applied.

4.7 Managing poor performance

Poor performance is work-related behavior that does not meet the expected performance outcomes in the performance and development review and/or does not meet expected standards outlined in the position description or **ASB's** Code of conduct.

Consistent and repeated poor performance may lead to termination of employment.

4.7.1 First step – Performance discussion

Where general poor performance is identified, the ASB supervisor meets with the employee to discuss performance concerns and areas for improvements. Details of the meeting are documented, including performance concerns, employee's response, action to be undertaken and indicators of improvement. Documentation is filed in the employee's personnel file.

Poor performance may also be identified and discussed as part of the employee's 3-month qualification period, monthly work plan and supervision sessions, or performance and development reviews.

Poor performance is to be managed as soon as identified and not left for the next scheduled performance and development review.

Where poor performance is discussed with an employee, the employee is provided the opportunity to respond verbally or in writing within a set time-frame.

Where performance improvement is required, ASB will give a clear time frame for change followed by a systematic review of employee performance according to the identified improvement indicators.

ASB provides reasonable additional support for the employee to achieve performance improvement.

4.7.2 Second step – First written notice

Where initial poor performance discussions do not result in an improvement of performance, the ASB supervisor and employee meet, where a first written notice relating to the poor performance is addressed and provided to the employee.

The first written notice is signed by the ASB supervisor and employee to acknowledge receipt. It includes a description of the poor performance, improvements required and indicators of improvement within a reasonable set time period. The employee is informed of the serious nature of receiving a first written notice and that failure to improve performance shall result in a second written notice, with potential to lead to termination of employment.

Following the first written notice, performance is reviewed within the set time period. If performance has improved to the required level, a meeting between the supervisor and employee occurs where ongoing performance is discussed and planned. Notes are taken of

these discussions between ASB and the employee and the outcome of the process. The matter is then considered closed, with documentation filed in the employee's personnel file.

4.7.3 Third step – Second written notice

If performance is reviewed as not meeting the level required by **ASB** after the first written notice, the employee is given a second written notice. This second warning states the process undertaken to date, details of continued poor performance, where improvements in performance have not been made, and why this is considered serious poor performance.

The second written notice is discussed at a meeting between the supervisor and the employee. The supervisor may be accompanied by the ASB CR or an ASB HQ FAD representative if appropriate, and the employee may be accompanied by another person, including a union representative or an advocate.

A statement is to be signed by the ASB supervisor and employee indicating understanding of the poor performance, improvements required and indicators of improvement within a reasonable set time period.

Following the second written notice, performance is reviewed within the set time period. If performance has improved to the required level, a meeting between the supervisor and employee occurs where ongoing performance is discussed and planned. Notes are taken of all discussions between ASB and the employee regarding employee performance and the outcome of the process. The matter is then considered closed, with documentation filed in the employee's personnel file.

If performance is reviewed as not meeting the required level after the second written notice, the options to be considered for both the organization and the employee are:

- Change in position, responsibilities and remuneration
- Voluntary resignation (Refer to Section 7 of this policy for more information.)
- Termination of employment by the organization.

4.8 Managing employee misconduct

Employee misconduct is indicated where the minimum requirements of the organization's Code of Conduct are not being met and/or where any other improper behavior or behavior that endangers the safety of others or the reputation of ASB, is identified.

Serious misconduct may lead to summary dismissal.

4.8.1 First instance of misconduct

Where misconduct is identified, the supervisor and CR meet with the employee to discuss the issue. The employee may be accompanied by another person, including a union representative or an advocate.

When a complaint about performance or conduct is brought to the CR's attention by a third party, the substance of the complaint is verified before any action is taken on the matter.

Details of the meeting are documented, including misconduct behavior, employee's response and action to be undertaken.

Actions ASB may take in response to employee misconduct include:

- Change in responsibilities and activities
- Increase in supervision of the employee
- Training/education to improve understanding and behaviour in certain areas
- Temporary suspension from duties

- Summary dismissal.

After the meeting, the employee is provided with written notification of the misconduct behavior and action to be undertaken. The notification may include a statement that if further instances of misconduct occur, the employee's employment may be terminated. Documentation is filed in the employee's personnel file.

4.8.2 Second instance of misconduct/First instance of serious misconduct

Where an ASB employee engages in a second instance of misconduct, or where the behavior is defined as 'serious misconduct', the employee may be suspended with full pay for a period, to emphasize the serious nature of the misconduct and to allow sufficient time for ASB to determine a further course of action.

This suspension period might be used to undertake employee training/education aimed at improving understanding and behavior in certain areas, and to allow for return to work planning. Return to work planning includes a written warning that any other instances of misconduct shall result in dismissal.

Serious misconduct, or a second instance of misconduct, may also result in the employee's employment being terminated. The ASB CR is the only staff member who can suspend or dismiss an employee as a result of misconduct. The CR may seek advice on suspensions or dismissals from the organization's ASB HQ FAD representatives (HFAD, DME) and/or an external source, such as an industrial employment body.

In the event of disciplinary action against the ASB CR, the ASB HQ Head of FAD (HFAD) in consultation with the Desk Officer Middle East (DME) must authorize the suspension or dismissal of the CR.

4.8.3 Employee appeals

An employee may appeal against poor performance or misconduct allegation through written notification to the ASB CR.

The ASB CR will determine a response and further course of action after consulting with the relevant supervisor and may seek advice from an external source, such as an industrial employment body.

The ASB HQ FAD is informed by the CR of any appeals against performance management measures.

4.9 Grievance management

ASB is committed to preventing and effectively responding to staff grievances in the workplace and provide appropriate procedures in managing concerns, grievances and disputes by staff, ASB HQ FAD representatives and volunteers.

This section includes concerns and grievances:

- » between workers
- » about the behaviour of a staff member, student or ASB HQ FAD representative not directly impacting on the complainant (e.g. witnessing inappropriate behavior)
- » about a specific policy or decision by the organization.

This policy does not provide detailed guidance on:

- » Grievances between ASB HQ FAD representatives – refer to ASB's SOPs for more information.

- » Feedback and complaints from clients and stakeholders – refer to ASB's Communication policy for more information on feedback and complaints.

4.9.1 Disciplinary or performance management

- A concern or grievance raised by ASB employees, ASB HQ FAD representatives or volunteers is considered separate and independent from disciplinary processes undertaken to manage performance or conduct matters. However, a grievance may give rise to a disciplinary process.
- If a concern or grievance is raised during disciplinary or performance management processes, the matter is to be addressed as per this policy and related procedure, and the disciplinary or performance management process continues independently.

4.9.2 Concern resolution

- In the first instance, a concern should be resolved informally. Where this is not possible, or where the complainant seeks a formal outcome, the concern is considered a grievance and the matter proceeds to the ASB formal grievance management process.
- Examples of concerns include reports of another staff member's behavior, or an organization practice that reflects negatively on the organization, staff members, ASB HQ FAD, volunteers or clients.
- When a concern about a third person's behavior (not directly impacting on the complainant) is brought to the ASB CR's attention by the complainant, the substance of the concern is verified before any action is taken on the matter.

4.9.3 Formal grievance resolution

- Complainants are to make formal notification of a grievance by completing the **ASB** Grievance notice form and lodging it with their direct supervisor, next-in-line supervisor, or the CR. Where the complainant's direct supervisor is the CR and is also the respondent to the grievance, the complainant shall lodge the grievance with the ASB Head of Foreign Aid Department, who may manage the grievance or request another representative of ASB HQ FAD to do so. Note that in some circumstances concerns or grievances may not relate to a specific respondent.
- An appropriate person to manage the grievance is identified, depending on the nature of the grievance. It is critical that this person is impartial, has no conflict of interest in the matter nor vested interest in the outcome of the matter.
- The person who has received formal notification of a grievance shall acknowledge receipt of the grievance in writing within 5 working days. The person managing the grievance, the complainant and the respondent (if there is one) manage the grievance process. This may include:
 - The person managing the grievance shall interview the complainant to clarify allegations and details, ascertain desired outcome(s), and advise of the process to be followed.
 - The person managing the grievance shall assess the allegations in the context of ASB policies and relevant legislation, identify whether there is a legitimate complaint, and whether the Human resources policy and its Grievance Management section (section 4) established an appropriate course of action under which the situation should be addressed.
 - Any respondent/s will be informed of the grievance allegations as soon as possible and provided with opportunity to respond in writing and/or in person to the allegations within 10 working days.

- The person managing the grievance may interview other parties only if relevant to the grievance allegation and that a conflict of interest or bias does not exist.
- The person managing the grievance may propose a resolution, allowing both the complainant and the respondent (if any) opportunity to comment and agree to.
- After action has been taken to resolve the grievance, if no further response is received from either the complainant and the respondent (if any) is satisfied with the resolution, the grievance is considered closed. The Grievance process form is closed off, the original filed with the Grievance Register, and copies placed in the personnel files of both the complainant and the respondent.
- Where a grievance remains unresolved, the person managing the grievance may seek a more senior staff member or the ASB Head of Foreign Aid Department to contribute to the resolution process. Additionally, external mediation may be arranged by the organization in an attempt to resolve the dispute.
- The complainant and/or the respondent may request to have Union representation or an advocate as part of the external mediation procedure. The complainant and/or the respondent and/or ASB may seek assistance from a relevant industrial tribunal.
- If there is the possibility that a person's employment will be terminated if the allegations are proven as part of an investigation, then the engagement of an external investigator will require serious consideration by the ASB CR to ensure that the process was carried out correctly, impartially and will stand up in any potential court proceeding.

4.9.4 Withdrawing a grievance

- The grievance complainant may withdraw their grievance at any time through written notification, providing an explanation as to why the grievance is being withdrawn to all those involved.
- A record of the withdrawal shall be kept with the original Grievance form (with the Grievance register) and copies kept in the files of both the complainant and respondent.

4.9.5 Ill-founded grievances

- The person managing the grievance may determine that the grievance is ill-founded and propose terminating further grievance management procedures.
- Final determination to terminate further grievance management procedures is made by the person managing the grievance and their direct supervisor and/or **the ASB CR**.
- Complainants related to ill-founded grievances have the right to request review of grievance management termination.

4.9.6 Documentation

- All grievances are to be lodged using the ASB Grievance notice form. Details are to include:
 - Grievance allegations
 - Respondent's response if any
 - Resolution actions previously undertaken
 - Proposed resolution actions.
- Details of how the grievance has been managed are recorded using the ASB Grievance management form. Details are to include:
 - Names of those involved in the grievance
 - Proposed and actual actions undertaken
 - Outcomes and further recommendations
 - Closure details
 - Sign-off by all parties.

- Details relating to grievances are considered confidential outside those directly involved in the ASB grievance management process.
- Copies of Grievance management forms and other documentation related to the grievance are retained in the complainant's and respondent's respective personnel files and attached to the ASB Grievance register.
- A register of grievances and related original documentation are retained in the secure ASB Human Resource filing cabinet by the identified staff member responsible for human resource systems.
- Grievances remain on the grievance register for a period of not less than 5 years.

SECTION 5: WORKPLACE CONDUCT

5.1 Code of conduct

ASB staff are required to abide by the organization's Code of conduct. The Code of conduct outlines standards of behavior required in the performance of ASB related duties.

ASB expects you to always treat other staff, clients and suppliers with the utmost respect and courtesy. Personal contacts with the above need to be congenial, professional and conducted with a "*client service*" attitude.

To ensure we provide the best possible services to and protect the interests and safety of our clients, along with maintaining a safe and positive work environment, ASB expects employees to:

- » Respect the law and lawful instructions
- » Respect your colleagues, clients and the public
- » Work with integrity, diligence, economy and efficiency
- » expected behavior in line with the organization's Code of conduct.

Employees acknowledge understanding of, and agreement with ASB's Code of conduct by signing a copy of the code at commencement of their employment or placement.

5.1.1 Unacceptable workplace conduct

ASB considers the following to be unacceptable behavior by employees.

Breaches of law and lawful instructions include, but are not limited to:

- Not complying with any professional codes of conduct or ethics.
- Not complying with any laws relating to work undertaken by ASB.
- Not complying with ASB's policies and procedures.
- Refusing or failing to carry out any reasonable and lawful instructions of a Manager.
- Violating or causing others to violate health and safety regulations.
- Possessing firearms, weapons, illegal drugs or drug paraphernalia of any kind on company property.

Failing to treat colleagues, clients and the public with respect, including behavior such as:

- Failing to treat clients and team members with respect, including using threatening, obscene, profane or abusive language, gestures or behaviour
- Physical and/or verbal violence towards clients or team members
- Engaging in horseplay or disorderly conduct
- Unlawfully discriminating against a client or team member
- Harassing or bullying clients or team members
- Victimising any team member or client who reports a breach of this Code of conduct.

Breaches of professional integrity include, but are not limited to:

- Failing to declare any real or perceived conflict of interest
- Failing to report any attempted bribery
- Disclosing any confidential or official information.

Lack of appropriate work-related diligence, including behavior such as:

- Smoking contrary to established policy
- Failure to be in the workplace, ready to work, at the regular starting time
- Ignoring work duties or wasting time during working hours
- Coming to work under the influence of alcohol or any illegal drug, or bringing alcoholic beverages or illegal drugs onto ASB property
- Accessing or sharing pornography, hate websites or illegal websites using company equipment or 'bring your own device'.
- Posting offensive, defamatory, threatening, discriminatory, bullying, inappropriate, false, sexist, derogatory or malicious comments or materials online or in social media
- Failure to advise your Manager of completion of jobs or delays
- Having an uncooperative attitude.

Failure to apply appropriate economy and efficiency to your position, including behaviour such as:

- Not taking proper care of, neglecting, or abusing ASB equipment and tools
- Wilfully damaging, destroying, or stealing property belonging to fellow team members or ASB
- Intentionally giving false or misleading information to obtain a leave of absence
- Taking unexcused absences from work
- Using ASB equipment, property or consumables for private purposes, without prior authorisation.

Any staff found engaging in these will be subject to disciplinary actions including reprimand, warning, suspension or dismissal.

5.2 Anti-discrimination

ASB is committed to the principles of Equal Employment Opportunity (EEO), and supports the creation of working conditions to ensure that all staff have an equal chance to seek and obtain employment, promotion, training and the benefits of employment.

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

ASB does not tolerate any form of discrimination. We believe all team members, workers, clients, stakeholders and visitors have the right to work in an environment free of discrimination and harassment. Discrimination undermines proper working relationships and may cause low morale, absenteeism and resignations.

What constitutes discrimination?

Under Federal and State anti-discrimination laws, discrimination against staff, clients or suppliers on the following grounds is against the law:

- » sex
- » relationship or parental status
- » race
- » religious belief or activity
- » political belief or activity
- » impairment
- » trade union activity

- » lawful sexual activity
- » pregnancy
- » breastfeeding needs
- » family responsibilities
- » gender identity
- » sexuality
- » age.

It is also against the law to treat a team member or client unfairly because they are linked to someone from one of these groups.

Unlawful discrimination occurs when someone is treated less favorably because of one of their personal characteristics, as listed in legislation. Discrimination may involve, but is not limited to:

- » Offensive "jokes" or comments about another team member's racial or ethnic background, sex, sexual preference, age, disability or physical appearance
- » Display of pictures, computer graphics or posters which are offensive or derogatory
- » Expressing negative stereotypes of particular groups, e.g. *"married women shouldn't be working"*
- » Judging someone on their political beliefs rather than their work performance
- » Using stereotypes or assumptions to guide decision-making about a person's career
- » Undermining a person's authority or work performance because you dislike one of their personal characteristics.

ASB managers will ensure that all clients and staff are treated equitably and are not subject to unlawful discrimination. Manager's will also ensure that people who make complaints, or who are witnesses to discrimination, are not victimized in any way. Any reports of discrimination or harassment will be treated seriously and investigated promptly, confidentially and impartially.

Where internal incidents of discrimination are suspected and/or identified, the procedures outlined in Section 5 of this policy will be followed, and/or disciplinary action taken.

Where incidents of discrimination are suspected or identified from sources external to **ASB**, the procedures outlined in Section 7 of the organization's Communications policy will be followed.

5.3 Bullying and harassment

ASB is committed to ensuring a healthy and safe working environment, free from hostility, offensiveness, intimidation and harassment, and any form of unlawful discrimination. These forms of behavior within the workplace are unacceptable and will not be tolerated.

As an employee of ASB, you are responsible for your own behavior. If you think your behavior may offend others, then don't do it.

If you witness behavior towards another ASB employee, which may constitute workplace bullying or sexual harassment, you are encouraged to discuss the matter with your Manager.

5.3.1 Definition of Workplace Bullying

Bullying occurs when:

- a) a person or group of people repeatedly behaves unreasonably towards a team member or a group of team members at work, and
- b) the behaviour creates a risk to health and safety.

Bullying does not include reasonable management action taken in a reasonable way by ASB in connection with your employment.

Detailed below are examples of behaviours that may be regarded as bullying if the behaviour is repeated and unreasonable, and which create a risk to health and safety.

Examples of bullying include, but are not limited to:

- Aggressive or intimidating conduct
- Belittling or humiliating comments
- Spreading malicious rumours
- Teasing, practical jokes or 'initiation ceremonies'
- Exclusion from work-related events
- Unreasonable work expectations, including too much or too little work, or work below or beyond a team member's skill level
- Displaying offensive material
- Pressure to behave inappropriately.

5.3.2 Definition of Sexual Harassment

Sexual harassment is any form of unwelcome sexual attention. It has nothing to do with mutual attraction or friendship between people, which is normal and positive. Sexual harassment involves humiliation or offence to the victim. It's not fun, flattering or flirting. Sexual harassment can happen to anyone, and it's against the law wherever and whenever it occurs.

Sexual harassment could be:

- Unwelcome physical touching, hugging, massaging or kissing
- Sexual or suggestive comments, jokes, taunts or name calling
- Unwelcome requests for sex
- Insinuations about a person's private or sex life, or sexual orientation
- Offensive gestures or staring
- Sending provocative SMS messages or emails
- Unwelcome or uncalled for remarks or insinuations about a person's appearance
- Posting of inappropriate comments, pictures, video's or blogs on websites
- The display or circulation of clearly sexual material (e.g. Photos, pin-ups, screensavers or pictures) or reading matter (e.g. Emails, faxes, social media links or letters).

Unlike bullying, sexual harassment does not have to be repeated or ongoing to be against the law. Some actions or remarks are so offensive that they clearly constitute sexual harassment, even if they're not repeated.

The harassment doesn't have to be deliberate. It can also occur in cases where a reasonable person would have expected that the behavior in question was going to be offensive to others. Some sexual harassment matters, such as sexual assault, indecent exposure and stalking are also criminal offences. ASB refers all matters of this nature to the police.

5.3.3 Actions that are not bullying or harassment

Legitimate and reasonable management actions and business processes are not considered to be bullying or harassment by ASB, provided these actions are conducted in a reasonable way.

Examples of this include, but are not limited to:

- Performance management processes
- Disciplinary action for misconduct
- Informing a team member about unsatisfactory work performance or inappropriate work behaviour
- Asking a team member to perform reasonable duties in keeping with their job
- Maintaining reasonable workplace goals and standards.

5.3.4 Effects of bullying or harassment on people and ASB

Bullying and/or harassment is harmful to the person who experiences it directly, as well as to those who witness it.

Individual reactions to bullying and/or harassment may include, but are not limited to:

- Distress, anxiety, panic attacks or sleep disturbance
- Physical illness, such as muscular tension, headaches and digestive problems
- Reduced work performance
- Loss of self-esteem and feelings of isolation
- Deteriorating relationships with colleagues, family and friends
- Depression and risk of suicide.

Witnesses to bullying and/or sexual harassment in the workplace may experience guilt and fear because they do not help or support the affected person in case they are also bullied. Witnesses may feel angry, unhappy or stressed with the workplace and may become unmotivated to work.

Bullying and/or harassment also creates an unsafe working environment and can damage the organization as a whole, resulting in:

- Loss of trained and talented staff
- High staff turnover and associated recruitment and training costs
- Low morale and motivation
- Increased absenteeism, reduced efficiency and lost productivity.
- Reputational damage to the organization.

5.3.5 Vicarious Liability

ASB can be held liable for the actions (including sexual harassment) of their staff or agents. This is called vicarious liability and ASB will take reasonable steps to ensure that they protect their team members from sexual harassment and other types of discrimination and vilification, and to try to ensure their workplaces are free of this type of behavior.

5.3.6 Strategies to eliminate bullying and harassment

Responsibilities of all staff

ASB requires all staff to contribute to maintaining a safe working environment by:

- Not tolerating unacceptable behaviour
- Promptly reporting incidents of workplace bullying or harassment to your Manager
- Maintaining privacy and confidentiality during investigations of alleged unacceptable behaviour.

Responsibilities of managers

Managers must ensure that team members are not exposed to workplace bullying and/or harassment. ASB managers are required to:

- Personally demonstrate appropriate behaviour
- Promote the organization's bullying and harassment prevention policies and procedures
- Treat complaints of bullying and sexual harassment seriously and ensure they are investigated promptly, fairly and impartially

- Ensure that, where a person lodges or is witness to a complaint, this person is not victimised.

Responsibilities of the organization

ASB will take the following actions to prevent and control exposure to the risk of workplace bullying or harassment:

- Provide all team members with workplace bullying and harassment awareness training
- Develop a Code of conduct for team members to follow
- Introduce a complaint handling system and inform all team members of how to make a complaint, what support systems available, the options for resolving grievances and the appeals process
- Treat any reports of workplace bullying or harassment at ASB seriously and investigate them promptly, fairly and impartially
- Ensure that, where a person lodges or is witness to a complaint, this person is not victimised
- Regularly review the workplace bullying and harassment prevention policy, complaint handling system and training.

5.3.7 Consequences of bullying and harassment

Disciplinary action will be taken against any employee who harasses or bullies a co-worker, client or supplier of ASB or who victimizes a person who has made or is a witness to a complaint. Complaints of alleged workplace bullying, or harassment found to be malicious, frivolous or vexatious may equally make the complainant liable for disciplinary action.

5.4 Workplace violence

ASB does not tolerate violence in the workplace, including intentional damage to property, physical assault or the threat of physical assault. ASB refers all matters of intentional property damage, physical assault or threats of violence to the police.

5.5 Dress code

ASB workers are required to dress appropriately in all workplace situations to reflect the professional standing of the organization.

5.6 Use of computers, mobile devices and social media

ASB staff (and ASB HQ FAD representatives, volunteers, where relevant) are provided with computers, internet access, phones and/or electronic mobile devices for the primary purpose of undertaking the duties of their position. All materials produced, sent and kept by staff on organizational computers, internet, phones and/or electronic mobile devices remain the property of ASB, including emails and browsing histories.

Social media has an increasing presence in the workplace, for both work-related activities and personal use. Social media may include, but is not limited to:

- » Social networking sites (e.g. Facebook, Snapchat)
- » Video and photo sharing sites (e.g. Instagram, YouTube)
- » Blogs and micro-blogging (e.g. Twitter)
- » Wikis (e.g. Wikipedia)
- » Forums, discussion boards and groups (e.g. Google groups, LinkedIn).

Incidental and limited personal use of computers, internet, phones, electronic mobile devices and social media is accepted, provided it does not:

- » Interfere with the duties of the position and the performance of the employee
- » Detrimentially affect network operations, security or other network users
- » Create additional usage costs
- » Imply organizational endorsement of personal views
- » Compromise the organization's reputation or the reputation of individual workers
- » Include derogatory, shaming or other personal attacks towards or about workers, clients or stakeholders
- » Relate to bullying and harassment of any person within, or external to, the organization
- » Reflect staff dissatisfaction or conflict with specific workers, activities, events, systems, policies or privacy related to the organization
- » Disclose personal information relating to workers, clients or stakeholders
- » Include viewing, sending or downloading pornographic material
- » Include gambling
- » Include purchasing and/or downloading software, games, movies or music for the purpose of providing these to a third party
- » Violate copyright or licensing agreements
- » Violate any State, Commonwealth or International Law.

For more information on social media activities regarding the organization, refer to the **ASB** Communications policy. For more details on management of social media use by client's, refer to the Service and program operations policy.

5.7 Privacy and confidentiality

ASB employees are required to be aware of and comply with State and Commonwealth privacy legislation. Workers maintain confidentiality of all ASB and personal information obtained during and after their time working with the organization.

For further information on privacy and confidentiality, refer to the ASB Communications policy.

5.8 Intellectual property

All work developed as a ASB employee, ASB HQ FAD representative, student or volunteer remains the property of the organization.

5.9 Conflict of interest

Employees must avoid any interest, influence or relationship which might conflict or appear to conflict with the best interests of ASB.

Examples of potential conflicts of interest include:

- » Having a financial interest in any business transaction with ASB
- » Being in a close personal relationship with another team member if you are, or are likely to be, in a supervisor/subordinate relationship, or some other role where you can make decisions that materially affect the other team member
- » Owning or having a significant financial interest in, or other relationship with, an ASB competitor, customer or supplier
- » Accepting gifts, entertainment or another benefit of more than a nominal value from an ASB competitor, customer or supplier.

If you have a conflict of interest, you must disclose it to your Manager and remove yourself from negotiations, deliberations or votes involving the conflict.

5.10 Drug, alcohol and tobacco use

ASB has a responsibility to protect the health, safety and welfare of workers and clients in the workplace. Persons using alcohol and/or other drugs in the workplace can cause injury to themselves or others. Alcohol and other drug use can also detrimentally affect a person's ability to perform their required duties.

5.10.1 Illegal or non-prescription drugs

While working, operating company property (including company cars), on meal breaks or conducting company business, ASB strictly prohibits its team members from:

- using or being under the influence of illegal or non-prescription drugs of any kind
- being in possession of illegal or non-prescription drugs or drug paraphernalia of any kind
- soliciting, selling, manufacturing or distributing illegal or non-prescription drugs.

Any illegal drugs or drug paraphernalia found on organizational premises will be turned over to the police and may result in criminal prosecution. Breaching these provisions can result in dismissal or disciplinary action.

5.10.2 Alcohol and prescription medicine

The consumption of alcohol during work hours (including meal breaks) is not permitted by employees of ASB.

You will not be permitted to perform your work duties while you are taking prescription drugs that adversely affect your ability to safely and effectively perform your duties. If your medication impacts on safety, then you may be required to access your sick leave. Breaching these provisions can result in dismissal or disciplinary action.

5.10.3 Out-of-Work-Hours consumption

If you arrive at work under the influence of alcohol and/or other drugs, you will be sent home for the day without pay. Repeated instances of arriving at work under the influence of alcohol and/or other drugs may result in termination.

5.10.4 Tobacco or e-cigarette smoking (or 'vaping')

ASB has a non-smoking policy in the workplace. Smoking tobacco, e-cigarettes, or using other vaporizers is not permitted in any part of ASB, including lunchrooms, storage areas, and restrooms, or within 4 meters of building entries. Smoking is also prohibited in any vehicle owned, leased or operated by ASB.

Employees who need to take smoking breaks should do so in their allotted break times. Excessive smoking breaks will be regarded as absenteeism and performance improvement action may be taken.

Employees of ASB are required to comply with the tobacco policies of other organizations and smoking-related laws in the course of their duties.

For further information on risk responses, refer to the organization's Risk Management Policy.

5.11 Work health and safety

ASB provides a healthy and safe work environment. Employees and volunteers have specific health and safety rights and responsibilities in the workplace, as detailed in the organization's Work health and safety policy.

SECTION 6: CEASING EMPLOYMENT

Cessation of employment by either **ASB** or the employee is guided by this policy.

Employment with ASB may end under the following circumstances:

- » An employee resigns
- » An employee's contracted employment period ends without any renewal
- » Casual and temporary employees provide notice of termination or the organization provides casual and temporary employees notice of termination (generally two (2) weeks)
- » During the first six (6) months of initial employment for contract-based employees, either party can give a minimum of one (1) weeks' notice of termination
- » The organization terminates employment due to repeated poor performance and/or misconduct
- » The organization initiated redundancy.

Exit procedures are followed for all departing employees and ensure both the organization and the employee understand the reason for discontinuing employment. ASB seeks feedback from the departing employee on their experience with the organization and potential areas for development as a valuable source of quality improvement.

6.1 Notice periods

Notice of employment termination is to be provided in writing in accordance with the table below:

Length of continuous service with ASB	Period of notice
Not more than 1 year	1 week
More than 1 year but less than 3 years	2 weeks
More than 3 years but less than 5 years	3 weeks
More than 5 years	4 weeks

The notice period:

- » starts the day after the organisation or the employee give written advice that they want to end the employment
- » ends on the last day of employment.

Employees who are over 45-years-old and have completed at least two (2) years of continuous service with ASB on the day the notice of termination is given, are entitled to an additional one weeks' notice from the organization.

Within the first twelve (12) months of contract-based employment, the organization or the employee may terminate employment by providing one (1) weeks' written notice.

The organization may terminate employment at any time without notice if employees are guilty of repeated or serious misconduct. (Refer to Section 4.9 of this policy further details.)

If an employee has been dismissed and wants to leave before the last day of the notice period, ASB can agree to reduce the employee's notice period.

If ASB doesn't agree to reduce the notice period, the employee can choose to resign and give their own minimum notice. Any time the employee has already worked during the original notice period doesn't count towards the new notice period.

An employee can take annual leave during a notice period if ASB agrees to the leave.

An employee can take sick leave during a notice period if they give:

- » notice of the leave as soon as possible
- » evidence to support the leave if the employer asks for it (e.g. a medical certificate).

Employees are not forced to take leave as part of the notice period.

6.2 Resignation

Employees resigning from their **ASB** employment must provide notice in writing within the required notice period to their direct supervisor and the CR, detailing their planned final day of work.

6.3 ASB terminated employment

Procedural fairness is applied in all instances of terminated employment. Written notice is provided by ASB within the required notice period, detailing the final date of employment and the reasons for termination. The ASB Termination letter template explains this process for the terminated employee. Where employment with ASB is terminated due to serious misconduct, the employee ceases attendance at work immediately. Payment in lieu of the notice may be approved by the CR and ASB HQ FAD (HFAD or DME).

Employees provided with notice of employment termination have the right to consult and seek representation from a union, lawyer, and/or support person. Employees also have a legal right to seek recourse (within 21 days after the dismissal), if they believe they have been discriminated against or their dismissal was harsh, unjust or conducted in an unreasonable manner.

6.4 ASB initiated redundancy

ASB defines redundancy as occurring when an employer:

- » decides they no longer want an employee's job to be done by anyone and terminates their employment; or
- » becomes insolvent or bankrupt.

Redundancy may happen when:

- » the job someone has been doing is replaced due to the employer introducing new technology (i.e. the job/work can be done by a machine)
- » business slows down due to lower sales or production
- » the business relocates
- » a merger or takeover happens
- » the business restructures or re-organizes.

Any redundancy action by ASB is to be authorized by the ASB HQ Head of Foreign Aid Department or ASB HQ Desk Officer.

A Letter of redundancy is sent to the employee explaining the process, the reason(s) for redundancy and their entitlements.

Employees provided with a redundancy notice have the right to consult and seek representation from a union, lawyer, and/or support person. Employees also have a legal right to seek recourse if they believe they have been discriminated against or the decision was harsh, unjust or conducted in an unreasonable manner.

6.5 Exit interview

All employees ceasing employment with ASB, except those being terminated due to misconduct, are offered an exit interview with their direct supervisor and/or the CR. The employee may request another senior staff member to attend or replace their supervisor and/or the CR for the interview.

The purpose of the exit interview is to seek information from the employee about their employment experience with the organization and how they consider the organization could improve. The interview is a confidential discussion, though may lead to investigation of certain issues raised.

ASB's Employee exit interview is used to guide discussion and document key points raised. Information provided during the exit interview is reviewed and incorporated into the organization's ongoing quality improvement activities where relevant.

6.6 Written reference and certificate of employment

Employees with more than three (3) months' service may, upon request, be provided with a written reference on performance and service details, unless their employment was terminated due to misconduct.

Employees with less than three (3) months' service, or those who are terminated due to misconduct may, upon request, be provided with a written statement of service containing the length and nature of the employment.

6.7 Security and return of organizational property

On or before the employee's final date of employment, the employee is to:

- » Return all ASB property, including keys, phones, electronic devices and computers, documents.
- » Return or be reimbursed with outstanding petty cash
- » Remove hard copy and electronic personal files
- » Inform the supervisor of any passwords or codes that may prevent the organization access to **ASB** operations.

The employee's supervisor is to complete the organization's Employee exit checklist, which identifies property to be returned to the organization by the employee.

6.8 Administration

Before the employee's final date of employment, ASB is to:

- » Calculate remaining leave entitlements and final payments
- » Ensure forwarding contact details are provided by the employee
- » Inform the employee's superannuation fund of the employee leaving the organization.

On or before the employee's final date of employment, ASB is to:

- » Restrict computer network access – both in-office and remote
- » Remove authorization as a signatory to financial and other transactions.

The employee's resignation letter or a copy of the ASB Employment termination letter is filed in the employee's personnel file, along with the Employee exit interview discussion notes and completed Employee exit checklist.

SECTION 7: PERSONNEL RECORDS

ASB maintains individual personnel files for employees where information on recruitment, position details, employment contracts, leave records, financial records, performance and development records, and formal communication is kept.

7.1 Security

Personnel files are stored in a locked cabinet accessible by the ASB CR only and governed by the ASB Privacy Principles (ASBPPs).

Other employees with supervisory responsibilities may access relevant sections only of relevant personnel files only, as required, with the agreement of the CR.

However, in limited circumstances (under a lawful request), ASB may disclose employee records to a third party.

ASB maintains an electronic filing system for human resources management accessible on the organization drive by the CR only. The secure integrity of the electronic filing system is maintained by password protected, back-up system.

For further information, refer to the ASB Information and Communications technology policy.

Following employee recruitment processes, unsuccessful applicants' details are stored in a locked cabinet for a period of twelve (12) months from the date of finalization of the position appointment. After 12 months, the documents are securely destroyed.

Personnel files of previous employees are stored in a locked cabinet accessible by the CR only, for a period of six (6) years. After 6 years, the documents are securely destroyed.

Employee's time and wages records must be retained for a minimum of seven (7) years. The records must be in plain English, easy to read and not altered in any way (unless correcting an error), and readily accessible for inspection.

7.2 Employee access

Employees are entitled to access their own personnel files when accompanied by a senior ASB staff member responsible for human resources; however, employees cannot make changes to the file or remove file content.

SECTION 8: VOLUNTEER MANAGEMENT

ASB is committed to supporting volunteers and recognizes the value adding benefit volunteers bring to the organization.

The purpose of this section is to ensure ASB volunteers are guided by fair and consistent principles and sound administration that ensures a positive experience and outcome for both the volunteer and the organization.

This section includes but is not limited to:

- » Legal and regulatory responsibilities
- » Recruitment and selection of volunteers
- » Supervision and management of volunteers
- » Termination and resignation of volunteers.

Volunteering is a legitimate way in which community members can contribute to and promote human rights and equality, while respecting the rights, dignity and culture of others.

Volunteer work at ASB is:

- » Unpaid and can significantly benefit and contribute to the development of both the organization and the volunteer
- » Always a matter of choice and is not compulsorily undertaken to receive pensions or government allowances
- » Not used as a substitute for paid work at the organization. Volunteers do not replace paid staff, nor do they constitute a threat to the job security of paid employees.

By implementing this policy, the organization ensures that:

- » Volunteers add value to the work of the organization
- » Clients' lives are enriched through the work of volunteers
- » Employees welcome and support the use of volunteers to contribute to the organization's work
- » Volunteer time and expertise is valued, applied effectively, and appreciated.

ASB plays a role in ensuring a safe and supportive environment for workers and clients by:

- » Completing relevant screening checks, such as criminal records, and working with children checks prior to commencement of volunteer work
- » Ensuring volunteers undertake activities which align with their expertise, knowledge, experience and interests
- » Ensuring volunteers are adequately supervised by an experienced supervisor
- » Providing an environment for volunteers that values the contribution of the volunteer and is in line with current strategic objectives and organizational priorities
- » Avoiding wasting resources. Expectations from both the volunteer and the organization regarding the volunteer activities will be made clear at the outset, as should the process by which a volunteer may withdraw from the organization
- » Implementing recruitment and selection processes that support and minimize the need to terminate volunteers due to inappropriate appointments.

8.1 Identify Volunteer placement opportunity

Managers and staff members are to discuss with the CR and/or Programme Managers regarding the possible recruitment of a volunteer.

Discussion of possible volunteer recruitment and opportunities may occur at staff meetings.

8.2 Recruitment and selection of volunteers

All human resource duties will be the responsibility of the volunteer's direct supervisor and will be primarily responsible for the recruitment and selection of volunteers, with other staff involved and/or interested in providing supervision for the volunteer's positions.

Volunteer's supervisors have the responsibility to:

- Develop a position description for the volunteer opportunity and selection criteria if appropriate
- Identify appropriate methods of advertising
- Provide an Information Package to all potential volunteers. This could include information about:
 - activities and roles
 - the organization
 - the application process
 - other relevant information.

All applications for volunteering are considered on an individual basis, based on personal competencies, relevant experience which demonstrates ability to achieve agreed outcomes and capacity to attend rostered volunteer shifts at agreed times. Suitable candidates will be offered an interview with the Programme Manager staff member who will be the direct supervisor, together with at least one other staff member.

All successful applicants will need to complete the following formalities prior to commencing a volunteer position at the organization:

- Relevant screening checks, such as criminal record and working with children checks
- Sign a Volunteer agreement
- Complete and sign the Volunteer induction and orientation checklist
- Complete and sign the Volunteer contact details form
- Sign the organization's Code of conduct.

Following the recruitment of volunteers, copies of all relevant documents are given to appointed volunteers for their records.

The feedback from the orientation and induction and the Volunteer evaluation form will inform future volunteer induction and orientation processes and the review of the policy, checklist and procedure.

ASB requires all workers including volunteers to abide by the organization's workplace conduct policy outlined in Section 5 of this policy.

8.3 Remuneration

There is no remuneration or reimbursements of personal expenses for volunteers unless through duties undertaken at the request of ASB. Special care must be taken in these circumstances to ensure the paid work and volunteer duties (unpaid) are clearly defined and unambiguous, so that confusion over remuneration or otherwise may not arise and expectations are managed. Travel expenses to and from the office and home are not reimbursable.

8.4 Insurance

Volunteers will not be covered with ASB insurance scheme.

8.5 Supervision and support

A primary consideration for managing and supervising volunteers at ASB is that staff should have experience in supervising other staff members, or volunteers. If they do not have this experience or expertise, they should approach their supervisor with the aim of gaining support for their activities.

The volunteer and any activities undertaken should be considered under the ASB's Work health and safety policy and procedures.

The volunteer's supervisor will ensure the volunteer receives regular supervision and will monitor work progress of the volunteer. The supervisor will also provide the volunteer with an alternative contact at the organization, for supervision and support if they are unavailable.

The volunteer may be encouraged to participate in ASB staff meetings and organizational events.

ASB staff responsible for supporting volunteers should ensure that volunteers are:

- Aware of relevant organizational policy and procedures
- Complete an orientation and induction to the organization
- Provided with suitable resources and equipment on commencement
- Implement environmental adjustments as required
- Provided with regular supervision and support
- Training needs of volunteers are identified and addressed where practicable
- Encouraged and supported to be part of the ASB team.

Additional information about volunteer support will be noted in the Volunteer agreement.

8.6 Orientation and induction

The appointed volunteer supervisor will refer to the Volunteer induction and orientation checklist and ensure it is followed and completed by both the supervisor and volunteer. The checklist provides guidance and is to be completed by both the supervisor and the volunteer.

8.7 Resolving difficulties

Problems arising from a volunteer's performance or behavior are addressed directly with the volunteer by the direct supervisor in an attempt to resolve the issue. If the issue is not resolved, or either the volunteer or ASB believes it necessary, these should be discussed as per the Grievance management section of this policy (4.10).

Where the volunteer experiences difficulties or issues at ASB, it is recommended that the volunteer discuss this with their direct supervisor in an effort to resolve the issue.

8.8 Resignation and termination of volunteers

Volunteers may end their volunteering activities at ASB at any time by providing notice in writing to their direct supervisor.

A final supervision session should be held between the supervisor and volunteer, with volunteers asked to complete a Volunteer evaluation form to provide feedback on their experience as a volunteer in the organization. Any anecdotal or other feedback supplied from the volunteer should be noted by the supervisor and attached to the Volunteer evaluation form.

This feedback will be used to review the volunteer policy documents and the volunteer program at the organization.

Upon request, volunteers will be given an appropriate reference detailing their contribution to the organization, such as the number of hours worked, range of activities and achievements.

Volunteers who fail to attend volunteer activities for three days without notifying their direct supervisor in advance will be considered to have resigned from the position. The volunteer's direct supervisor will

write a letter to the volunteer that it has accepted such a resignation, with the letter signed by the direct supervisor and the CR.

Termination of ASB volunteers will be necessary when the focus of the services provided by the organization changes, and/or a volunteer:

- fails to adhere to the Code of conduct
- lacks the necessary skills for the activity/role
- breaches safety or confidentiality guidelines
- breaks the law.

The volunteer will return all confidential information, keys and any other ASB property upon completion of the placement.

8.9 Documentation

All ASB human resources documentation will be filed in the appropriate volunteer file on the human resources drive and/or filing cabinet. Such information includes:

- Position description, promotional material
- Applications, volunteer interview details, agreement
- Code of conduct
- Orientation and induction checklist
- Evaluation form
- Grievance documents (if applicable).

SECTION 11: INTERNAL REFERENCES

11.1 Supporting documents

These supporting documents, templates and resources can be accessed from HR Department

- » Code of conduct
- » Human resources audit

Recruitment and interview

- » Guide to applying template
- » Induction and orientation checklist template
- » Induction and orientation feedback form template
- » Position description template
- » Employment contract template
- » Position applications received register template
- » Applicant reference check template
- » Interview questions template
- » Interview – individual applicant rating form template
- » Interview – individual summary rating form template
- » Interview schedule template

Employee forms and templates

- » Application for Leave template
- » Casual employee timesheet template
- » Employee bank account details template
- » Employee contact details template
- » Employee exit checklist template
- » Employee exit interview template
- » Salary packaging agreement template

Performance and development

- » Employee work plan template
- » Performance and development plan and review template
- » CR performance and development review template

Grievances and complaints

- » Grievance management form template
- » Grievance notice form template
- » Grievance register template

Misconduct/disciplinary action

- » First warning letter template
- » Final warning letter template

Ceasing employment

- » Certificate of employment/service template
- » Employee termination letter template
- » Employee exit checklist template
- » Termination of employment letter template
- » Termination of employment letter template (Redundancy)
- » Termination of employment letter template (Serious misconduct)

Volunteers

- » Volunteer agreement template
- » Volunteer contact details form template
- » Volunteer evaluation form template
- » Volunteer induction and orientation checklist template

11.2 Related Policies

These policies are cross-referenced within the ASB Human resources policy template.

- Communications policy
- Work health and safety policy
- Financial management policy