

The HR Management Policies & Practices DIY Resource Manual



Creating contemporary Human Resources Policies & Practices that attract, engage & retain a high-caliber workforce

Establishing & maintaining the ideal workplace you desire for your employees, and that they are seeking from you

1.0 Introduction

Welcome to the HR Management Policies & Practices DIY Resource Manual Sneak Peek.

It contains more than of 370+ pages of template policies, practices and administrative forms that all combine to create an integrated policy framework covering every key aspect of contemporary workforce management in your organisation.

To assist you in achieving the best possible outcome, we have provided our content to you in two separate formats, being Adobe PDF and Microsoft Word. The first provides you with a master – copy of the original template you purchased, while the second provides you with a version that can be progressively updated/amended in accordance with changing circumstances within your organisation or the external market - place.

At Moore HR, we provide a diverse range of Strategic HR Management programs, services and DIY tools that will (firstly) optimise workforce management and performance in your organisation and (secondly) elevate the Human Resources Department's role, contribution and recognition throughout the business.

Our services are all centrally focussed around the following five Advanced HR Management Capabilities and Competencies that we have researched, tested and successfully applied across a diverse range of organisations over the past 25 years: -

Our Four Advanced Core Capabilities for Every HR Department

- Optimising Workforce Governance & Environment
- Optimising Workforce Efficiency & Expenditure
- Optimising Workforce Performance & Effectiveness
- Optimising Workforce Planning & Sustainability

Our New-Age Core Competencies for Every HR Professional

- Optimising Human Resources Advocacy & Persuasiveness

If you are interested in learning more about our services and how they can benefit your organisation, please feel free to email me at enquiries@moore-hr.com.au or call me on **03) 9994 5193**.

We trust that your HR Management Policies & Practices DIY Resource Manual will be a worthwhile addition to your HR Department resource centre.

Kind Regards,



Stephen Moore
Founder & Director
Moore HR



The HR Management Policies & Practices DIY Resource Manual - Table of Contents

Recruiting & On-Boarding

1.1 Staff Recruitment Policy	10
1.2 Staff On-Boarding Policy	38

Learning & Development

2.1 Performance Management Policy	45
2.2 Professional Development Policy	74
2.3 Succession Planning Policy	81

Leave Entitlements

3.1 Annual Leave Policy	90
3.2 Personal Leave Policy	96
3.3 Long Service Leave Policy	99
3.4 Parental Leave Policy	103
3.5 Ancillary Leave (Compassionate, Cultural, Defence Services, Domestic Violence Emergency Services Leave, Jury Duty, Leave of Absence, Public Holidays)	114

Conditions of Employment

4.1 Flexible Working Arrangements	121
4.2 Discrimination, Harassment & Bullying	134
4.3 Health & Safety & Wellness	140
4.4 Staff Redundancy	146
4.5 Staff Performance Counselling	148
4.6 Termination of Employment	162
4.7 Abandonment of Employment	170
4.8 Casual Employment	173
4.9 Use of Volunteers	176
4.10 Electronic Communication	179



The HR Management Policies & Practices DIY Resource Manual - Table of Contents

Conditions of Employment (Continued)

4.11 Staff Fair Treatment	181
4.12 Staff Whistleblowing	187
4.13 Drugs & Alcohol	192
4.14 Personal Relationships.....	197
4.15 Corporate Responsibility	200

Remuneration & Benefits

5.1 Workforce Reward & Recognition	205
5.2 Mobile Phones	209
5.3 Company Motor Vehicles	213

Administration & Support

6.1 Staff Communication & Participation	220
6.2 Staff Relocation.....	223
6.3 Staff Use of Personal Vehicle.....	229
6.4 Staff Use of Commercial Vehicles	231
6.5 Staff Privacy.....	235
6.6 Corporate Entertainment & Hospitality	239
6.7 Staff Business Travel	242
6.8 Staff Exit Interviews.....	248

Disaster Recovery

7.1 Disaster Recovery Strategy Planning	252
7.2 Disaster Recovery Resource Planning	258
7.3 Disaster Recovery Staff Welfare & Well-Being	270
7.4 Disaster Recovery Reporting & Insights	274



The HR Management Policies & Practices DIY Resource Manual - Table of Contents (Templates)

Templates

8.1 Employment Requisition.....	305
8.2 Internal Job Vacancy Notice.....	306
8.3 Application for Internal Job Vacancy	307
8.4 Application for Employment.....	309
8.5 Privacy Disclosure Authorisation	313
8.6 Standard Employment Interview Questions.....	314
8.7 Interview Assessment Form	317
8.8 Employment Reference Check.....	318
8.9 Recruitment Acknowledgement Letters	319
8.10 Staff On-Boarding Check - List.....	323
8.11 Employee Status Change Form	325
8.12 Staff Position Description	326
8.13 Executive/Manager Key Performance Objective Action Plan.....	330
8.14 Mid – Year Performance Review	332
8.15 Executive/Manager Annual Performance Appraisal.....	337
8.16 General Staff Annual Performance Appraisal	345
8.17 Application for Study Assistance	351
8.18 Career Preference Nomination Form.....	353
8.19 Evaluating Incumbent/Candidate Potential Form	354
8.20 Succession Planning Definitions Form	355
8.21 Succession Planning Chart	356
8.22 Leave Application.....	357



The HR Management Policies & Practices DIY Resource Manual - Table of Contents (Templates)

Templates

8.23 Staff Performance Counselling Interview Form	358
8.24 Staff Termination Check - List	362
8.25 Certificate of Service	363
8.26 Staff Exit Interview Form	364
8.27 Historical Headcount Report.....	366
8.28 Forecast Headcount Report (Disaster Recovery Committee)	367
8.29 Forecast Headcount Report (Department Head)	368
8.30 Historical Discretionary Labour Hours Report.....	369
8.31 Forecast Labour Hours Utilisation Report (Disaster Recovery Committee).....	370
8.32 Forecast Labour Hours Utilisation Report (Department Head Projections)	371

The HR Management Policies & Practices DIY Resource Manual Ancillary Leave Entitlements



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1.0 KEY POLICY

(Insert Company Name) will provide all eligible employees with the following additional Leave entitlements in accordance with prevailing legislative and industry standards

1.0 OPERATING PROCEDURES

2.1 COMPASSIONATE LEAVE

2.1.1 A full time, part-time or limited tenure employee shall be entitled to a maximum two days paid compassionate leave to spend time with a member of their immediate family or household who has sustained a life-threatening illness or injury, or upon their death. Immediate family is defined as: -

Spouse or former spouse, de facto partner of a former de facto partner, child, parent, grandparent, grandchild, sibling or a child, parent, grandparent, grandchild or sibling of the employee's spouse or de facto partner (or former spouse or de facto partner).

2.1.2 At the discretion of the Department Manager employees may also be granted compassionate leave for other relatives (e.g., cousins, aunts and uncles) where they are a member of the employee's household.

2.1.3 Where granted, compassionate leave shall generally be taken as: -

- A single continuous two-day period.
- Two separate periods comprising one day each.
- Any separate periods agreed by the employee and their Department Manager.

2.1.4 Where a death occurs outside of Australia, an employee shall be entitled to one day's paid leave unless the employee is travelling to attend the funeral in which case, they shall be entitled to two days without loss of pay.

2.1.5 In granting compassionate leave, the Company may request satisfactory evidence be provided by the employee for payment to be approved.

2.1.6 For employees who experience a death outside their immediate family, leave may be granted as time off without pay, or as annual leave

2.1.7 By special application from an employee's Department Manager to the Human Resources Manager additional paid Compassionate Leave may be granted.

3.0 CULTURAL LEAVE

- 3.1.1** Any employee requesting Cultural Leave shall provide their Department Manager with adequate prior notice
- 3.1.2** Where approved, cultural leave will be provided on an unpaid basis subject to the operational requirements of the department concerned
- 3.1.3** By agreement with their Department Manager employees may utilise payment in lieu of overtime or outstanding annual leave entitlements in lieu of unpaid leave.

4.0 DEFENCE SERVICES LEAVE

- 4.1.1** Where an employee wishes to attend Defence Services training, they shall provide a letter of confirmation from their Commanding Officer at least one month prior to the commencement date of their intended leave
- 4.1.2** For a maximum period of ten working days per annum, the Company will make up any difference in earnings between the employee's normal salary and the amount paid to them by the commonwealth government. (Subject to satisfactory evidence of attendance and payments received being provided)
- 4.1.3** Where an employee requires additional leave beyond ten working days per annum, such leave shall be provided without pay, or the employee may elect to use accrued annual leave or long service leave entitlements
- 4.1.4** While absent on defence services leave the employee shall accrue all normal leave entitlements, excepting in circumstances whereby they are absent from such military training without any form of paid leave having been approved
- 4.1.5** The Company shall not discriminate against any employee who has attended Defence Services Leave, particularly in relation to: -
 - Adversely changing the employee's conditions of employment.
 - Discriminating against the employee in relation to his or her terms of employment.
 - Dismissing an employee upon their return to work.

5.0 DOMESTIC VIOLENCE LEAVE

- 5.1.1** Where an employee is subject to domestic violence from a close relative* at home or in the workplace they shall be entitled to: -
 - Access their accrued Personal Leave entitlements on an ongoing basis, or where such entitlements are exhausted, to five days unpaid Personal Leave per annum.

- In accordance with Company's prevailing Employee Assistance Program, an increase in the total of six paid visits per employee or their immediate family per annum by an additional three employee visits per annum, as recommended by their Department Manager and approved by the Human Resources Manager.
- The establishment of temporary/alternative working arrangements that ensure the ongoing safety of all parties involved, as recommended by their Department Manager and approved by the Human Resources Manager.

(* A close relative is defined as an employee's spouse or former spouse, de facto partner or former de facto partner, child, parent, grandparent, sibling or grandchild).

5.1.2 The Company will cooperate with the police/any legal orders that may be issued, as well as instigating those measures considered essential in protecting staff health and safety within the workplace at all times.

5.1.3 Any disclosure to the Company or request for support made by a staff - member experiencing domestic violence will be dealt with on a confidential basis. All personal information given in relation to situations of domestic violence will be kept confidential. No information will be placed upon an employee's personnel file without their express permission.

6.0 EMERGENCY SERVICES LEAVE

6.1.1 Employees enlisted as volunteer members with a recognised emergency management body who are called to an officially declared emergency in their immediate area will be granted a maximum five days paid leave on each occasion that they are required by the relevant emergency service.

Provided that a recognised emergency management body is: -

- A body or part of a body that has a role or function under a plan that is for coping with emergencies and/or disasters (prepared by the Commonwealth, a state or territory).
- A fire - fighting, civil defence or rescue body,
- Any other body which is mainly involved in responding to an emergency or natural disaster, including: -
 - a) The State Emergency Service (SES).
 - b) Country Fire Authority.
 - c) The RSPCA (in respect of animal rescue during emergencies or natural disasters).

6.1.2 The Company may request proof of attendance before payment is made.

6.1.3 If the employee receives any form of payment from the relevant emergency service, such an amount shall be deducted from the employee's normal salary.

6.1.4 If the period of leave extends beyond five working days on any one occasion additional time will be granted as leave without pay, or the employee may request access to other leave entitlements (I.e. Annual leave).

7.0 JURY DUTY

7.1.1 All full time, part-time and limited tenure employees will notify their Department Manager as soon as practical after receiving notification that they are required for Jury Duty

7.1.2 Employees attending for Jury Duty shall provide proof to the Company of their attendance and of any daily allowance that they have been paid by the court

7.1.3 Upon receipt of such proof, the Company will pay the employee the difference between their normal salary and any allowances paid to them by the court for the period of their absence

7.1.4 The provisions of this policy do not cover an appearance in court as a plaintiff, defendant or an accused. In such circumstances, the employee may elect to take annual leave, time off in lieu of overtime or leave without pay

8.0 LEAVE OF ABSENCE

8.1.1 Leave of absence may be granted to full-time or part-time employees who have completed at least 24 months' service with the Company. Limited tenure or casual employees are not eligible for leave of absence

8.1.2 By recommendation from the employee's Department Manager and final approval from the Human Resources Manager the Company may grant leave of absence without pay for a period of up to 12 months for reasons other than personal illness, injury, or any other form of paid or unpaid leave. (I.e. Parental Leave).

8.1.3 Where an employee is seeking an extended period of Leave of Absence (I.e. in excess of 12 months) for the purpose of long-term overseas travel, they can make written application to their Department Manager requesting a period of up - to two years Leave of Absence subject to the following conditions: -

- They must confirm in writing their intention to return to work upon expiration of their approved period of absence.
- Upon return to work, the Company will restore the employee to their former position or to a position of similar status and pay.
- The Company will fund a return economy plane - ticket to the employee's nominated end destination, to be refunded 50% upon

receipt of the outbound flight reservation, and 50% upon receipt of the inbound flight reservation.

- At their sole discretion, the employee's application must be supported and recommended by their Department Manager.

8.1.4 Other than as outlined in 8.1.3 above, Leave of Absence is granted on the understanding that upon completion of the specified 12-month maximum period, upon return to work the employee shall be restored to their former position or to a position of similar status and pay.

8.1.5 Where Leave of Absence has been approved all leave accruals will cease, with the employee's anniversary date to be adjusted for the total period of absence.

8.1.6 Any employee granted parental leave shall be requested to review their arrangements regarding superannuation and death and disability insurance to ensure continuity during their period of absence.

8.1.7 When proceeding on Leave of Absence, the employee may be requested by their Departmental Manager to return any Company provided services, including but not limited to laptop computers, mobile phones and Company motor vehicles for the period of their absence, unless the motor vehicle has been provided via a novated leasing arrangement whereby it shall remain in the employee's possession, and they shall be responsible for all lease and running costs incurred.

9.0 PUBLIC HOLIDAYS

9.1. All full-time and limited tenure employees shall be entitled to time off without loss of pay for the following standard public holidays: -

- * New Year's Day
- * Australia Day
- * Good Friday
- * Easter Saturday (Easter Tuesday in Tasmania)
- * Easter Monday
- * Labour Day/Eight Hour Day/May Day (NT)
- * Anzac Day
- * Queen's Birthday
- * Christmas Day
- * Boxing Day/Proclamation Day

9.1.2 Where New Year's Day, Australia Day, Anzac Day, Christmas Day, or Boxing Day fall on a Saturday or a Sunday, other than in the case of Anzac Day (which varies from state to state), a substitute day shall be gazetted and observed

9.1.3 In addition to the standard public holidays as previously outlined, the Company will also observe any other holiday gazetted as a special public holiday for a state or territory of Australia. (I.e., Melbourne Cup Day in

Victoria). Additional public holidays may also be prescribed in the Company's Industrial Relations agreements. (E.g. Union Picnic Day.)

- 9.1.4** Part-time employees shall receive time off with pay for public holidays that fall on a day upon which they would normally be rostered to work.
- 9.1.5** Where an employee is rostered to work on a public holiday, they shall be entitled to payment for the day at the applicable penalty rate or can elect to receive payment at single time and a day-in-lieu.
- 9.1.6** Where an employee is rostered off on a public holiday, they shall be entitled to a day-in-lieu.
- 9.1.7** Public Holidays shall be observed based on an employee's permanent work location and not where they are working when a Public Holiday falls
- 9.1.8** Where a public holiday falls during a period of annual leave, it shall not be counted as an annual leave day

This policy should be considered in conjunction with any industrial awards or enterprise agreements that are applicable/binding upon your organisation.

This policy has been developed in accordance with the provisions contained within the Fair Work Act Australia 2009



LEAVE APPLICATION FORM

Name:		Department:	
First Working Day of Leave:	____/____/____	Last Working Day of Leave:	____/____/____
Public Holidays During Leave:		Total Working Days Taken:	
Recreational Leave (Cross Box)			
	Annual Leave		
	Public Holiday (Day In-Lieu)		
	Rostered Day Off (In Lieu)		
	Long Service Leave (Cross Box)		
	Full Pay		
	Half Pay		
Personal Leave (Cross Box)		Reason for Absence (Cross Box)	
	Sick Leave		
	Carers Leave		
Medical Certificate/Other Evidence Provided?	YES		NO
Other Leave (Paid) (Cross Box)		Reason for Absence (Cross Box)	
	Compassionate Leave		
	Emergency Services Leave		
	Jury Duty		
Medical Certificate/Other Evidence Provided?	YES		NO
Other Leave (Unpaid) (Cross Box)		Reason for Absence (Cross Box)	
	Cultural Leave		
	Parental Leave		
	Leave of Absence		
Medical Certificate/Other Evidence Provided?	YES		NO
Employee's Signature:		Date:	
Manager's Signature:		Date:	Leave Approved (Cross Box) Yes No
Payroll Use Only			
Application Processed (Date)		Signature	

Some of Our Many Satisfied DIY Customers - *Denotes Custom Designed Programs

1. Cisco Systems	31. Cabrini Hospital Group*	61. TAL*	91. Sydney Water*
2. Revlon	32. Panasonic	62. JNH Australia*	92. Frank Knight Australia
3. House of Reps Canberra	33. Ticketek	63. Hawthorn Football Club*	93. Vemco Pty Ltd
4. NHP Electrical Engineering*	34. Australian HR Institute*	64. Cricket Australia	94. Deakin University*
5. EMI Music Australia	35. Orix Australia	65. Haymes Paint*	95. McLarens Young*
6. Jeans West	36. Caterpillar Australia	66. Rayson Industries	96. Primelife Corporation*
7. ESANDA Fleet Partners	37. Baytech Institute	67. Cap XXX	97. Capital Finance
8. Local Government QLD*	38. Swimming Australia*	68. Hume City Council	98. Dept of Education WA
9. Victorian Cricket Association	39. Simplot Australia	69. Rural Ambulance Victoria	99. Mellons*
10. Sims Lockwood	40. Fawkner Cemetery	70. Integrated Design Services	100. Aus Chamber Orchestra
11. Woollahra Council	41. Victorian Public Sector Commission*	71. Biolab Australia	101. Aust Admin Services
12. Suncor Energy	42. Armstrong Industries	72. Integrated Vision*	102. Co-Invest Limited
13. Telefix	43. Financial Planning Association	73. Yallourn Energy	103. McManus & Associates
14. Trader Systems International*	44. Mainland Dairies	74. Filcon Precision Engineering	104. Millennium Chemicals
15. South East Water*	45. Melbourne Victory Football Club*	75. Beltreco Ltd Victoria	105. Govt Superannuation Board
16. DC Australia	46. City of Wyndham	76. URS Corporation*	106. Telefix
17. City West Water*	47. Southcorp Packaging	77. Wide Bay Water	107. WIN Support Services
18. APA	48. Aust Care Australia	78. Adidas	108. Bond University
19. ABB Industries	49. Mercy Hospital	79. Brimbank City Council*	109. City of Belmont
20. Vic Roads	50. Astra Pharmaceuticals	80. BTR Nylex	110. RWAV*
21. Chiquita Mushrooma	51. Western Mining	81. Juniper Development Group	111. CPSCU Credit Union
22. Bankstown Health Service	52. Macquarie Health Service	82. Ticketmaster	112. Freehills
23. AFL	53. Greening Australia*	83. Maxxium Australia	113. Catholic Insurance
24. Utilux	54. PowerWater NT	84. Houstons Farm	114. KBR Corporation*
25. Aust Pacific Paper	55. Butterworths	85. Melbourne & Olympic Park*	115. Victorian Auditor General
26. Data Connection	56. Cablex Australia*	86. Bridgestone NZ	116. Kalari Transport*
27. TPG Consulting*	57. Melbourne Sports & Aquatic Centre	87. Melbourne Business School	117. AHIMA USA
28. Shire of Yarra Ranges	58. Marchetti Smallgoods	88. St Kilda Football Club*	118. Football Federation Australia*
29. City West Water*	59. Moet Chandon*	89. Coogee Bay Hotel	119. Headstrong
30. Essendon Football Club*	60. Totalcare Health Industries*	90. Fowles Auction Group	120. Reflections Group*



MOORE HR

Stephen Moore
Founder & Managing Director

Stephen Moore spent the first twenty years of his professional career occupying a diverse range of Employee Relations roles within leading organisations including Trans Australia Airlines, Ford Motor Company & Coles-Myer.

In late 1995 Stephen formed Optimum Performance HR Consultants, where he spent the next two decades primarily designing & delivering people metrics, analytics & planning solutions to a diverse client base located throughout Australia, New Zealand, Asia & South Africa.

After a short stint in the HR software development industry, in early 2018, Stephen established a new consulting practice (Moore HR), which provides a diverse range of Strategic HR Management programs, services and DIY tools that will (firstly) optimise workforce management and performance in your organisation, and (secondly) elevate the Human Resources Department's role, contribution and recognition throughout the business.

Along this long and often unpredictable journey, Stephen has collaborated with the Australian Human Resources Institute, the Human Resources Institute of New Zealand, the Hong Kong Human Resources Institute, the Public Service Commission WA and Latrobe/Deakin University Graduate Schools of Management in designing & delivering a diverse range of public training workshops, conferences, tertiary level distance learning courses and MBA master-classes to more than 3,000 HR professionals located across nine separate countries.

Stephen also developed and managed his own USA HR Best - Practice Study Tour, where for more than a decade, senior Australian Human Resources executives were provided with the opportunity to benchmark pre-eminent organisations, who amongst others included Harley - Davidson, FedEx, NASA, Cisco Systems, Hewlett-Packard and Marriott Hotels.

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What Some of Our Clients Say About Us

"Stephen is an entertaining, straight to the point and experienced professional with great public speaking skills and the ability to apply theory into practical examples in many different structures and organisations. We are happy we were able to join the course and will definitely stay in touch with Stephen for more learning moments and insights."

Vice President of Strategic Analysis Venetian Macau Limited

"Stephen is a guru who coached the SEEK team to make significant improvements in our approach to HR metrics. Stephen is a pleasure to work with and a great trainer. He can adapt to any level of experience and gives amazing insights no matter where the conversation goes" **Group HR Director, SEEK Limited**

"Stephen's in-depth knowledge and experience with HR metrics is integral to any organisation trying to establish an HR Metrics Dashboard within their business. Stephen is a strategic thinker who can influence HR personnel to deliver the right metrics for their operations which has assisted Caltex to transform the way HR metrics are reported throughout our organisation."

HRSC Manager, Caltex Australia Petroleum

"The Workforce Planning model developed and presented by Stephen has been very useful in allowing us to plan for changes in our workforce and the wider recruitment market and develop strategies to adapt to any global or local changes. Highly recommended process and facilitator."

Manager Organisation Development, City of Whitehorse

"Stephen presents an excellent model for human resource management metrics. This model is practical, easy to implement, and he explains how to use the metrics exceptionally well. Very engaging facilitator and consultant."

General Manager Learning & Development AHRI

"The success of our HR Metrics training program was beyond expectations, exciting all who attended, with an agreement reached on key areas that will enable us to move forward and establish consistent, value-adding HR Metrics that will support decision making for our managers in managing their business."

Group Human Resources Manager, Hills Holdings

"Stephen helped to develop our understanding of strategic workforce planning, providing a relevant framework, advice and practical forecasting tools. It enabled us to develop a strategic workforce plan that led to our Board approving what became an award-winning workforce development program for a critical workforce segment of our business."

Manager People Strategy and Change, City West Water

"Stephen is an astute, strategic, business thinker with a wealth of knowledge around HR and Metrics. He is able to deal with diverse clients, builds excellent relationships and is one of the few people who get the importance of people strategies & metrics to the business."

People and Culture Partner, Deloitte Australia