



## **The HR Workforce Governance Policies & Practices DIY Digital Resource Manual Snap - Shot**

On the following pages we have provided you with the full Table of Contents, plus an “intact” version of our template Annual Leave Policy and Practices, one of 40 contained within this DIY Resource Manual which exceeds 375 pages in length and includes 32 template forms. (All of our policies and presented in the same format).

In addition, you will also receive digital versions of our template Staff Code of Conduct & Performance Counselling Booklets containing in excess of 50 pages written content & 4 template forms.

This manual incorporates an annual update service valid for a period of twelve months from your date of purchase. An optional subscription is available thereafter at AU\$300 (+ Gst) per annum.

To provide maximum value to our customers, all of our Manuals and Booklets are delivered in both PDF and Microsoft versions, the first providing 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.



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**Policy Area: Leave Entitlements**  
**Policy Title: Annual Leave**  
**Version: 1**

**Policy No: 3.1**

**Date Released:**

## **1.0 KEY POLICY**

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

## **2.0 OPERATING PROCEDURES**

### **2.1 FULL-TIME EMPLOYEES**

**2.1.1** Full-time employees accrue annual leave at the rate of 20 working days per completed year of service. In addition, any full-time employee rostered to work continuous shift-work (I.e.: including Sundays and public holidays on a regular basis) shall be entitled to an additional 5 working days per completed year of service

### **2.2 PART-TIME EMPLOYEES**

**2.2.1** Part-time employees accrue annual leave at the rate of 20 working days per completed year of service, pro-rated in accordance with the employee's normal rostered hours and contract of employment. In addition, any part-time employee rostered to work continuous shift work (I.e.: including Sundays and public holidays on a regular basis) shall be entitled to an additional 5 working days per completed year of service, to be pro-rated in accordance with the employee's normal rostered hours and contract of employment

### **2.3 ANNUAL LEAVE NON – ACCRUAL**

**2.3.1** Annual leave does not accumulate when an employee is on: -

- Unpaid annual leave.
- Unpaid sick or carer's leave.
- Unpaid parental leave.
- Unpaid family & domestic violence leave.
- Paid parental leave scheme.
- Any period for which annual leave has been cashed – out.

### **2.4 MAXIMUM ACCRUAL**

**2.4.1** As a rule annual leave should be requested by the employee and granted by Company within 18 months of being earned. Wherever possible, at least one period of annual leave each year should be of at least 2 weeks' duration to enable employee's reasonable time for relaxation and recuperation

**Policy Area: Leave Entitlements**  
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**2.4.2** At the commencement of each financial year Department Managers are responsible for the design and circulation of an annual leave roster for the following twelve-month period whereby all employees shall nominate their preferred annual leave dates within the stipulated leave periods as contained within the overall roster

**2.4.3** Should circumstances arise whereby a staff member has accrued an excessive amount of annual leave, (i.e. Their balance exceeds 30 days without a specific/approved reason) it may be allocated at the relevant Department Manager's discretion by providing a minimum one month's written notice

## **2.5 PUBLIC HOLIDAYS DURING ANNUAL LEAVE**

**2.5.1** Where a public holiday falls during a period of annual leave, it shall not be counted as an annual leave day.

## **2.6 CHRISTMAS CLOSE - DOWN**

**2.6.1** The Company schedules an annual close - down of a minimum ten working days each Christmas at which time most employees shall be scheduled to take a portion of their annual leave entitlement.

Any employee who has completed less than twelve months' service with the Company at the time of the close - down shall be entitled to take any accrued pro-rata annual leave entitlements to cover this period. Should this be insufficient to cover the close - down period, the Company will either: -

- Arrange for the employee to return to work at an earlier date.
- Allocate the employee with additional annual leave in advance.
- Provide the employee with leave without pay.

Where the Company elects to provide the employee with additional annual leave in advance, the employee must initially agree in writing that should circumstances arise whereby their employment is terminated and the advanced leave has not been fully accrued, the Company may deduct the amount outstanding from their final pay

## **2.7 TIME OFF WITHOUT ACCRUED ANNUAL LEAVE**

**2.7.1** Other than as outlined in clause 2.6 unless there are mitigating circumstances that warrant special consideration annual leave will not be granted beyond an employee's current accrued annual leave entitlement



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## **2.8 ILLNESS ON ANNUAL LEAVE**

**2.8.1** An employee absent on annual leave who is sick for a period of five consecutive working days or more and can produce a medical certificate from a duly qualified practitioner confirming that they were confined to residence for the full period of their illness, shall have such period treated as sick leave (and deducted from their personal leave entitlements) with annual leave entitlements being re-credited

## **2.9 ANNUAL LEAVE APPROVAL**

**2.9.1** Applications are to be submitted well in advance of the requested annual leave dates with a minimum 4 weeks' notice to be provided for any period of leave of five days' duration or more.

**2.9.2** Employees shall complete a Leave Request Form that must be approved in advance by their Department Manager. Employees shall not make non-refundable deposits or payments for intended holidays until their annual leave has been formally approved. (The Company accepts no liability or responsibility for reimbursement should such circumstances arise).

**2.9.3** During periods of low business activity, at the discretion of their Department Manager and by agreement, employees may be requested to take a portion of their outstanding annual leave entitlement

## **2.10 PURCHASE OF ADDITIONAL ANNUAL LEAVE**

**2.10.1** By written application from the employee to their Department Manager (and subsequently to the Human Resources Manager), all full-time and part-time employees can request to purchase an additional 1 to 4 weeks' annual leave per annum, which may be approved on the basis that the granting of such leave will not disrupt, interfere or unduly prevent the employee from meeting their normal position accountabilities and individual or business goals throughout the course of the year.

**2.10.2** Employees who are approved to participate in this program will have their annual base salary reduced in proportion to the additional annual leave requested and approved. (I.e. If an employee requests an additional two weeks' annual leave, their base salary will be recalculated by dividing the annual amount by 52 then multiplying by 50 to determine the revised salary to be paid)

**Policy Area: Leave Entitlements**  
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**Policy No: 3.1**

**Date Released:**

- 2.10.3** Once approved to participate in this program the employee must maintain their ordinary and purchased annual leave balance at less than 30 days as at their anniversary date with the Company each year
- 2.10.4** At each subsequent anniversary date with the Company, the employee may request to continue, vary or cancel the purchase of additional annual leave, subject to the approval of their Department Manager and the Human Resources Manager as outlined in 2.10.1
- 2.10.5** The employee's ordinary annual leave entitlements shall continue to accrue and be paid in accordance with the employee's stipulated base salary at the time of taking such leave
- 2.10.6** All superannuation contributions will be calculated and remitted in accordance with the employees revised/reduced base salary
- 2.10.7** All purchased annual leave must be used prior to the use of ordinary annual leave. Upon termination or employment, any unused purchased Annual Leave will be recalculated and paid out as a salary adjustment. All other entitlements will be calculated and paid using the employee's stipulated base salary as at the date of termination.

## **2.11 PAYMENT IN LIEU OF ANNUAL LEAVE**

- 2.11.1** Employees can request payment in lieu of some or all their accrued Annual Leave entitlement from their Department Manager and thereafter the Human Resources Manager where cashing out of Annual Leave is permitted by any prevailing industrial awards or agreements
- 2.11.2** In such circumstances a written agreement can be made whereby an employee can trade some or all their Annual Leave for an adequate cash benefit in lieu. (I.e. They cannot be disadvantaged in terms of the payment received)
- 2.11.3** Provided that award free and senior management employees can seek a cash payment (as previously outlined) at any time

## **2.12 REIMBURSEMENT OF UNUSED ANNUAL LEAVE ON TERMINATION**

- 2.12.1** All accrued and pro-rata annual leave will be paid out upon termination of employment at the employee's rate of pay at the time of such termination



## LEAVE APPLICATION FORM

<b>Name:</b>		<b>Department:</b>				
<b>First Working Day of Leave:</b>	_ / _ / _	<b>Last Working Day of Leave:</b>	_ / _ / _			
<b>Public Holidays During Leave:</b>		<b>Total Working Days Taken:</b>				
<b>Recreational Leave (Cross Box X)</b>						
<input type="checkbox"/>	Annual Leave					
<input type="checkbox"/>	Public Holiday (Day In-Lieu)					
<input type="checkbox"/>	Rostered Day Off (In Lieu)					
<input type="checkbox"/>	Long Service Leave (Cross Box)					
<input type="checkbox"/>	Full Pay					
<input type="checkbox"/>	Half Pay					
<b>Personal Leave (Cross Box X)</b>		<b>Reason for Absence (Cross Box)</b>				
<input type="checkbox"/>	Sick Leave					
<input type="checkbox"/>	Carers Leave					
Medical Certificate/Other Evidence Provided?				YES	NO	
<b>Other Leave (Paid) (Cross Box X)</b>		<b>Reason for Absence (Cross Box)</b>				
<input type="checkbox"/>	Compassionate Leave					
<input type="checkbox"/>	Emergency Services Leave					
<input type="checkbox"/>	Jury Duty					
Medical Certificate/Other Evidence Provided?		YES	NO			
<b>Other Leave (Unpaid) (Cross Box X)</b>		<b>Reason for Absence (Cross Box)</b>				
<input type="checkbox"/>	Cultural Leave					
<input type="checkbox"/>	Parental Leave					
<input type="checkbox"/>	Leave of Absence					
Medical Certificate/Other Evidence Provided?		YES	NO			
<b>Employee's Signature:</b>		<b>Date:</b>				
<b>Manager's Signature:</b>		<b>Date:</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><b>Leave Approved (Cross Box)</b></td> <td style="width: 25%; text-align: center;">Yes</td> <td style="width: 25%; text-align: center;">No</td> </tr> </table>	<b>Leave Approved (Cross Box)</b>	Yes	No
<b>Leave Approved (Cross Box)</b>	Yes	No				
<b>Payroll Use Only</b>						
<b>Application Processed (Date)</b>		<b>Signature</b>				

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

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3. House of Reps Canberra	30. Ticketek	57. <b>Hawthorn Football Club*</b>	84. Vemco Pty Ltd
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9. Victorian Cricket Association	36. Simplot Australia	63. Rural Ambulance Victoria	90. <b>Mellons*</b>
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13. <b>Trader Systems International*</b>	40. Mainland Dairies	67. Filcon Precision Engineering	94. Millennium Chemicals
14. <b>South East Water*</b>	41. <b>Melbourne Victory Football Club*</b>	68. Beltreco Ltd Victoria	95. Govt Superannuation Board
15. DC Australia	42. City of Wyndham	69. <b>URS Corporation*</b>	96. Telefix
16. <b>City West Water*</b>	43. Southcorp Packaging	70. Wide Bay Water	97. WIN Support Services
17. ABB Industries	44. Mercy Hospital	71. <b>Brimbank City Council*</b>	98. City of Belmont
18. Vic Roads	45. Astra Pharmaceuticals	72. BTR Nylex	99. <b>RWAV*</b>
19. Chiquita Mushrooma	46. Western Mining	73. Juniper Development Group	100. CPSCU Credit Union
20. Bankstown Health Service	47. Macquarie Health Service	74. Ticketmaster	101. Freehills
21. AFL	48. <b>Greening Australia*</b>	75. Maxxium Australia	102. Catholic Insurance
22. Utilux	49. PowerWater NT	76. Houstons Farm	103. <b>KBR Corporation*</b>
23. Aust Pacific Paper	50. Butterworths	77. <b>Melbourne &amp; Olympic Park*</b>	104. Victorian Auditor General
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## MOORE HR

**Stephen Moore**  
**Founder & Managing Director**

Stephen Moore spent the first 20 years of his professional career occupying a diverse range of Employee Relations roles within leading organizations 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 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), that supports HR Departments in creating & implementing contemporary workforce policies, practices and processes via the provision of template DIY HR Resource Manuals, Starter – Packs, E-Learning Classes, Executive Coaching and full Strategy Design in the following key areas: -

- Workforce Governance, Compliance & Well-Being (Policies & Practices)
- Workforce Accountability, Performance & Development (Policies & Processes)
- Workforce Planning, Resourcing & Sustainability (Policies & Processes)
- Workforce Performance Reporting & Insights (Policies & Processes)

Along this long & 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 Commissions of WA & VIC plus Latrobe/Deakin University Graduate Schools of Management in designing & delivering a diverse range of public training workshops, conferences, tertiary level blended learning courses & MBA master-classes to more than 4,000 HR professionals located across nine separate countries.

Stephen also developed & managed his own USA HR Best-Practice Study Tour for more than a decade, whereby senior Australian Human Resources executives were provided the opportunity to bench-mark pre-eminent organizations, including Harley-Davidson, FedEx, NASA, Cisco Systems, Hewlett-Packard and Marriott Hotels.

Moore HR Pty Ltd  
PO Box 30 Doncaster  
Victoria AUSTRALIA 3108  
**T:** +61 3 9994 5193  
**M:** +61 (0) 419 337805  
**E:** [enquiries@moore-hr.com.au](mailto:enquiries@moore-hr.com.au)  
**W:** [www.moore-hr.com.au](http://www.moore-hr.com.au)

*Every organization could use a little Moore HR!*