



# Toukley Neighbourhood Centre

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*TNC is the beating heart of our community. We foster connection, celebrate diversity, and provide a safe and welcoming space where people are supported, empowered, and equipped with the opportunity to grow, thrive, and achieve independence.*

## POLICY – PEOPLE MANAGEMENT

### Policy Information

<b>Title:</b>	People Management
<b>Effective Date:</b>	10-Nov-2025
<b>Policy Owner:</b>	Executive Officer
<b>Applies To:</b>	All staff and volunteers
<b>Next Review Date:</b>	30-Nov-2026

### Change Control

Effective Date	Author	Approver	Comments
17-Apr-2023	Lucile Yabsley and Bronwyn Evans	BoM	Initial document
17-Jun-2023	Bronwyn Evans	BoM	Require Board to approve recruitment, preferred candidate and contract Refine EO authority to approve casual and temporary vacancies subject to the approved budget
3-Nov 2025	Donna Tudman	BOM	Streamlined and updated section with best practice HR, Awards and NES.



## Contents

<i>Policy Information</i> .....	1
<i>Change Control</i>	1
<i>Contents</i>	2
<i>Policy Overview</i> .....	3
<i>Purpose</i>	3
<i>Context</i>	3
<i>Overview</i>	3
<i>Definitions</i>	3
<i>Policy Principles</i> .....	4
<i>Principle 1: TNC endorses diversity and rejects discrimination</i>	4
<i>Principle 2: TNC provides equal opportunity to candidates</i>	4
<i>Principle 3: TNC conducts a formal orientation for recruits</i>	4
<i>Principle 4: TNC offers relevant development and training to staff and volunteers</i>	4
<i>Principle 5: TNC proactively manages performance of staff and volunteers</i>	4
<i>Processes</i> .....	5
<i>Recruitment</i>	5
<i>Induction and Orientation</i>	5
<i>Performance Management and Development (Best Practice Summary)</i>	5
<i>Principles:</i>	6
<i>Record Management</i>	6



## Policy Overview

### Purpose

This policy sets out TNC's policy for the recruitment, selection, and ongoing employment of paid staff to positions in TNC.

### Context

At Toukley Neighbourhood Centre (TNC), policies are developed in alignment with the [TNC Policy Framework](#).

TNC Policy documents are developed to:

- Assist TNC to meet the objects of the organisation and manage risk effectively
- Assist TNC staff and volunteers in performing their duties
- Outline how TNC will meet governance expectations
- Provide transparency and clarity to TNC staff and volunteers.

TNC is bound by the [Australian Charities and Not-for-profits Commission Act 2012 \(Cth\)](#) and regulated by the [ACNC](#).

### Overview

Whilst this policy is intended for the recruitment, selection, and ongoing employment of paid staff to positions in TNC, the principles outlined underpin recruitment decisions for volunteers.

TNC has a paid membership to Amplify Alliance for advice relating to people management.

### Definitions

Term	Explanation
ACNC	Australian Charities and Not-for-profits Commission
EO	Executive Officer
TNC	Toukley Neighbourhood Centre

## Policy Principles

Policies always contain a set of principles that provide information relating to the rationale for the document. Staff and volunteers must consider and comply with these guiding principles when performing their duties.

### **Principle 1: TNC endorses diversity and rejects discrimination**

The NSW Anti-Discrimination Act 1977 underpins all recruitment and employment decisions in TNC. The Act makes it unlawful to discriminate against applicants and employees based on their sex, race, ethnic or ethnoreligious background, marital status, pregnancy, disability, age, homosexuality, transgender or carers' responsibilities. This includes decisions about who will be offered employment, how this is determined, and on what terms employment is offered.

This document should be read in conjunction with TNC's policy -Anti Discrimination

### **Principle 2: TNC provides equal opportunity to candidates**

TNC plans to strategically meet the organisation's requirements by recruiting the best possible candidates for the available positions within the guidelines of TNC's Anti-discrimination Policy.

TNC ensures all candidates have an equal opportunity to be considered for appointment and that the selection panel accurately considers the skills, experience, qualifications, and qualities for the role to be undertaken.

### **Principle 3: TNC conducts a formal orientation for recruits**

TNC understands that to achieve a positive and competent workforce, all new staff members and volunteers will be provided a formal orientation which includes access to TNC policies and procedures, in a timely manner. The new members are to be provided a formal induction into their role to enable them:

- to understand their responsibilities and duties, how TNC operates and what is expected of them
- to settle into their role quickly, perform their duties competently and contribute effectively to the work of the organisation.

### **Principle 4: TNC offers relevant development and training to staff and volunteers**

TNC is committed to providing opportunities for staff and volunteers to increase their skills, raise professional standards, improve productivity as well as promoting wellbeing. TNC aims to support its staff and volunteers in undertaking appropriate training, education, and development activities to enhance their knowledge and skills, job satisfaction and job performance.

### **Principle 5: TNC proactively manages performance of staff and volunteers**

TNC believes that performance management and review is a vital component of supporting staff in their work, ensuring accountability for work performed and identifying the professional development needs of staff to increase their skills, raise professional standards, and improve productivity.

## Processes

### Recruitment

TNC follows a fair, transparent, and merit-based recruitment process consistent with the *Fair Work Act 2009*, *NSW Anti-Discrimination Act 1977*, and *SCHADS Award*.

Recruitment decisions are based on **equity, capability, and organisational need**, ensuring alignment with TNC's workforce plan and budget.

Best Practice Approach:

- Roles are reviewed and approved by the EO and Board (or delegate) before advertising.
- Inclusive advertising methods are used to attract diverse applicants.
- Selection panels apply consistent, evidence-based criteria.
- Referee and pre-employment checks are completed before appointment.
- All applicant information is managed confidentially in line with the Privacy Act 1988 (Cth) and State Records Act 1998 (NSW).

TNC regularly reviews its recruitment practices to ensure continued compliance and improvement.

### Induction and Orientation

TNC provides a structured induction to ensure all new staff and volunteers understand their roles, responsibilities, and how TNC operates.

The induction process promotes engagement, safety, and compliance, supporting each person to contribute effectively from the start:

- The EO oversees all inductions, ensuring consistency and timely completion.
- New starters receive an orientation pack covering TNC's mission, structure, policies, and Code of Conduct.
- Each staff member is assigned a mentor or supervisor for initial guidance and support.
- An induction checklist is completed within the first month to confirm training and policy acknowledgment.
- Role-specific training (e.g., WHS, Privacy, Child Safe) is provided where relevant.

Induction processes are reviewed annually to ensure alignment with organisational changes and best practice standards.

### Performance Management and Development (Best Practice Summary)

TNC promotes a culture of continuous learning, accountability, and professional growth. Performance management and development are designed to recognise achievements, build capability, and ensure that individual goals align with TNC's mission and strategic objectives.

Best Practice Approach:

- All staff participate in a planned cycle of review, incorporating supervision, feedback, and goal setting.
- The Executive Officer (EO) leads this process to ensure it is fair, consistent, and supportive.
- Reviews focus on what is achieved (results and outcomes) and how it is achieved (behaviours, collaboration, and values alignment).

Performance and Development Cycle:

- **Goal Setting:** Clear, measurable objectives are agreed at the start of each review period and linked to program and organisational goals.
- **Regular Check-ins:** Supervisors provide ongoing feedback and support through structured one-to-one discussions.
- **Formal Review:** Conducted annually to evaluate performance, identify strengths, and determine future priorities.
- **Professional Development:** Training, mentoring, or role-based learning is provided to strengthen skills and support career progression.

- Recognition and Improvement: High performance is acknowledged; where improvement is required, tailored support and fair performance plans are implemented.

### **Performance Management Values:**

- Transparency and fairness: Reviews are evidence-based and documented.
- Wellbeing focus: Conversations consider workload, wellbeing, and psychosocial safety.
- Accountability: Staff share responsibility for achieving outcomes and seeking development.
- Alignment: Individual plans reflect TNC's values, strategy, and service priorities.
- TNC reviews its performance and development framework annually to ensure it remains aligned with sector standards and legislative requirements.

### **Record Management**

TNC manages all employment and recruitment records in accordance with the [Privacy Act 1988 \(Cth\)](#), [Australian Privacy Principles](#), and the [State Records Act 1998 \(NSW\)](#).

The EO is responsible for maintaining secure, confidential, and accurate records through approved systems such as SharePoint.

#### **Key Practices:**

- Recruitment and selection records are retained for a minimum of two (2) years.
- Signed employment documents and Code of Conduct agreements are stored securely for the required retention period.
- Staff development, induction, and performance records are archived electronically in compliance with legislation.
- Supervisors retain short-term management notes for up to one (1) year before secure deletion or archiving.

TNC reviews its record management processes annually to ensure ongoing compliance and data security.