

# Staff Management Policy & Procedures



Koala Corporation



## Purpose

This policy and procedures are designed to ensure Koala Corporation has a transparent approach to managing staff recruitment, induction, performance, and end of employment. It also ensures a consistent approach to record keeping.

## Policy

### 1. Organisational approach and staff expectations

- ♦ Koala Corporation is committed to recruiting, selecting and managing its staff in a fair, equitable, respectful and transparent manner.
- ♦ Staff are expected to, at all times:
  - Act dutifully, professionally and ethically in fulfilling their roles.
  - Abide with Australian and relevant state and territory legislation and regulations. Staff will be advised of any changes in legislation that may affect their role and how the changes impact them.
  - Follow the organisation's policies and procedures.
  - Present themselves professionally.
  - Adhere to Koala Corporation's **Code of Ethics**.

### 2. Recruitment

- ♦ Staff will be recruited into Koala Corporation in order to meet organisational goals and objectives. A wide pool of candidates will be sourced and selection is based on merits.
- ♦ If a skilled role is being recruited where formal qualifications are required, Koala Corporation will ensure the applicant meets the qualification and experience requirements.

### 3. Position Descriptions

- ♦ All roles have a position description which outlines the key job functions and responsibilities of the position.

### 4. Induction

- ♦ All staff are inducted into the organisation through a planned induction process and this is documented on an **Induction Plan**.
- ♦ The induction will include the following as a minimum:

### 5. Overview of organisation

- ♦ Policies, procedures, systems and processes

# Staff Management Policy & Procedures



- ◆ Workplace health and safety
- ◆ Legislation and regulatory requirements
- ◆ Information about their roles and responsibilities
- ◆ Support information
- ◆ An Induction Checklist will be signed and dated to confirm the induction has occurred and that the new employee has completed the induction.

## 6. Staff Records

- ◆ All records in relation to a staff member will be held in a staff file which will be stored securely and treated confidentially on the organisational cloud-based storage system. Information will be kept and managed in accordance with the organisation's **Privacy Policy & Procedures**.

## 7. Professional Development

- ◆ Staff are expected to participate in appropriate professional development relevant to their role as agreed to with their manager. All professional development should be undertaken in conjunction with the **Professional Development Policy & Procedures**.

## 8. Staff leave

- ◆ Permanent staff must apply in writing for annual leave at least two weeks in advance from the intended leave which will be approved at the discretion of their immediate manager based on team work priorities and schedules.
- ◆ For sick leave, staff must supply a medical certificate where more than 3 consecutive days of leave is taken or where leave immediately precedes or follows a weekend or public holiday.

## 9. Performance management

- ◆ Staff will participate in regular performance reviews which are an opportunity to provide and receive constructive feedback and discuss goals, plans and progression where appropriate.
- ◆ Any staff performance issues will be appropriately managed by Koala Corporation through performance management plans, meetings, verbal warnings and written warnings where required.



## 10. Termination and resignation

- ♦ The General Manager may terminate employment due to a staff member's unsatisfactory performance after first following the performance management procedures outlined below. Termination may also occur due to abandonment of employment and/or serious misconduct.
- ♦ In the case of resignation, staff are expected to give at least four weeks' notice of their resignation in writing.

## Procedures

### 1. Recruitment, selection, and appointment

- ♦ Develop/finalise position description
  - Ensure there is an appropriate Position Description for the position. Ensure all information in the Position Description is accurate and identifies key responsibilities of the role.
  - If a position description for the role has not been developed previously for this position, ensure the **Position Description Template** is used.
  - Seek approval of Position Description from the General Manager prior to finalisation.

### 2. Advertise position

- ♦ Develop an advertisement appropriate for the medium to be used.
- ♦ Include key responsibilities of the job, information about the type of candidate sought, selection criteria etc.
- ♦ Advertise position using preferred mediums – Seek, MyCareer, newspaper etc.

### 3. Shortlist candidates

- ♦ Develop a shortlist of applicants based on quality of application and the information supplied and their suitability to the role.
- ♦ Check that shortlisted applicants have the mandatory skills and qualifications required of the position or the ability to obtain them.
- ♦ Contact shortlisted candidates for phone discussion and/or to arrange an interview.



## 4. Conduct interviews

- ♦ Interviews will be conducted by the manager and General Manager/other.
- ♦ All interviewees will receive the same line of questioning in accordance with key points of responses will be documented.
- ♦ For skill applicants where formal qualifications are required, check during the interview they hold the required qualifications and experience and make copies of documents where possible.

## 5. Complete reference checks of shortlisted applicant.

- ♦ Complete at least two reference checks for the applicant selected from the interviews. Referees must be recent and able to answer a wide range of questions about the candidate's suitability for the role. Use the Staff Referee Check Form to document discussions.
- ♦ During the reference check, confirm the information provided during the interview by the candidate with the referee (where possible). Confirm information provided on CV with referee where possible.
- ♦ Reference checking process may occur for a number of candidates to inform final selection.

## 6. Make offer

- ♦ Once successful candidate has been selected, make a verbal offer to the candidate. Once details are verbally agreed to by the candidate, a letter of offer can be provided.
- ♦ Provide a letter of offer to the successful candidate using the Letter of Offer Template. The letter should outline the title of the role, salary, start date and include a copy of the Position Description and Employment Agreement. Include any documents/information they should bring with them on their first day.

## 7. Create file

- ♦ Create file in accordance with the following procedure and keep all documents from recruitment and selection process in the file.

## 8. Staff files

- ♦ Create staff file
  - Set up a staff file.
  - Label with Surname, First name.
  - Use the **Staff File Checklist** to record which documents have been filed.

# Staff Management Policy & Procedures



## 9. Maintain staff file

- ◆ The Staff File Checklist should be used to ensure that all documents and paperwork required from a staff member are received.
- ◆ CVs should be signed by the staff member.
- ◆ For skilled applicants, certified copies must be on file of all qualifications relating to the job requirements and responsibilities.
- ◆ For all staff members a Professional Development Plan must also be on file.

## 10. Ensure the following are also received and recorded/acted upon appropriately:

- ◆ Staff Details Form
- ◆ Super Choice Form (where applicable)
- ◆ Signed Position Description / Employment Agreement
- ◆ Bank details
- ◆ TFN Declaration (where applicable)
- ◆ File all documents relating to a staff member during their employment in the file and store in the cloud-based storage system.

## 11. Induction

- ◆ Create an Induction Plan relevant to the role based on the Staff Induction Plan template.
- ◆ Details of the induction must be recorded on the plan as it is conducted.
- ◆ All staff that attend the induction must sign the attendance roll.
- ◆ Key components of the induction are:
  - Requirements of the role
  - Organisational expectations, goals, objectives
  - Policies and procedures – provide a copy of all for reading
  - Legislation and regulations that affects role
  - Record keeping
  - Health and safety
  - Professional Development Plan



## 12. Performance Reviews

- ♦ Questionnaire
  - Conduct performance reviews prior to the end of the probationary period and annually thereafter unless there is a reason to conduct one sooner.
  - Prior to the performance review, ask the staff member to fill in the **Performance Review Questionnaire** to gather feedback about their role.
  - It should be returned to the manager at least 1 day prior to the review.

## 13. Conduct review

- ♦ Use the questionnaire responses to form the basis of the discussion.
- ♦ During the review gather feedback from the staff member about their role, what their career objectives are, and job satisfaction.
- ♦ Provide constructive feedback to the staff member – recognise achievements, identify areas for improvement etc.
- ♦ Document discussions.
- ♦ Record in staff file.

## 14. Performance management

- ♦ Initial verbal discussions
  - Where a supervisor/line manager is of the opinion that the staff member's performance is not satisfactory; the supervisor will have a verbal discussion with the staff member on the improvements required and develop strategies to address under performance.
  - The staff member will be given 2 weeks to address areas of underperformance.
  - A record of the discussion will be held on the staff member's file.

## 15. Formal warnings

- ♦ Where a supervisor believes that the verbal discussion did not bring about improvement to performance in the specified time, the supervisor will report this to the CEO and advise the staff member in writing.
- ♦ This will include:
  - Areas of unsatisfactory performance
  - The nature of improvement required within timeframes
  - The date proposed for review
  - The support to be provided to the staff member to assist them in improving.
- ♦ A copy of the warning will be held on file.

# Staff Management Policy & Procedures



- ♦ The staff member should be given the opportunity to respond.
- ♦ In accordance with legislation and the Fair Work Act, a staff member may be terminated for continued unsatisfactory performance.
- ♦ Refer to legal /professional advice about the number of warnings to be provided.

## 16. Review performance

- ♦ Review performance in line with timelines given to staff member to decide whether performance has reviewed.
- ♦ Keep a record of all discussions and communication with staff member about underperformance.

## 17. Leaving the organisation

- ♦ Termination or resignation
- ♦ Where a staff member is terminated or resigns from their position, this must be recorded appropriately.
  - Update pay records.
  - Ensure a copy of end-of-employment documents are held on file.
  - Cancel passwords and access codes.
  - Organise final payout of annual leave if applicable.
- ♦ Prior to the staff member leaving organise an exit interview to gather feedback from the staff member about their role and reasons for leaving.
- ♦ Document discussions on file using the Staff Exit Interview Form. Ensure any improvements identified during the exit interview are contributed to continuous improvement cycle in accordance with Quality Assurance Policy & Procedures.

## Related policies, procedures, forms, and documents

The following are related to this policy and procedure:

- ♦ Koala Corporation Code of Ethics
- ♦ Koala Corporation Induction Plan
- ♦ Koala Corporation Induction Checklist
- ♦ Koala Corporation Privacy Policy & Procedures
- ♦ Koala Corporation Professional Development Policy & Procedures
- ♦ Koala Corporation Position Description Template
- ♦ Koala Corporation Staff Referee Check Form





## Staff Management Policy & Procedures

- ◆ Koala Corporation Letter of Offer Template
- ◆ Koala Corporation Staff File Checklist
- ◆ Koala Corporation Professional Development Plan
- ◆ Koala Corporation Staff Details Form
- ◆ Koala Corporation Performance Review Questionnaire
- ◆ Koala Corporation Staff Exit Interview Form
- ◆ Koala Corporation Quality Assurance Policy & Procedures

## Document Control

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