HUMAN RESOURCE MANAGEMENT

Rural & Remote manages human resources to ensure, as far as possible, that adequate numbers of appropriately skilled and trained staff/volunteers are available for the safe delivery of quality care and support to clients.

R&RHCS accesses internal HRO and expert external advice and information on human resource management if required

We endeavour to maintain adequate staff and volunteers to provide quality support that meets the assessed needs of clients and funding requirements

Staff and volunteers with appropriate skills and competence are recruited

Ongoing supervision and support, comprehensive training programs and annual performance reviews enhance the skills and competence of staff

Staff compliance with regulatory requirements is appropriately managed and recorded eg National Police Checks and NDIS Criminal Screening – yellow card and mandatory NDIS worker orientation program; First Aid & CPR certification.

Human resource management processes are continually reviewed and improved

FORMS AND RECORDS

Work Agreements	Shared Drive
Position Descriptions	Shared Drive
Employee Files	Office – secure filing cabinet
Human Resource Forms	Shared Drive
Corporate Calendar	Shared Drive
Staff Compliance Register	Shared Drive

7.1 Rural & Remote Human Resource Support

R&R ensures the effective management of human resources through accessing support and information from the following expert agencies:

- LASA
- Department of Health
- Department of Communities, Disability Services and Seniors
- Positive Employer Outcomes (formerly QCSEA)
- Fair Work
- Other specific human resource management consultants if required.
- HRO at Ravenshoe Community Centre Inc

7.2 Staff Recruitment

R&R staff ensure that the organisation is effectively managed, and services meet the needs of clients. These are outlined in the organisation structure in 1.6.1 Reporting Process (Figure 1.1: R&R Management Structure).

7.2.1 RECRUITMENT POLICY

- All staff are recruited according to Equal Employment Opportunity Policy (see below)
- All permanent vacancies are normally advertised externally, unless internal succession planning has been undertaken for senior positions
- The Program Manager is responsible for the recruitment of R&R senior staff (e.g. RnR Team Leader, Cluster Team Leaders, Respite Supervisor and Assistant and the R&R Administration/Finance Assistant), and the RnR Team Leader and Cluster Team Leaders share responsibility for recruitment of home care support staff.
- The Management Committee is responsible for the recruitment of the Program Manager and Finance Manager.

7.2.2 EQUAL EMPLOYMENT OPPORTUNITY

R&R adheres to RCC Inc policies and procedures and chooses the best person for the job regardless of:

- Race
- Physical, intellectual or psychological impairment
- Gender
- Age
- Sexual orientation
- Marital status
- Family status and responsibility including pregnancy
- Religious or political beliefs, activities or practices
- Spent convictions (providing a NPC provides non-disclosable offences)

Equal opportunity principles are followed in all areas of staff management. Individuals are appointed based on their ability to meet criteria that are consistent with the role and position description.

Information and training on equal employment opportunity and staff recruitment processes is provided to all senior staff and Management members involved in staff recruitment as appropriate.

7.2.3 PROCESS FOR FILLING A VACANT POSITION

1. Review the position

Clarify the need for and the role of the position and develop or review the position description. Develop essential and desirable selection criteria. Determine how each of the selection criteria are assessed, e.g. against a standardised and accepted scoring framework.

2. Advertise the position

Positions are advertised in newspaper/s, employment agencies, local notice boards, and/or the internet.

Advertisements include:

- Information on R&R
- Primary role of the vacant position – including any specific requirements or skills related to the working environment
- Point of contact for further information
- How to apply
- Closing date

A copy of the most recent advertisement for all positions is maintained for use in developing new advertisements.

A copy of the R&R Application for Employment for staff and the position descriptions, are sent to all prospective applicants on request.

3. Set up a selection panel

A selection panel of 3 is considered reasonable for shortlisting, interviewing and selecting the successful applicant, when this is a permanent position.

For the employment of the Program Manager the selection panel comprises of:

- The Chairperson or other committee member
- The HRO of Ravenshoe Community Centre Inc
- A member of R&R or preferably, a person external to R&R with appropriate expertise.

For the employment of other staff, the selection panel comprises of:

- The Program Manager, and
- An appropriate staff member
- The HRO of RCC Inc or another appropriately skilled R&R staff member.

One member of the selection panel is designated the chair and coordinates the panel and makes notes regarding the decisions of the panel.

4. Shortlist applicants

The selection panel assesses all applications and shortlists applicants on their stated ability to meet the essential selection criteria. If necessary, further shortlisting is undertaken using additional desirable selection criteria.
Applicants who do not address the selection criteria may not proceed further in the interview process.

Applicants who are shortlisted are offered the opportunity to attend an interview.

5. Interview applicants

The selection panel prepares interview questions prior to the interviews. All applicants are asked the same questions. The questions explore the applicant's relevant skills and experience to perform the duties beyond what has already been asked in the selection criteria.

Immediately following each interview a summary of the interview is recorded on the form and points allocated for each selection criteria. This assists in the selection of the successful applicant and in providing feedback to unsuccessful applicants.

When all interviews have been completed the preferred applicant is selected by the selection panel. Recruitment decisions and reasons for them are documented by the chair of the panel.

6. Conduct pre-employment checks

When a successful applicant has been identified an offer of employment is made, and a work agreement entered into, conditional on the following pre-employment checks:

- Reference Checks
- Federal Police Check
- Working with Vulnerable Persons Check if applicable

The procedures for conducting these checks are described in 7.8 Employment Checks.

7. Offer of employment

Advise the successful applicant by telephone and arrange a start date.

Immediately send the successful applicant an Offer of Employment specifying the key terms and conditions of employment for signing prior to commencing employment.

8. Advise unsuccessful applicants

All unsuccessful applicants are informed by telephone or email (or in writing for more senior positions) of the outcome of their application immediately following the appointment of the successful applicant.

Unsuccessful applicants are advised that they may request feedback. This is provided by the nominated chair of the interview panel.

7.3 Procedure for New Staff

Items covered when new staff commence are described in detail in the Staff Induction Checklist.

The Chairperson/HRO or other designated person will complete the Staff Induction Checklist with a new Program Manager.

The Program Manager will complete the Staff Induction for the RnR Team Leader, Respite Supervisor and Assistant positions.
The Program Manager and Finance Manager will complete the Staff Induction for the Administration Assistant.
The RnR Team Leader and Program Manager will complete the Staff/ Volunteer Induction Checklist with Cluster Team Leaders.
The RnR Team Leader/Cluster Team Leaders will complete the Staff/Volunteer Induction Checklist with home care support workers.

The Staff Induction Checklist can be completed over one or more sessions but is required to be fully completed within 4 weeks of a person commencing employment. A follow up to the orientation is completed when the 3 months probation interview takes place. Either party may terminate employment during the 6 month probationary period if they choose (by providing 1 weeks' notice in writing as per the SCHADS Award 2010).

All forms and documents signed by the employee are filed in the employee personnel file with copies provided to the employee as appropriate.

7.3.1 SUPERVISION OF NEW STAFF

New support staff are supervised and orientated to their position by a mentor or 'buddy' where possible (budget & geographical constraint may be an issue) who is allocated by the RnR Team Leader or relevant Cluster Team Leader. Staff in more senior positions are mentored by other senior staff, and the Program Manager.

7.4 Position Descriptions

All staff (paid and unpaid) are provided with a position description which specifies their roles, responsibilities, delegated authorities and lines of accountability on commencement of their employment.

Position descriptions are reviewed and updated when a staff member leaves and/or every two years to ensure that they are appropriate.

Each staff person is provided with a copy of their position description prior to commencing employment and whenever their position description is changed, or the content of the work agreement has been amended.

7.5 Staff Code of Behaviour

All R&R staff and volunteers are required to comply with the Code of Behaviour for Staff and Volunteers which encapsulates the respectful, safe and professional delivery of support to our clients, and any other stakeholders.

Staff (including volunteers) are required to sign a Code of Behaviour for Staff and Volunteers form on commencement. Each time a new work agreement is issued, it is accompanied by the Code of Behaviour for Staff and Volunteers.

Disciplinary action may be taken if staff do not abide by it.

Staff/volunteers agree to:

- Abide by the philosophy of Rural and Remote Home Care Service & RCC Inc
- Observe all the rules of R&R/RCC Inc including those specified in the RCC constitution and any others determined by the Management Committee
- Adhere to all the accounting procedures of Rural and Remote/RCC Inc
- To not privately engage in a business (for profit) relationship with a client assigned to you
- To not take or borrow any items, money or personal client belongings or property
- Work in a safe and competent manner in accordance with the policies and procedures of Rural and Remote
- Respect the dignity and culture, values and beliefs of all individuals
- Represent Rural and Remote in a positive way
- Wear suitable clothing including suitable shoes, clean and discreet shirt and trousers/skirt or shorts appropriate to role
- Not discuss confidential issues of Rural and Remote with people outside the Organisation,& regard all information provided to them by us or a client as confidential and to be very careful about disclosing personal information to a client
- Not take illegal drugs or consume alcohol when on duty or on the premises; To not perform any duties while under the influence of illegal drugs or alcohol
- Not accept gifts or purchase any items from clients (except small gifts of home garden produce, jars of jam etc)

- Acknowledge that working in a client home is a privilege and requires a high degree of trust
- Not have sexual relationships with client or take them to their (staff) homes without prior approval or engage in a relationship with clients outside of a professional relationship
- Follow any grievance procedures set down by Rural and Remote to try to resolve any conflicts with other staff or members of Rural and Remote or RCC Inc
- Not harass in any form clients, other staff or members of Rural and Remote/RCC Inc
- Not abuse, physically or verbally, clients, other staff or members of Rural and Remote/RCC Inc
- Not give advice to clients or diagnose the condition of a client's health (except Health Promotion advice provided by a Registered Nurse). If requested by the family as to your thoughts regarding the condition of a client – refer them to their GP or hospital
- Not to smoke in a clients home, unless the client also smokes and invites you to do so
- Not become in involved in clients family interactions
- Treat clients with courtesy, respect and consideration, act on complaints and provide services to the best of their ability.

7.6 Staff and Volunteer Information

The policies and procedures contain key information that all staff and volunteers need to know to complete their roles safely and effectively.

New staff and volunteers are expected to read the policies and procedures relevant to their duties and working environment, and these are reiterated at staff meetings and through ongoing communication with staff and volunteers.

7.7 Staff Files

A staff personnel file is maintained for each employee. It includes their Application for Employment, CV, police check information, professional registrations, Offer of Employment, signed Work Agreement, signed Code of Behaviour for Staff and Volunteers, and any other relevant paper based information such as drivers licence, car insurance and registration.

Employees are entitled to see their file at any suitable time by prior arrangement with the Program Manager.

7.8 Employment Checks

7.8.1 REFERENCE CHECK

The chair of the interview panel, Program Manager or RCC Inc HRO if appropriate, contacts the referees of the preferred applicant. Referees are asked to comment on the person's ability to carry out the duties of the position applied for and their comments are noted.

7.8.2 POLICE CHECK

A Federal Police Check is required for all employees and volunteers and should be arranged by the applicant at their own cost, which may be reimbursed following agreement between the Program Manager and Finance Manager. Relevant forms can be obtained from local police stations where ID has to be presented. Alternatively, individuals may also go to:
https://policecheckexpress.com.au/
and complete and online form and upload the required documentation.

R&RHCS follows the Police Certificate Guidelines for Aged Care Providers[1] underpinned by the *Accountability Principles 1988* and *Aged Care Act 1997* for all workers. The following principles apply:

- Police certificates, not more than three years old, must be held by:
  - all staff members who are reasonably likely to have access to clients, whether supervised or unsupervised and,
  - volunteers who have unsupervised access to clients.
- Staff includes:
  - key personnel of R&RHCS
  - employees and contractors of R&RHCS who provide care to clients, this includes all staff employed, or contracted to provide services under the control of R&RHCS whether in a community setting or in the clients own home
  - kitchen, cleaning, laundry, and office personnel employed by R&RHCS
- People who are *not* considered 'staff' include:
  - visiting medical practitioners, pharmacists and other allied health professionals who have been requested by, or on behalf of, a service user but are not contracted by R&R,
  - trades people who perform work otherwise than under the control of R&R (that is, independent contractors/subcontractors). For example, lawn mowing, plumbers, electricians or delivery people who are utilised on an 'ad hoc' basis.
- New staff members are required to have a current (less than 3 years old) police certificate but may commence work before receiving a police certificate if:
  - the care or other service to be provided by the person is essential and
  - an application for a police certificate has been made before the date on which the person first becomes a staff member or volunteer and
  - the person makes a Statutory Declaration stating that they have never been convicted of a *precluding offence:*
    - convicted of murder or sexual assault or theft and/or fraud,
    - convicted of, and sentenced to imprisonment for, any other form of assault.
- The Administration Assistant, when the police clearance document is received, copies and enters the police check into the employees file. Details are entered into the Staff Compliance Register and calendar alerts established one month prior to the next expiry date.
- If the applicant has committed an offence, the nature of the offence, the penalty and when it occurred are considered by the selection panel before proceeding with the Offer of Employment. A previous conviction does not necessarily disqualify a person from employment with R&RHCS unless it is a conviction for murder, sexual assault, or other assault, theft/fraud.

One month prior to the police check expiring, each staff member or volunteer is advised that a new police certificate is required. When staff provide the updated certificate, a copy is filed in the employee file.

If staff do not provide an updated police certificate before the expiration of the existing certificate, they may not be permitted to work until a valid federal police certificate is obtained.

Staff and volunteers are required to advise their Program Manager if they are convicted of a precluding offence[2] in the three year period between obtaining and renewing their police clearance. If R&RHCS is satisfied on reasonable grounds that a staff member or volunteer has been convicted of a precluding offence the person will not continue as a staff member or volunteer.

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1 Australian Government Department of Health and Ageing Office of Aged Care Quality and Compliance 2009 *Police Certificate Guidelines for Aged Care Providers*

2 A precluding offence is an offence that prevents staff working in aged care, including: having been convicted of murder or sexual assault or convicted of, and sentenced to imprisonment for, any other form of assault.

Assessing the police check report

The Program Manager will decide if the report of the Police Check disqualifies a staff person from working in R&R taking into consideration the nature of the offence, the penalty and when it occurred. A previous conviction does not necessarily disqualify a person from working with R&RHCS.

7.8.3 WORKING WITH CHILDREN CHECK

A Working with Children Check is required for all employees who may come into contact with children during the course of their work and are arranged by the applicant. Staff and volunteers are responsible for ensuring that their check is current. One month prior to the expiry the Program Manager, or delegate will advise the staff person/volunteer that their check is due to expire and the staff person/volunteer must then renew the card and provide details to the Administration Assistant.

7.8.4 WORKING WITH PEOPLE WITH A DISABILITY – YELLOW CARD

In addition to the above checks, an Application for Criminal History Screening – prescribed notice (yellow card) must be completed and returned with a 'positive notice' prior to any employee or volunteer working with a client referred to R&RHCS for services provided under the National Disability Insurance Scheme (NDIS).

The relevant forms can be accessed here: https://www.communities.qld.gov.au/disability/key-projects/criminal-history-screening/forms/application-criminal-history-screening-prescribed-notice-yellow-card-form-10-1

Please note: the principles outlined in 7.8.2 above also apply to 'Working with People with a Disability'. Failure to maintain a positive notice or inform the Program Manager of any actions which may cause a positive notice to not be returned, may result in them being stood down from duties until the matter is satisfactorily resolved.

7.8.5 DRIVERS LICENCE AND REGISTRATION CHECKS

All staff who use their vehicle in their work are required to provide a copy of their valid driver's licence (and, if they transport clients) a copy of their valid car registration and insurance certificates (identifying that the vehicle is used for work purposes) on commencement with the organisation. Staff are required to advise R&RHCS if their licence or registration is revoked. Work vehicles are to be used instead of personal cars whenever they are available.

7.8.6 CONTRACTORS

As the only contractors used by R&RHCS are for meal provision ie hotels or cafes, or lawn mowing, no police check is required.

7.9 Staff Supervision and Support

Supervision and support are important for ensuring that staff are supported in their work and that their work is carried out effectively and within operating guidelines and legislation.
The small number of staff working in R&R as well as the widespread geography, means that ongoing supervision and support is provided informally but regularly when Cluster Team Leaders meet with staff. To ensure that staff have an opportunity to address problems or issues in a timely manner the Cluster Team Leaders avail themselves to staff between 8.30 am and 5 pm Monday to Friday. The RnR Team Leader and Cluster Team Leaders also provide staff with a more formal supervision session annually through a performance review (see 7.10 Performance Development Reviews).

The Program Manager provides regular monthly formal supervision to both the Respite Supervisor and Respite Assistant.

The Respite Supervisor and Assistant provide supervision to volunteers working within the Day Respite Program.

Home Care Support Workers have formal quarterly meetings with their Cluster Team Leader & Program Manager (as required) to ensure that they are supported and are aware of changes to support for clients and have an opportunity to provide input and feedback regarding operations, risk management and improvements.

The Team Leader of each cluster provides supervision and support as per the organisation structure in 1.6.1 Reporting Process (Figure 1.1: R&R Management Structure).

7.10 Performance Development Reviews

R&R is committed to supporting staff to improve their efficiency and effectiveness. Staff are expected to perform their duties to the best of their ability and to show a high level of personal commitment to providing a quality, professional service at all times.

Performance reviews are conducted annually in consultation with the staff person using the Performance Review form.

Performance development reviews are based on position descriptions and agreed work plans. The aims of the review are:

- To allow free and confidential discussions about work between the employee and supervisor
- To discuss the employee's job performance in the context of their position description
- To discuss any work-related problems and agree on solutions
- To discuss means of improving work performance including identification of training and development needs, or changes to work practices.

Particular performance issues are not left to the performance development review but are dealt with as they occur. These issues may, however, be raised in the review as part of the overall assessment of the employee's performance.

On completion of the performance development review both the employee and the supervisor sign the review form. The staff person and the supervisor are both responsible for implementing any agreed actions (respectively) and recording these on the form. The signed forms are then lodged with the HRO (senior staff only) and filed.

The Performance Review cannot be closed out until all agreed actions have been implemented. Staff may request to have a mutually agreed support person attend the performance review with them.

7.11 Staff Education and Training

R&R endeavours to provide appropriate training and development opportunities for all employees and volunteers. This includes:

- The identification of training needs through ongoing staff input, management input and annual performance reviews
- The provision of training to meet identified needs
- Opportunities for all staff and volunteers to attend training
- Ongoing evaluation of training to ensure it meets staff and volunteer needs and improves the operations and services of R&R

7.11.1 MANDATORY TRAINING

Senior staff, home care support workers and volunteers working for R&R complete the following training:

- Orientation on commencement (see 7.3 Procedure for New Staff)

- Delivering safe services including privacy and confidentiality, advocacy, promoting independence, client handbook and available services, other community services and resources feedback and complaints processes, maintaining a safe workplace (WH&S issues), duty of care and legal responsibilities associated with work (This is also a part of the induction process and included in the HCSW Induction Manual).
- Manual handling annually for any staff directly involved with clients
- Infection control annually for all staff directly involved with clients
- First Aid three yearly, and CPR annually

7.11.2 STAFF DEVELOPMENT OPPORTUNITIES

The training needs of staff are discussed with each staff person on recruitment, at meetings, and at the annual staff performance review. Staff are encouraged to undertake an industry relevant Certificate III or higher. Feedback about training needs is always encouraged.

R&R support its staff in staff development, education and training activities which are relevant to, and benefit the organisation. Support may include:

- Staff attendance for up to three (3) days per year for workshops, seminars and conferences
- Flexibility of working hours to participate in an accredited course of study at a recognised educational institution, or application for study leave.
- Purchasing resources such as videos and research literature.

Staff can provide feedback to their supervisor on any training activities that they have attended and the value of the activity to their work and to any issues identified in the Performance Review.

Any staff wishing to participate in staff development opportunities can discuss this with RnR Team Leader, Cluster Team Leaders or the Program Manager. An application to attend should be made to the Program Manager early as possible prior to the activity, to enable planning for work flow management.

7.11.3 FIRST AID

All staff having client contact must complete a Senior First Aid Certificate and ensure that updates are completed every three years (see 8.8 First Aid) and CPR refresher done annually.

7.11.4 STAFF TRAINING RECORDS

The Administration Assistant records whatever training has been attended and any evaluation and feedback.

7.12 Staff Performance Dispute Procedure

The following is the procedure to deal with a staff performance dispute not involving serious (gross) misconduct. Serious (gross) misconduct is action by staff that may result in instant dismissal.

In this procedure the term employee refers to both staff and volunteers. Supervisor refers to the RnR Team Leader, Respite Supervisor, Cluster Team Leaders, Program Manager or Management Committee representative as appropriate.

Step 1: Seek Advice

Team Leaders should seek advice from a senior staff person if unsure whether the issue with the staff person is a performance issue or are unsure of how to deal with it. If necessary, obtain advice from the PEO or RCC Inc HRO in the absence of the Program Manager.

Staff should consider seeking advice from their union or another independent IR body.

Unless advised to the contrary the following steps apply:

Step 2: Verbal Warning

The employee is told as soon as possible of any complaint concerning the performance of their work and is provided with an opportunity to discuss the complaint.

The supervisor, in consultation with the employee, outlines how the employee must improve their performance. Any assistance needed by the employee to improve their performance is identified and provided where possible.

A date to review the employee's performance is set with provision for adequate time for the person to resolve the issue, thus reducing the risk to the organisation.

Step 3: First Written Warning

If the employee's performance is still unsatisfactory at the time of the review, there is further discussion with the employee. This will include the employee, a representative of their choice (optional) and the supervisor.

The complaint against the employee and plans for improvement are put in writing and a copy given to the employee clearly stating that a lack of improvement by a given date will result in a final written warning.

Step 4: Final Written Warning

If at the date set in Step 2, the employee's performance has not improved, there is further discussion with the employee. This includes the employee, a representative of their choice and the Program Manager, RCC Inc HRO, or other agreed delegate.

The complaint against the employee and plans for improvement are recorded in writing and a copy given to the employee clearly stating that a lack of improvement by a given date will result in termination.

Step 5: Termination of Employment

If the problem persists after the date set in the final written warning, the employees employment may be terminated. The termination must be approved by the Program Manager & Management Committee. If the termination is not approved an alternative process for managing the performance issue is developed.

NOTE: Detailed notes of performance dispute management are recorded at all stages.

7.13 Staff Dispute Procedure

If an employee or volunteer has a grievance related to their employment or concerning another staff person, the following process applies:

In this procedure the term employee refers to both staff and volunteers. Supervisor refers to the RnR Team Leader, Respite Supervisor, Cluster Team Leaders, Program Manager, or Management representative as appropriate.

The staff members involved should first attempt to resolve the dispute directly between themselves.

Step 1: Seek Advice

Supervisors should seek advice from a senior staff person or RCC Inc HRO if unsure about how to deal with a staff grievance.

Staff should consider seeking advice from their union or another independent industrial body.

Unless advised to the contrary the following steps apply.

Step 2: Discussion

The employee may approach the supervisor for discussion and advice on the issue. The discussion is confidential.

Step 3: Management

If the employee considers the matter still unresolved they may put the issue in writing to the Program Manager and request that the issue be raised with the Management committee. Formal mediation may be arranged at this point.
If the matter is still unresolved after this, the dispute shall be arbitrated by the Management Committee and their decision shall be final.

7.14 Serious (Gross) Misconduct

Serious (Gross) Misconduct includes very serious breaches of RCC Inc and/or R&R policies and procedures or unacceptable behaviour that may warrant the instant dismissal of an employee.

Examples of serious (gross) misconduct include:

- Theft of property or funds from R&R/RCC Inc/clients or other stakeholders
- Wilful damage of R&R property
- Intoxication or consumption of alcohol or other illicit substances during working hours
- Verbal or physical harassment or discrimination of any other employee or service user
- The disclosure of confidential information regarding the organisation to any other party without prior permission
- The disclosure of client information other than information that is necessary to assist clients and to ensure their safety
- Carrying on a private business from R&R premises or using the service's resources for private business without the permission of the management committee
- Falsification of any R&R records
- Failure to comply with the Code of Behaviour for Staff and Volunteers.

The Program Manager deals with all issues relating to serious (gross) misconduct and ensures that there are two representatives from either R&R or RCC Inc present at the meeting to discuss the misconduct.

The staff person involved is encouraged to bring a support person with them to the interview. A record of the meeting is completed and signed by all parties and a copy provided to the staff person and a copy filed in their personnel file. The Program Manager advises the Management Committee of any staff terminated due to misconduct as soon as possible.

7.15 Leave

7.15.1 APPLICATION FOR LEAVE

Any employee taking leave must complete an Application for Leave. If the application form is not completed, payment will not be made for leave taken.

The application must be completed and approved before annual leave, long service leave, or unpaid leave is taken. All leave must be approved by the Program Manager.

7.15.2 SICK LEAVE

A doctor's certificate is required for sick leave of two or more consecutive days as per the Award.

When sick leave is required this should be communicated to the employee's supervisor as soon as possible and at a minimum by the usual start time of the employee.

An Application for Leave must be completed immediately after an employee returns to work after sick leave.

7.15.3 PERSONAL/CARERS LEAVE AND COMPASSIONATE LEAVE

If not completed beforehand, an Application for Leave must be completed immediately after an employee returns to work.

When leave is required this should be communicated to the employee's supervisor as soon as possible and at a minimum by the usual start time of the employee.

7.15.4 DOMESTIC AND FAMILY VIOLENCE LEAVE

On 12 December 2018 the Fair Work Amendment (Family and Domestic Violence Leave) Act 2018 took effect. The Fair Work Act 2009 now includes an entitlement to unpaid family and domestic violence leave as part of the National Employment Standards (NES).

This entitlement applies to **all employees** (including part-time and casual employees). It applies from 12 December 2018.

All employees are entitled to 5 days of unpaid family and domestic violence leave each year of their employment. This includes part-time and casual employees.

Employees are entitled to the full 5 days from the day they start work. There is no requirement build it up over time.

The 5 days renews each 12 months but doesn't accumulate from year to year if it isn't used.

When can employees take family and domestic violence leave?
Employees can take the leave if they need to do something to deal with the impact of family and domestic violence and it's impractical to do so outside their ordinary hours of work.

For example, this could include:

- making arrangements for their safety, or safety of a close relative (including relocation)
- attending court hearings, or
- accessing police services.

The leave doesn't need to be taken all at once and can be taken as single or multiple days.

An employer and employee can also agree for an employee to take less than 1 day at a time, or for the employee to take more than 5 days.

Continuous service
Unpaid family and domestic violence leave doesn't break an employee's period of continuous service but doesn't count as service when calculating accumulated entitlements such as paid leave.

Other types of leave
Employees experiencing family and domestic violence may want to take other types of leave, such as annual leave. Depending on the circumstances, there may also be times when they are entitled to paid sick leave.

Employees might also want to access flexible working arrangements. Flexibility in the workplace allows employers and employees to make arrangements about working conditions that suit them.

7.15.5 RECORDING ANNUAL LEAVE

Annual leave taken and owing to staff is tracked via the Reckon system utilised for payroll.

7.16 Timesheets

Each staff person is required to maintain up-to-date a fortnightly timesheet. This must be submitted to the Administration Assistant prior to 9am on the Monday of each pay week. Any staff timesheets received after this time will only be paid at the discretion of the Finance/Administration team.

The Program Manager authorises and signs the RnR Team Leader, Cluster Team Leader, Respite Supervisor, Respite Assistant and the Administration/Finance Assistant timesheets before forwarding them to the Finance Manager for payment.

The Cluster Team Leaders have responsibility for notifying the Administration/Finance Assistant of any approved roster changes for HCSW's for the preceding fortnight.

7.17 Employee Exit Procedure

When an employee leaves R&R, the following procedure applies:

1. Offer, and arrange an exit interview for the staff member.

   The exit interview is conducted by the employee's supervisor and provides useful feedback about R&R for use in planning and evaluation. The Exit Interview Record guides the interview and is used to record responses. Any improvements noted as a result of the exit interview are recorded in the R&R Improvement Plan.

   Completed Exit Interview Records are given to the Program Manager for review and consideration of improvements.

2. Prepare the employee's termination payment:

   - Calculate ordinary wages due or wages in lieu of notice
   - Calculate annual leave due to the date of termination. This is paid at the employee's current rate of pay
   - Check if the employee is entitled to pro-rata long service leave
   - Check if any allowances are owed (e.g. travel, meals).
   - Check if the employee owes R&R any monies and deduct these from the final payment
   - Give a statement showing the detailed calculation of all monies to be paid to the employee.

3. Make sure there is a letter of resignation from the employee if they resigned, or a letter of termination from the Program Manager or the Management Committee if they were dismissed. (Copies of these letters are kept in staff files.)

4. If requested, prepare a written Statement Of Employment detailing the period of employment and type of work performed. The RnR Team Leader or Program Manager may provide a verbal reference to a prospective employer if requested.

5. The Finance Manager will complete a Centrelink Employment Separation Certificate for the employee if requested by them.

6. If the employee is a HCSW they will be asked to return their RCD Electrical Safety switch and any paperwork belonging to the program.

7. Ensure that all other equipment and keys are returned.

7.18 Volunteers

7.18.1 VOLUNTEER POLICY

R&R recognises the valuable contribution to the service made by volunteers and actively encourages their participation. Through volunteers we:

- Enhance the range of services available through R&R, and
- Allow for wider community participation in the service.

Volunteers are not used to replace paid workers in the service.

If volunteers are actively recruited, it is according to R&R Equal Employment Opportunity Policy and the RCC Inc Volunteer Policy. (see 7.2.2 Equal Employment Opportunity).

The Program Manager in conjunction with the Respite Supervisor and Assistant are responsible for the recruitment of volunteers.

7.18.2 VOLUNTEER MANAGEMENT

The same procedures relating to staff recruitment, induction, supervision and support, training, performance disputes, grievances, misconduct and staff files apply to volunteers with appropriate variations. Each volunteer completes a Volunteer Agreement on commencement.

7.18.3 REIMBURSEMENT OF COSTS

Volunteers are reimbursed for the cost of mileage if they use their own vehicle. Volunteers are responsible for recording their mileage, submitting their mileage claims on a Vehicle Log Sheet and ensuring that their vehicles are insured appropriately.
Volunteers are also reimbursed for the cost of their Federal Police Check.

7.19 Monitoring Human Resource Management Processes and Systems

Human resource management processes and systems are regularly audited as part of the R&R audit program and staff, clients and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made. This is also conducted in conjunction with RCC Inc Management and RCC Inc HRO. (see Corporate Calendar and Section 5: Continuous Improvement).