STAFF MANAGEMENT POLICY & PROCEDURES

Purpose

This policy and procedures are designed to ensure Complete Business Solutions Australia (CBSA) has a transparent approach to managing staff recruitment, induction/ onboarding, performance, and end of employment. It also ensures a consistent approach to record keeping.

Document Control

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Policy

1. Organisational Approach and Staff Expectations

- CBSA 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 CBSA's **Code of Ethics.**

2. Recruitment

- Staff will be recruited into CBSA in order to meet organisational goals and objectives.
- A wide pool of candidates will be sourced, and selection is based on merits in line with Anti-Discrimination legislation and practices.
- If a skilled role is being recruited where formal qualifications are required, CBSA will ensure the applicant meets the qualification and experience requirements.
- Internal applicants may be processed differently in order to maintain privacy considerations.

3. Position Descriptions

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

4. Induction/Onboarding

- All staff are inducted into the organisation by their direct manager/team through a planned induction process and this is documented on an Induction Plan.
- The induction will include the following as a minimum:
    - Overview of organisation
    - Policies, procedures, systems and processes
    - 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.

5. 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 by Payroll in accordance with the organisation's Privacy Policy & Procedures.

6. 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.

7. 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 teamwork 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.

8. 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 CBSA through performance management plans, meetings, verbal warnings and written warnings where required.

9. 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

- 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 in consultation with the hiring manager.
- If a position description for the role has not been developed previously for this position, develop one using the Position Description Template.
- Consult with the hiring manager to agree on the position description and selection criteria.
- Seek approval of Position Description and details (including salary budget confirmation) from the hiring manager prior to advertising.
- IMPORTANT NOTE: Internal applicants may approach hiring managers directly with their applications processed/considered at the time of selection. This will be done in a fair manner, based on individual merit.

2. Advertise position

- Develop a Position to Fill template. This should capture a company introduction, key responsibilities of the job, information about the type of candidate sought, selection criteria etc.
- Advertise position using preferred mediums – Seek, MyCareer, newspaper etc.
- Develop Interview Questionnaire template by populating the experience, education and selection criteria specific to the role. This document will be used during the interview and selection processes so must reflect the needs of the role.

3. Shortlist candidates

- Develop an Interview Questionnaire and capture the selection criteria required for the role, interview questions etc.
- Pre-screen all applicants against the Interview Questionnaire pre-screening elements and develop a shortlist of applicants based on quality of application, 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.
- Capture any specific considerations or requirements in the pre-screening process. This may include accommodations needed to ensure workplace accessibility, specialist equipment or programs, leave or scheduling requirements etc, that any applicant may

need in order to fulfil the position. Include details on how these elements can be accommodated in line with relevant legislation (i.e. Equal Employment Opportunity and Anti-Discrimination legislation). Solutions may include confirmation of ramp and elevator access to the workplace, the procurement of specialist computer hardware or software, specific workstation furniture etc.

- Present shortlisted candidates' applications to the hiring manager and confirm approval to proceed.
- Consider interview requirements such as details of and availability of additional attendees, online or face-to-face, meeting room availability (if needed) etc.
- Contact shortlisted candidates to arrange an interview, advising them of all details including other participants, time, location/method and what they need to bring.

4. Conduct Interviews

- Interviews will be conducted by the recruitment officer (HR Consultant) and the hiring manager.
- All interviewees will receive the same line of questioning in accordance with key points of responses will be documented.
- All interview notes are to be captured in an Interview Questionnaire template for each applicant.
- For skills applicants where formal qualifications are required, check during the interview they hold the required qualifications and experience and make copies of documents where possible.
- Where required, complete the following testing tools or methods for assessing applicants. Depending on the role, this may include:
    - A health assessment/fitness test to ensure they are able to meet the physical demands of the job.
    - Background checks including national police and/or WWC checks.
    - Pre-employment testing such as ability tests, psychometric tests, personality tests etc.
    - Completion of a sample practical task to assess their skill level.
- Add results of all testing to the individuals application/Interview Questionnaire so this can be provided to the hiring manager during the selection process.

5. Complete Reference Checks

- Contact "Reference checks Australia" to conduct at least one reference check for each 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.
- The reference check will 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.
- "Reference checks Australia" will provide a report with all applicants' reference check information, including referee's details and validation of interview responses for consideration by the hiring manager and recruiter as appropriate.

6. Finalise recruitment

- Successful applicant
    - Once successful candidate has been selected and approved with the hiring manager you must confirm the details by sending them a letter of offer (email), including an employment contract.
    - Provide a Contract to the successful candidate using the Contract Template. The contract must outline the title of the role, salary, start date and include a copy of the Position Description. Include a list of any documents/ information new starters should bring with them on their first day.
    - The Contract should be signed and returned directly to Payroll as soon as possible.
- Unsuccessful applicants
    - Unsuccessful applicants must also be advised of their application's outcome.
    - Communication must include some feedback on their application if they request it.
    - When providing feedback, the following strategies will ensure that it is most valuable to the candidate:
        - Be honest and direct – don't waffle
        - Treat the candidate with respect
        - Consider how the feedback can help the candidate
        - Align feedback to the selection criteria of the job
        - Provide specific examples where possible

7. Staff Files

- Label with <<Document Name/Type>>_<<Name>>.
- Ensure the following are received and recorded/acted upon appropriately:
    - Signed Contract
    - 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.

8. Induction/Onboarding

- 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 affect role
    - Recordkeeping
    - Health and safety
    - Professional Development Plan
    - Organisational systems and processes
    - Key requirements of role
    - Introduction to the Team

9. Performance Reviews

- 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.

10. 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.

11. 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 should be given an initial two weeks to address areas of underperformance, however this can be extended or changed with discretion of the manager.
  - A record of the discussion will be held on the staff member's file.

12. 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.
- 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.

13. 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.

14. Leaving the Organisation

- 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.

-- End of Policy document --