Staff Management Policy & Procedures (HR002)

Purpose

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

Scope

This policy and procedure apply to employees of CBSA and related entities.

Background

A staff management policy is a crucial tool for organisations to establish clear expectations, comply with legal requirements, foster a positive workplace culture, and manage human resources effectively. Providing clarity helps ensure that everyone in CBSA understands the rules and procedures related to various aspects of employment, including recruitment, performance management, and disciplinary actions.

Principles that inform our 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.
- If a skilled role is being recruited where formal qualifications are required, CBSA will ensure the applicant meets the qualification and experience requirements.

3. Position Descriptions

- All roles have a position description that 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:
  - 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 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 three consecutive days of leave are 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.
- The maintenance of quality customer service and the level to which employees and managers need to take action to maintain services.
- For employees requesting to work from home, whether the employee is capable of performing the job safely in the home in compliance with occupational health and safety laws.
- Whether the employee needs to attend team meetings and other employee or customer appointments or activities.
- The degree to which the employee can offer flexibility if business needs require it and will take a cooperative approach with his or her colleagues and other personnel.
- Costs and benefits to the employee, CBSA and customers.
- Any other reasonable business grounds that CBSA deems to be relevant to the request.

Key terms

Term	Meaning	Source
Induction	The period during which a new member of an organisation or a new member of staff learns about the organisation and has basic training	Cambridge Dictionary

Links to other policies

- Privacy Policy & Procedure
- Professional Development Policy & Procedure
- Quality Assurance Policy & Procedure

Induction and ongoing training

CBSA requires that induction and ongoing training of all staff include the Staff Management Policy and Procedure to enable staff to fulfil their roles effectively. In addition, CBSA promotes information sharing at staff meetings, sharing of information received from industry trends or changes in legislation, and in consultation at policy review sessions.

Policy created/reviewed

Policy Created/Reviewed	Modifications	Next Review Date
Implemented March 2022	November 2023, updated format	November 2024

Monitoring, evaluation and review

This policy will be reviewed annually or on occurrence of any relevant legislative change. Management of CBSA will conduct reviews in consultation at management meetings or on request of the Board.

Staff Management Procedure

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 the quality of the application and the information supplied, and their suitability for the role.
- Check that shortlisted applicants have the mandatory skills and qualifications required for 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 skilled 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

- 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 the information provided on the CV with the referee where possible.
- Reference checking process may occur for a number of candidates to inform final selection.

6. Make offer

- Once a 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, and 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. Staff files

- Label with Surname, First name.
- Use the **Staff File Checklist** to record which documents have been filed.
- 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.
- 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 them in the cloud-based storage system.

8. 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 affect role

- recordkeeping
- health and safety
- Professional Development Plan
- organisational systems and processes
- key requirements of role
- introduction to the team.
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9. 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 one day prior to the review.

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.

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

Formal warnings

- Where a supervisor believes that the verbal discussion did not bring about improvement in 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.

Review performance

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

10. 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 a continuous improvement cycle in accordance with Quality Assurance Policy & Procedures.