



The
Centre

**Human Resources
Policy and Procedure Manual**

June 2023

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Workplace Health and Safety Policy

Purpose

The purpose of this Policy is to establish and maintain an effective health and safety management system.

Scope

This policy applies to all our employees.

Policy elements

The Centre is committed to maintaining a working environment that is without risks to the health and safety of our employees, contractors, visitors and members of the public who may be affected by our work. This Policy will assist in meeting its obligations in accordance with work health and safety legislation. To do this The Centre will:

- develop and maintain safe systems of work and a safe working environment
- consult with employees
- provide protective clothing and equipment and enforce its use
- provide information, training and familiarisation enabling staff to work safely
- assess all risks before work starts on new areas of operation, for example, buying new equipment and setting up new work methods, and regularly review these risks
- remove unacceptable risks to safety
- provide employees and contractors with adequate facilities (such as clean toilets, cool and clean drinking water, and hygienic eating areas)

Ultimately, everyone in the workplace is responsible for ensuring a healthy and safe work environment. This includes bringing any potential hazards to the attention of a supervisor, manager and/or the Senior Pastor as a matter of priority. Managers and supervisors have an additional responsibility for ensuring that all employees under their supervision work in a safe manner and in a safe and healthy working environment.

The Centre expects a positive, proactive attitude and performance with respect to protecting health, safety and the environment by all employees, irrespective of their position.

Workers' compensation

Employees may be eligible for workers' compensation benefits if injured while at work.

Workers Compensation Insurance

The Centre provides a comprehensive workers compensation insurance program at no cost to employees. This program covers any injury or illness sustained in the course of employment that requires medical, surgical or hospital treatment. Subject to applicable legal requirements, workers compensation insurance provides benefits after a short waiting period or, if the employee is hospitalised, immediately.

Employees who sustain work-related injuries or illnesses should inform the General Manager or the Senior Pastor immediately. No matter how minor an on-the-job injury may appear, it is important that it be reported as soon as possible. This will enable an eligible employee to qualify for coverage as quickly as possible.

Injury procedure

If there is an injury:

1. The first priority is medical attention. The injured worker or nearest colleague should contact one of The Centre's first aiders. For a serious injury call an ambulance.

Note that a first aid kit is located in the Café Area, Tea Room and Sports Office

2. Any employee who is injured on the job or experiences a safety incident or a near miss must report the incident to their manager.
3. The manager must write a report in the Register of Injuries, Incidents and Near Misses. This standard report must include:
 - employee's name and job details
 - time and date of injury
 - exact location the injury/incident occurred
 - how the injury/incident happened
 - details of the injury and the part/s of the body injured
 - names of any witnesses
 - name of the person entering details in the register
 - date the employer was notified.
4. The Centre will let the injured employee know in writing that we have received notification of any injury reported in the register.

The manager must report deaths and serious injuries to the relevant authority immediately.

Manual handling

It is The Centre's policy to provide all employees with a safe and healthy workplace by identifying, assessing and controlling manual-handling risks.

While management is responsible for the health, safety and welfare of all staff, all employees must report potential and actual manual-handling hazards.

Never lift or manually handle items larger or heavier than you can easily support. If you are in any doubt, do not hesitate to ask for help.

Workplace Harassment and Bullying Policy

Purpose

The purpose of this Policy is to eliminating or minimising the risks connected with workplace bullying and harassment.

Scope

This policy applies to all staff and volunteers including contractors and covers all work-related functions and activities including external training courses sponsored by The Centre.

It also applies to all recruitment, selection and promotion decisions.

The objective of The Centre's workplace harassment and bullying policy is to improve organisational success by:

- attracting and retaining the best possible employees
- providing a safe, respectful and flexible work environment
- delivering our services in a safe, respectful and reasonably flexible way.

Policy elements

The Centre is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include termination of employment.

For the purposes of this policy, the following definitions apply.

Definitions

Discrimination is treating, or proposing to treat, someone unfavourably because of a personal characteristic protected by the law, such as sex, age, race or disability.

Direct discrimination occurs when a person or group is treated less favourably because of a personal characteristic that is protected by law. (For example, a worker is harassed and humiliated because of their race, or a worker is refused a promotion because they are "too old".)

Indirect Discrimination occurs when a rule seems neutral but has a discriminatory impact on certain people. (For example, redundancy is decided based on whether people have made a worker's compensation claim rather than on the viability of their roles.)

Sexual harassment includes unwelcome conduct of a sexual nature in circumstances in which it could reasonably be expected to make a person feel offended, humiliated or intimidated.

Workplace bullying includes behaviour directed towards an employee or group of employees that creates a risk to health and safety, e.g. physical and/or verbal abuse, excluding or isolating individuals, or giving impossible tasks.

Discrimination

The Centre recognises that equal employment opportunity (i.e. the absence of discrimination) is a matter of employment obligation, and legal responsibility. However,

the church component of The Centre will only employ pastoral and church staff based upon profession of Christian religious beliefs.

In the sports, café, and Inflatable World components of The Centre our employment decisions are based on real organisational needs and merit, without regard to non-relevant criteria or distinctions. Every person will be given a fair and equitable chance to compete for appointment, promotion or transfer and to pursue their career as effectively as others.

Consistent with this, The Centre will not condone, and regards as unfair, all forms of unlawful discrimination or vilification, including that which relates to:

- age, whether young or old, or because of age in general
- disability, disease or injury, including work-related injury
- gender
- HIV/AIDS
- industrial activity, including being a member of an industrial organisation such as a trade union, taking part in industrial activity or deciding not to join a union
- marital status, whether married, divorced, unmarried or in a de facto relationship or same-sex relationship
- medical record
- parental status or status as a carer, for example, because they are responsible for caring for children or other family members
- personal association with someone having any of these characteristics
- physical features
- political activity/belief/opinion
- pregnancy and breastfeeding
- race, colour, descent, national extraction, social origin, ethnic background, ethno-religious or national origin
- racial classification
- religious activity/belief
- sexual orientation, intersex status or gender identity, including gay, lesbian, bisexual, transsexual, transgender, queer and heterosexual sexuality.

It is also against the law to treat someone unfavourably because you assume, they have a personal characteristic or may have it at some time in the future.

Sexual harassment

Sexual harassment is a specific and serious form of harassment. Sexual harassment can be physical, spoken or written and can include:

- comments about a person's private life, sex life or physical appearance
- sexually suggestive behaviour, such as leering or staring
- deliberate and unnecessary physical contact and touching such as patting, pinching, brushing up against someone, attempts at kissing
- sexually suggestive comments or jokes
- display of erotic or sexually graphic material including posters, pictures, calendars, cartoons, graffiti or messages left on boards or desks, offensive screen savers, photos or objects

- repeated requests for drinks or dates, especially after prior refusal
- requests for sexual favours
- sexually explicit posts on social networking sites or inappropriate advances on social networking sites
- “humour” such as smutty or sexist jokes or comments
- insults or taunts of a sexual nature
- intrusive questions or statements about a person’s private life
- sending sexually explicit or suggestive letters, emails or text messages
- accessing sexually explicit internet sites
- gestures or body movements of a sexual or intimidatory nature
- gifts of a sexual nature
- behaviour that may also be considered an offence under criminal law, including physical assault, indecent exposure, sexual assault, stalking or obscene communications.

Just because someone does not object to inappropriate behaviour in the workplace at the time, does not mean that they are consenting to the behaviour. The intention of the offender is irrelevant. Sexual harassment is unwelcome and uninvited conduct that is offensive from the view of the person harassed regardless of any innocent intent on the part of the offender.

Sexual harassment is covered in the workplace when it happens at work, at work-related events, between people sharing the same workplace, or between colleagues outside of work.

All staff and volunteers and volunteers have the same rights and responsibilities in relation to sexual harassment. Sexual harassment and discrimination can be experienced by both men and women and can include acts or conduct by people of the same sex. A single incident is enough to constitute sexual harassment – it doesn’t have to be repeated.

All incidents of sexual harassment – no matter how large or small or who is involved – require employers and managers to respond quickly and appropriately.

The Centre will not tolerate sexual harassment under any circumstances. All employees are expected to treat each other with dignity and respect.

Workplace bullying

Workplace bullying can take many forms, including jokes, teasing, nicknames, emails, pictures, text messages, social isolation or ignoring people or unfair work practices.

Behaviours that may constitute bullying include:

- sarcasm and other forms of demeaning language
- threats, abuse or shouting
- coercion
- isolation
- inappropriate blaming
- ganging up
- constant unconstructive criticism
- deliberately withholding information or equipment that a person needs to do their job or access their entitlements

- unreasonable refusal of requests for leave, training or other workplace benefits.

Victimisation

Victimisation is subjecting or threatening to subject someone to a detriment because they have asserted their rights under equal opportunity law, made a complaint, helped someone else make a complaint or refused to do something because it would be discrimination, sexual harassment or bullying. It is also victimisation to threaten someone (such as a witness) who may be involved in investigating an equal opportunity concern or complaint. Victimisation is against the law.

The Centre believes in fairness, equity and ethical behaviour from all employees. We expect all employees to treat their colleagues as professionals and with respect and dignity. The organisation pledges to do the same.

Employees will not be victimised or treated unfairly for raising an issue or making a complaint.

Victimisation is a very serious breach of this policy and is likely (depending of the severity and circumstances) to result in formal disciplinary action against the perpetrator.

The Centre has a zero-tolerance approach to victimisation.

Grievance Policy

Purpose

This policy aims to ensure that complaints and grievances are handled and resolved in an appropriate, fair, transparent and timely manner.

Scope

All staff and volunteers.

Policy Elements

The Centre supports the right of every employee to lodge a grievance with their manager if they believe a decision, behaviour or action affecting their employment is unfair. An employee may raise a grievance about any performance improvement action taken against them.

We aim to resolve problems and grievances promptly and as close to the source as possible. When necessary, The Centre will escalate a grievance to the next higher level of authority for more discussion and resolution and continue escalating it to the level above until it is resolved.

Managers will do their utmost to action grievances objectively, discreetly, and promptly. Be aware that grievances that are misconceived, vexatious, and lacking substance may result in disciplinary action being taken against the employee lodging the grievance.

Procedure for Conflict Resolution

Purpose

The Procedure for Conflict Resolution (the **Procedure**) sets out a procedure for resolving conflict between two or more staff or volunteers in a pastoral and restorative manner, rather than through a formal complaint handling procedure. (Adapted from **Safe Church Policies and Procedures see for more information.**)

It is important to identify that some issues cannot be resolved in this manner, and this Procedure is **not** designed to:

- resolve issues relating to domestic violence, family law matters before the Family Law Court (or similar body),
- resolve complaints or concerns relating to abuse (including Child Sexual Abuse or Sexual Misconduct involving a Child) or other serious breaches of the Code of Conduct that are to be resolved in accordance with the *Complaint Handling Procedure*; or
- replace any process set out in the Constitution of The Centre

Scope

The Procedure applies to all staff.

Policy elements

When does this procedure apply?

Situations to which this policy applies include the following:

- a) a disagreement between two or more staff;
- b) a perceived offence caused by a staff member;
- c) a perception by one person that they have been bullied by a staff member (and that it is a matter that is able to be resolved in a pastoral manner);
- d) dissatisfaction with the manner in which a staff member has fulfilled their role; and
- e) a complaint that a staff member or volunteer has committed a minor breach of the Code of Conduct.

Raising an issue

- Anyone may raise an issue with a person directly (see Pathway 1).
- with The Centre Leadership or the Safe Church Team in order to seek assistance in resolving the issue (see Pathway 2).
- If the concern relates to a member of The Centre Leadership, the person should raise their concern with another member of The Centre Leadership, Council of Church Members.

Key Principles

The Centre acknowledges that:

- the nature of relationship breakdown means that it is necessary to respond sensitively and with care for all parties involved;
- In many conflict situations, to help each party understand the key issues and ways forward, the assistance of a neutral third party becomes essential;
- many issues are specific to a particular context and relationship and so must be responsive to this, seeking resolution of substantive issues and where possible, appropriate restoration of relationships between all parties;
- the pathway recommended by The Centre's Leadership will depend upon the nature of the issue, the positions or roles of the parties involved and the skills and capacity of The Centre's Leadership to address the situation.

Pathway 1 – Personal Approach

- a) Where an issue arises between a staff member and the parties feel able to address their concerns without involving other parties, they are to go to the other person and express their concerns with a view to resolving their differences.
- b) The person initiating the personal approach should consider seeking counsel from a wise and unbiased senior leader (from within The Centre's community or externally) or receiving conflict coaching before approaching the other person.
- c) This approach may be useful for addressing personal disagreements and perceived offences. This pathway will not be appropriate where there are concerns about significant power imbalances.

Pathway 2 – Locally-assisted Approach

- a) In the event of any of the following then the matter should be brought to the attention of The Centre's Leadership.
 - Pathway 1 being unsuccessful in restoring relationship; and/or
 - the issue relates to perceived bullying; and/or
 - the issue relates to dissatisfaction with the manner in which a staff member or volunteer has performed their ministry role.
- b) If an issue is brought to The Centre's Leadership
 - The Centre's Leadership are to provide support to all parties.
 - Where The Centre's Leadership considers the issue to be sufficiently serious, they are to appoint a suitably skilled person to assist in resolving the conflict. This may be a senior member of The Centre's staff. The Centre's Leadership are to avoid conflicts of interest where possible when selecting this person.
- c) Where all parties involved in the matter are willing to work towards restoring relationships, the person selected to assist in resolving the conflict will:
 - value confidentiality at all times;
 - meet with each person separately to ensure they are given a chance to tell their story in private, working through their underlying concerns in moving towards resolution;

- clearly communicate the process to be used to each party during resolution meetings;
- hold a meeting with the parties together to identify common ground, work through the issues and determine the course of action;
- follow up to ensure that the solutions are being implemented; and
- if appropriate, monitor the situation over the following weeks, including to check-in with the parties to ensure that the situation is resolving and that relationships are being restored.

Escalation to Procedure for Handling Complaints against Staff or Volunteers

During the course of resolving a concern in accordance with this Procedure, it may be necessary to escalate the matter in accordance with the *Procedure for Handling Complaints Against Staff and Volunteers*. (See the **Safe Church Policies and Procedures**)

Code of Conduct Policy

Purpose

See the **Safe Church Policies and Procedures for the Code of Conduct** for more information

As a church and an organisation that works with children and vulnerable people The Centre is required from the Royal Commission into Institutional Responses to Child Sexual Abuse recommended ten Child Safe Standards and the NSW Office of Children's Guardian requires compliance with the Child Safe Standards for all organisations working with children and young people in NSW.

Our Code of Conduct and policies for interacting with children and vulnerable people staff are based upon the requirements of the Safe Church Health Check. As a Safe Church certified entity The Centre requires all staff and volunteers to comply with the following Code of Conduct. (A separate copy will be given to staff to sign). Please refer to the full list of Safe Church policies and procedures on The Centre's website or refer to hardcopies in the Sport and Church office.

Scope

This policy applies to all staff and volunteers.

Policy Elements

Code of Conduct

1. Staff are encouraged to:

Nurture healthy relationships:

- treat others with respect;
- love and care for your family (including paying attention to the effect of ministry on them);
- be a team player;
- be accountable
- cooperate with other staff and volunteers
- treat everyone fairly and equitably

2. Staff commit to:

As a staff member of the Centre, I promise to:

- uphold, support and abide by the *Child Safe Policy*;
- respond to reasonable directions from the person with responsibility for the role I am involved in;
- communicate with integrity, including wise and accountable use of electronic communication, including in accordance with *Guidelines for Activities with Children and Young People*
- not knowingly make false, misleading, or deceptive statements;
- not engage in bullying, harassment, emotional abuse, physical abuse, sexual abuse or spiritual abuse of any person including my own family;
- not act violently or intentionally provoke violence;

- upholding confidentiality; not disclosing any confidential information without the consent of the person providing the information (the exception being where there is a legal obligation);
- report concerns about misconduct and/or abuse according to The Centre's *Child Safe Policy* and relevant procedures;
- disclose all relevant information as part of completing the *Screening Check Questionnaire* if I have not already done so;
- disclose to The Centre's Leadership if I am investigated for any criminal offences or have any knowledge of serious unlawful activity.
- I recognise
- recognize that it is inappropriate to access any type of pornographic material during work hours at The Centre;
- ensure that romantic interactions are meaningfully consensual
- give consideration to any power imbalances in intimate relationships.
- act with financial integrity, including:
- having accountable and transparent systems in place for financial matters.
- not seeking personal advantage or financial gain from our position (other than in wages, recognised allowances and deductions).
- not take or use property belonging to others without express consent, including intellectual property (copyright);
- not use any prohibited substance and be responsible in my use of substances that may be addictive (eg. prescriptions, alcohol);

3. I understand that if there is a complaint against me relating to a breach of this Code of Conduct:

- and it is a plausible complaint relating to Child Sexual Abuse or Sexual Misconduct involving a child, The Centre may ask me to step aside from my duties while the complaint is being considered; and/or
- if the complaint relates to serious misconduct and/or abuse (including Child Sexual Abuse) it will be reported to relevant government authorities in accordance with relevant legal requirements; and/or
-

The Centre expects co-operation from all employees in conducting themselves in a professional, ethical and socially acceptable manner of the highest standards.

Any employee in breach of this policy may be subject to disciplinary action, including termination.

Should an employee have doubts about any aspect of the Code of Conduct, they must seek clarification from their manager.

This policy will be regularly reviewed by The Centre and any necessary changes will be implemented.

Dress Code Policy

Purpose

The Centre's Dress Code Policy outlines the expectations of employees dress at work. Employees' appearance matters when representing The Centre before clients, visitors, or other parties. An employee's appearance can create a positive or negative impression reflecting The Centre's mission, vision, and values.

Scope

This policy applies to all our employees.

Policy elements

These dress code rules always apply:

- All casual and full-time staff will be supplied with a uniform for summer and winter for sports, café and Inflatable World.
- All employees must be clean and well-groomed. However, grooming styles dictated by religion and ethnicity are not restricted.
- Unsuitable footwear (including thongs, slippers and UGG boots) are not permitted.
- The uniform cannot be worn in a manner that is too revealing or inappropriate
- Staff uniform must clean and in good shape. Discernible rips, tears or holes aren't allowed.
- Jewellery, make-up, perfume, and cologne should be in good taste, with limited visible body piercing. Remember, that some employees are allergic to the chemicals in perfumes and make-up, so wear these substances with restraint.

Maintenance

- Staff uniform, should be clean and neatly pressed at all times.

Disciplinary Consequences

When an employee disregards our dress code, their supervisor or manager will reprimand them. If an employee is not wearing the appropriate uniform the employee will be asked to return home to change.

Employees may face more severe consequences up to and [including termination](#), if:

- Their appearance causes irreparable damage, like loss of a major client.
- They repeatedly violate our dress code.

Drugs and Alcohol Policy

Purpose

The Centre's Dress Code Policy outlines the expectations of employees and use of drugs and alcohol while at The Centre.

Scope

All staff and volunteers.

Policy Elements

Smoking and drinking

The Centre operates a non-smoking environment. Smoking in any form is strictly prohibited on the premises.

Smokers who need to take breaks should do so in their allotted breaks. These breaks must not be taken near the entrance or The Centre Café areas.

The Centre is an alcohol-free zone. Alcohol is not permitted to be consumed or bought on site. Employees are expected to arrive at work free from the influence of alcohol and to remain free from such influence while on the premises, while representing The Centre or while performing work.

Employees who consume alcohol during approved events off site should ensure that they behave in an appropriate professional manner at all times and that their drinking in no way affects their work performance or their relationship with their colleagues.

Illicit substances (drugs)

The use of illicit drugs can create unnecessary risks to employees and their colleagues. In addition, any employee using, or handling drugs can cause serious damage to The Centre's reputation and perception in the community.

The Centre has a zero-tolerance policy in regard to the use of illicit drugs on the premises or the attending of other business-related premises while under the influence of illicit drugs. Contravening either of these points may lead to instant dismissal.

It follows that the use, consumption, manufacture, distribution, possession or selling of any and all illicit substances within the workplace or by an employee acting as a representative of The Centre is strictly prohibited.

Internet, Email, and Social Media Policy

Purpose

The purpose of this policy is to provide guidelines on how and when to use of The Centre's internet, email and social media.

Scope

All staff and volunteers.

Policy Elements

Internet Use

Access to the internet is provided to staff to support work purposes. Use of the internet should not conflict with the primary organisational purpose of The Centre or with applicable laws and regulations.

As a condition of continued employment, each user is personally responsible for ensuring that these guidelines are followed.

The Centre may monitor usage of the internet by employees, including reviewing a list of sites accessed by an individual. No individual should have any expectation of privacy regarding their usage of the internet at work.

In addition, The Centre may restrict access to certain sites that are deemed unnecessary for work purposes.

Connection to the internet **may not** be used for any of the following activities:

- to access, create, transmit, print or download material that is derogatory, defamatory, obscene or offensive, such as slurs, epithets or anything that may be construed as harassment or disparaging based on race, colour, national origin, sex, sexual orientation, age, disability or religious or political beliefs
- to access, send, receive or solicit sexually oriented messages or images
- to download software, except where prior approval has been obtained
- to disclose confidential information
- to send or participate in chain letters, pyramid schemes or other illegal schemes
- to solicit others for commercial purposes.

Personal use of the internet

We accept that from time to time you may want or need to use the internet for non-work-related purposes. You should strictly adhere to the guidelines above even when using the internet for personal purposes.

Use of the internet in the office or using office equipment should not extend to using chat groups or chat software unless it is part of your work.

Use of social media, except in the course of your work, should be restricted to lunchtime.

The internet is provided by The Centre for business use. Limited private use is permitted if the private use does not interfere with a person's work and that inappropriate sites are

not accessed e.g. pornographic, gambling. Management has the right to access the system to check if private use is excessive or inappropriate.

Failure to comply with these instructions is an offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staff need to be aware that some forms of internet conduct may lead to criminal prosecution.

Personal use of social media

The Centre recognises that you may use social media in your personal life. This may include the use of Facebook, Twitter, personal blogs and other social networking sites. This usage should not undermine your effectiveness at work.

This policy is intended to provide guidelines around responsible use of social media in respect to your employment and professional relationships with fellow employees. You must remember that you are personally responsible for any information that you publish when using social media in a personal capacity.

Where your comments or profile links you to being an employee of The Centre:

You must not:

1. Make comments or post material that could be deemed as offensive, defamatory, discriminatory, threatening, bullying, harassment, sexist or hateful
2. Make defamatory comments in relation to your employment
3. Make comments or post material about fellow employees that could be deemed as offensive, defamatory, discriminatory, threatening, bullying, harassment, sexist or hateful
4. Disclose any confidential information that you have obtained as part of your role
5. Do not mix the professional and the personal by making any comment or posting material that may cause damage to the reputation of The Centre or imply The Centre or endorsement of your personal views
6. Use your The Centre email address to receive updates from social networking sites (LinkedIn is an exception to this rule)

Reasonable and unreasonable use of Social Media sites whilst at work and utilizing internet. (Please note that this section of the policy should be read in conjunction with The Centre internet and email usage policy).

- Updating status and posting messages during your lunch break using company internet is acceptable
- It is however unacceptable to be using social media sites throughout the working day whether it is using company provided internet or personal internet on your iPhone/iPad or other type of equipment that has internet capability

Confidentiality

Assume any message you send to anyone is a public record – email communication is much easier to copy, file and distribute than paper-based communications.

Remember the recipient can send a copy to anyone they choose without your knowledge or consent.

Information you receive via internal email is considered confidential information. You are not to disclose or make use of any confidential information to any unauthorised person.

Confidential information includes, but is not limited to, information relating to The Centre's clients or management, technical knowledge, concepts, ideas, designs, programs,

processes, procedures, innovations, inventions and other information (including market intelligence and database information) and various supporting or associated documents except those which are lawfully in the public domain.

Maintenance

Continued maintenance of your email system will ensure optimal usage. Non-essential emails, both sent and received, should be deleted on a regular basis. Anything in your inbox should be something that needs to be read or actioned. The deleted folder also needs to be cleared regularly to avoid congestion.

An option is available to set your email to automatically clear all deleted items when your email is shut down at the end of each day.

Opening/sending inappropriate emails

To protect The Centre from the potential effects of the misuse and abuse of email, the following instructions are for all users:

- No material is to be sent as email that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of The Centre in the community or to its relationship with staff, customers, suppliers and any other person or organisation with whom it has a relationship.
- Email must not contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening or discriminatory, or involves the harassment of others or concerns personal relationships.
- The email records of other persons are not to be accessed except by management (or persons authorised by management) to ensure compliance with this policy, or by authorised staff who have been requested to attend to a fault, upgrade or similar situation. Access in each case will be limited to the minimum needed for the task.
- When using email, a person must not pretend to be another person or use another person's computer without permission.
- Excessive private use, including mass mailing and "reply to all" emails that are not part of the person's duties, is not permitted.

Great care must be taken when opening attachments to emails. Many computer viruses are passed on via email.

Please also think carefully before sending humorous or joke emails, internally or externally. One person's humour could very easily offend someone else and may be in contravention of The Centre's workplace policies as outlined in this manual.

Emails containing sexual jokes, sexual photographs/pictures, or any offensive, racist or demeaning pictures or reading matter are **totally** inappropriate and should not be sent under any circumstances.

Failure to comply with these instructions may result in disciplinary action.

Incorrectly addressed mail

If you receive a message intended for another person, don't ignore it. Forward the message if you know for whom it was intended, with a copy to the originating author. Otherwise, notify the author of the error.

Telephones and voicemail

Voicemail has been provided primarily to improve customer service and it should not be used solely to avoid accepting calls (this applies to external and internal calls). Messages

should be retrieved and responded to promptly and discarded from the system once you have the details.

Most staff have their own unique telephone number which means people can call them directly. In addition, we have a number of general numbers for The Centre and no calls should go unanswered. If a phone rings more than twice, please hop in and pick it up.

The general rule when dealing with phone calls is that the customer is always right.

However, we do not tolerate staff being abused. If someone rings who is very angry or aggressive, and you don't feel confident or comfortable dealing with them, say, "I can hear that you are very upset. Can I ask you to please hold while I find someone who can help you", and then pass the call to a manager.

Recruitment, Induction, Training and Probation Policy

Purpose

This policy outlines how employees are recruited, inducted and trained and probation period.

Scope

Senior Pastor and Managers.

Policy Elements

The Centre recognises a robust and professional approach to recruitment and selection helps us to attract and appoint individuals with the necessary skills and attributes to fulfil our aims and support our business goals.

All appointments should be made on the Principle of Merit, compliance with all relevant Federal and State Legislation and adherence to this policy and related processes.

The Centre recruits people via the following methods:

- Internal
- External
- Employee Referred

Induction

The Centre will make sure all new employees feel welcome and are ready to start work safely and competently through the use of a proper formal Induction process which this manual forms part of.

Complete an induction plan for each new starter with details of:

- introductions
- workplace tour
- WHS procedures and evacuation
- business overview
- who's who
- nominated buddy
- training documents
- copy of the Fair Work Information Statement
- policy and procedural requirements

Training and Development

The Centre will give employees adequate training to do their job safely and competently. We encourage employees to participate and to highlight any gaps in their own skills or knowledge they believe they have.

Training includes internal on-the-job training, written instructions such as standard operating procedures, coaching, external training and courses. Safety training takes

precedence. The Centre commits to providing every Inflatable World employee with 4 training days annually.

External study leave

Study leave may be granted to allow a The Centre employee to undertake further studies, whether work-related or not. While we will do our best to accommodate such requests, study leave is not automatically granted; it must be negotiated with and approved by an employee's manager.

Spiritual Retreat Religious practitioners (full time) shall be entitled to up to 4 days paid study leave for the purpose of attending spiritual retreats approved by the Senior Pastor/Council of Church leaders.

Approved Courses: Religious practitioners (full time) shall be entitled to up to 5 days paid study leave for the purpose of attending courses of study approved by the Senior Pastor/Council of Church leaders. Additional unpaid study leave may be mutually agreed in special circumstances. Course costs are a personal responsibility.

Study materials: Each religious practitioner will have an approved budget for the purchases of relevant resource material (books, DVDs, etc) relevant to the Ministry Plan each year. The study materials shall remain the property of The Centre.

Probation

A 3-month probationary period is a time for both the employee and the business to assess suitability, fit and competency within a role. During this period The Centre commits to reviewing employee performance and at the end of this time ongoing permanent employment will be confirmed.

Equal Employment Opportunity (EEO) and Anti Bullying Policy

Purpose

This policy applies to all staff and volunteers including contractors and covers all work-related functions and activities including external training courses sponsored by The Centre.

It also applies for all recruitment, selection and promotion decisions.

Scope

All staff and volunteers

Policy Elements

The objective of The Centre's Equal Opportunity Policy is to improve business success by:

- attracting and retaining the best possible employees
- providing a safe, respectful and flexible work environment
- delivering our services in a safe, respectful and reasonably flexible way

Discrimination, Sexual Harassment and Bullying

The Centre is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal.

For the purposes of this policy, the following definitions apply:

Discrimination:

Direct discrimination occurs when someone is treated unfavourably because of a personal characteristic that is protected under Victorian law.

Indirect Discrimination occurs when a rule seems neutral, but has a discriminatory impact on certain people. For example a minimum height requirement of 6 foot for a particular job might be applied equally to men and women, but would indirectly discriminate on the basis of sex, as women tend to be shorter than men.

Sexual harassment includes unwelcome conduct of a sexual nature in circumstances in which it could reasonably be expected to make a person feel offended, humiliated or intimidated a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated or intimidated.

Workplace bullying may include behaviour that is directed toward an employee, or group of employees, that creates a risk to health and safety e.g. physical and/or verbal abuse, excluding or isolating individuals; or giving impossible tasks.

The Centre provides equal opportunity in employment to people without discrimination based on a personal characteristic protected under state and federal equal opportunity legislation.

Under State legislation they include:

- age
- breastfeeding
- carer status
- disability
- employment activity
- gender identity
- industrial activity
- lawful sexual activity
- marital status
- parental status
- personal association with someone having any of these characteristics
- physical features
- political activity/belief
- pregnancy
- race
- religious activity/belief
- sex
- sexual orientation

Any employee found to have contravened this policy will be subject to disciplinary action, which may include dismissal as outlined in the complaint procedure below.

Employees must report any behaviour that constitutes sexual harassment, bullying or discrimination to their manager.

Employees will not be victimised or treated unfairly for raising an issue or making a complaint.

Reasonable adjustments

Reasonable adjustments are changes that allow people with a disability to work safely and productively.

The Centre will make reasonable adjustments for a person with a disability who:

- applies for a job, is offered employment, or is an employee, and
- requires the adjustments in order to participate in the recruitment process or perform the genuine and reasonable requirements of the job.

Examples of reasonable adjustments can include:

- reviewing and, if necessary, adjusting the performance requirements of the job
- arranging flexibility in work hours (see 'flexible work arrangements')
- providing telephone typewriter (TTY) phone access for employees with hearing or speech impairments
- purchasing screen reading software for employees with a vision impairment
- approving more regular breaks for people with chronic pain or fatigue
- buying desks with adjustable heights for people using a wheelchair.

When thinking about reasonable adjustments The Centre will weigh up the need for change with the expense or effort involved in making it. If making the adjustment means a very high cost or great disruption to the workplace, it is not likely to be reasonable.

In some cases The Centre can discriminate on the basis of disability, if:

- the adjustments needed are not reasonable, or
- the person with the disability could not perform the genuine and reasonable requirements of the job even if the adjustments were made.

Procedure: To make a complaint

If you believe you are being, or have been, discriminated against, sexually harassed or bullied, you should follow this procedure.

1. Tell the offender the behaviour is offensive, unwelcome, and against business policy and should stop (only if you feel comfortable enough to approach them directly, otherwise speak to your manager). Keep a written record of the incident(s).
2. If the unwelcome behaviour continues, contact your supervisor or manager for support.
3. If this is inappropriate, you feel uncomfortable, or the behaviour persists, contact another relevant senior manager. Employees may also lodge a complaint with the Anti Discrimination NSW, Human Rights Commission, the Australian Human Rights Commission, or take action under the *Fair Work Act 2009*.

Employees should feel confident that any complaint they make is to be treated as confidential as far as possible.

Procedure: To receive a complaint

When a manager receives a complaint or becomes aware of an incident that may contravene The Centre EEO Policies, they should follow this procedure.

1. Listen to the complaint seriously and treat the complaint confidentially. Allow the complainant to bring another person to the interview if they choose to.
2. Ask the complainant for the full story, including what happened, step by step.
3. Take notes, using the complainant's own words.
4. Ask the complainant to check your notes to ensure your record of the conversation is accurate.
5. Explain and agree on the next action with the complainant.
6. If investigation is not requested (and the manager is satisfied that the conduct complained is not in breach of The Centre EEO policies) then the manager should:
 - act promptly
 - maintain confidentiality
 - pass any notes on to the manager's manager

If an investigation is requested or is appropriate, follow the next procedure.

Procedure: To investigate a complaint

When a manager investigates a complaint, they should follow this procedure.

1. Do not assume guilt
2. Advise on the potential outcomes of the investigation if the allegations are substantiated
3. Interview all directly concerned, separately
4. Interview witnesses, separately
5. Keep records of interviews and the investigation

6. Interview the alleged harasser, separately and confidentially and let the alleged harasser know exactly of what they are being accused. Give them a chance to respond to the accusation. Make it clear they do not have to answer any questions, however, the manager will still make a decision regardless.
7. Listen carefully and record details
8. Ensure confidentiality, minimise disclosure
9. Decide on appropriate action based on investigation and evidence collected
10. Check to ensure the action meets the needs of the complainant and {Business Name}
11. If resolution is not immediately possible, refer the complainant to more senior management. If the resolution needs a more senior manager's authority, refer the complainant to this manager.
12. Discuss any outcomes affecting the complainant with them to make sure where appropriate you meet their needs.

Possible outcomes

If after investigation management finds the complaint is justified, management will discuss with the complainant the appropriate outcomes which may include:

- disciplinary action to be taken against the perpetrator (counselling, warning or dismissal)
- staff training
- additional training for the perpetrator or all staff, as appropriate
- counselling for the complainant
- an apology (the particulars of such an apology to be agreed between all involved)

Leave Policy

Purpose

The purpose of this policy is to define when workers are eligible for leave and to outline the process for requests, approvals and administration of annual, personal and other leave.

Scope

Unless specified otherwise, employees referred to in this policy mean permanent full-time or part-time employees.

Policy Elements

All employees are entitled to leave in accordance with the relevant awards or agreements and statutory provisions. Where the entitlements or practices in this document conflict, the applicable award, workplace agreement, employment contract or employment law takes precedence.

All planned leave must be mutually agreed and consider workloads and the employee's needs. Leave must be approved in advance, except when the employee can't anticipate the absence. Any documents regarding leave will be kept on the employee's personnel file.

Annual leave policy

Most employees are entitled to a minimum of four weeks annual leave a year. Part-time employees are entitled to the equivalent pro-rata amount. Leave entitlements are calculated from the date you start work and accrue in accordance with workplace relations legislation or industrial instruments. Accumulation of annual leave should not exceed eight weeks – typically two years of entitlements. Where eight weeks have been accrued The Centre may require the employee to take the excessive leave.

Annual leave counts towards continuous service (used when calculating long service leave). Applications for annual leave need to be lodged 8 weeks in advance.

An employee is expected to take accrued annual leave for organisation close-down periods. If insufficient leave is accrued, The Centre may direct an employee to take unpaid leave.

The Centre will decide on a case-by-case basis whether it will agree with an employee to "cash out" annual leave as permitted by workplace relations legislation or any industrial instrument.

In some circumstances, leave in advance (that has not yet accrued) may be approved. This is conditional on the employee agreeing to the organisation deducting any advance in the event of termination, or to the employee accepting leave without pay.

Personal (sick and carer's) leave policy

An employee is entitled to a minimum of 10 days of personal/carer's leave every 12 months. Part-time employees are entitled to the equivalent pro-rata amount. Personal leave is cumulative from year to year but will not be paid out on termination of employment.

An employee can take paid sick leave when they cannot work because of a personal illness or injury. This can include stress and pregnancy-related illnesses.

An employee can take paid carer's leave to care for or support a member of their immediate family or household who is sick, injured or has an unexpected emergency.

An immediate family member is a:

- spouse or former spouse, de facto partner or former de facto partner, child, parent, grandparent, grandchild, sibling, or
- child, parent, grandparent, grandchild or sibling of the employee's spouse or de facto partner (or former spouse or de facto partner).

This definition includes step-relations (e.g. step-parents and step-children) as well as adoptive relations.

A household member is any person who lives with the employee.

An employee should notify their manager as soon as possible if they are unable to attend work due to illness or injury. Management, at its discretion, may request evidence such as a medical certificate showing that the employee was entitled to take personal leave during the relevant period.

Unpaid carer's leave policy

All employees, including casual employees, are entitled to two days unpaid carer's leave each time an immediate family member or household member of the employee needs care and support because of illness, injury or an unexpected emergency.

Full-time and part-time employees **can only get** unpaid carer's leave if they don't have any paid personal (sick and carer's) leave left.

Family and domestic violence leave policy

Under the National Employment Standards all employees (including part-time and casual employees) are entitled to five days unpaid family and domestic violence leave each year.

The Centre recognises family violence as an important issue that can have a significant impact on employees' lives. An additional 10 days' paid leave is available to employees who are dealing with this issue.

Please discuss this with your manager, General Manager or the Senior Pastor

Compassionate (bereavement) leave policy

The Centre is sensitive to the needs of employees who may need to take leave to attend to a life-threatening illness of a loved one or to attend a funeral. All full-time and part-time employees are entitled to two days paid compassionate leave (also known as

bereavement leave) for each occasion where a family member has died, or the employee needs to spend time with a seriously ill family member.

The policy applies to immediate family, which is defined as an employee's spouse or former spouse, de facto partner or former de facto partner, child, parent, grandparent, grandchild, sibling or a child, parent, grandparent, grandchild or sibling of the employee's spouse or de facto partner (or former spouse or de facto partner).

This definition includes step-relations (e.g. step-parents and step-children) as well as adoptive relations.

Employees will be able to take compassionate leave for other relatives (e.g. cousins, aunts and uncles) if they are a member of the employee's household, or if the employer agrees to this.

Compassionate leave is non-cumulative. Additional unpaid leave may be granted at management's discretion. Casual employees are entitled to two days unpaid compassionate leave for each occasion.

Leave without pay policy

Management has the discretion to approve leave without pay that an employee is not otherwise entitled to. Please discuss requests with your manager or HR if you prefer.

Study leave may be granted to allow a The Centre employee to undertake further studies, whether work-related or not. Study leave must be negotiated with and approved by an employee's manager.

Parental leave policy

The Centre seeks to play a part in ensuring the entry into the world of a baby is as healthy, positive and stress-free for the parents as possible. We also wish to support staff who adopt a child.

Under existing laws, parental leave can be taken when:

- you give birth
- your spouse or de facto partner gives birth
- you adopt a child under 16 years of age.

Parental leave

Parental leave types available include:

- maternity leave
- paternity and partner leave
- adoption leave
- special maternity leave.

Paid parental leave

Eligible employees who are the primary carer of a newborn or adopted child are entitled to 20 weeks or 100 days of leave paid by the federal government at the national minimum wage as part of the government's paid parental leave scheme. (See <https://www.humanservices.gov.au/individuals/services/centrelink/parental-leave-pay>.)

Eligible secondary carers are entitled to two weeks' leave paid by the federal government at the national minimum wage. (See <https://www.humanservices.gov.au/individuals/services/centrelink/dad-and-partner-pay>.)

To be eligible for parental leave you must have worked continuously with The Centre for at least 12 months before the date or expected date of birth or adoption. You do not need to work for another 12 months before you can take a second period of parental leave. Employees who are pregnant may commence leave up to six weeks before the expected birth date. Any employee taking maternity leave is required to take at least six weeks continuous leave after the date of the birth of her child.

Maternity leave is leave which is available for a minimum period of six weeks and for a maximum period of 52 weeks if the employee is the primary carer. Other types of leave can be taken in conjunction with maternity leave providing the total period of absence does not exceed 52 weeks.

The Centre will pay employees a top-up payment to supplement their Parental Leave Payment. This top-up payment will supplement the difference between Parental Leave Pay and the employee's normal wage.

Casual employees need to have worked on a regular and systematic basis for The Centre for at least 12 months.

Employees may request to extend their leave by a further 12 months (for a total of 24 months maximum). The request is to be submitted in writing at least four weeks before the end of the original 12 months unpaid parental leave.

The Centre will respond in writing within 21 days and may refuse the request only on reasonable business grounds. The written response will include details if the request is refused.

Special maternity leave

Unpaid special maternity leave is available to pregnant employees in the case of pregnancy-related illness or pregnancy loss after 12 weeks.

If an employee takes special maternity leave because of a pregnancy-related illness, the leave will end when the pregnancy or illness ends, whichever is earlier. If an employee takes leave because of a pregnancy loss (miscarriage, termination or still birth) the leave can continue until the employee is fit for work.

Special maternity leave does not reduce the amount of unpaid parental leave that an employee can take.

The Centre seeks to go beyond the statutory minimum and will provide whatever support is necessary for any employee suffering pregnancy loss (at any stage in the pregnancy) or pregnancy-related illness.

The Centre will also support employees undertaking treatment for infertility by providing access to flexible hours and additional leave entitlements as required. Please talk to your manager if you require such assistance.

Dad and Partner Pay

If your partner is the primary caregiver of your child, you may be entitled to 2 weeks of Government funded paid Dad and Partner Pay whilst on Concurrent Leave. It is your responsibility to check your entitlement to this payment.

Keeping in touch days

Employees who are on unpaid parental leave are entitled to 10 paid “keeping in touch” days, which allow you to return to work for a few days as your schedule allows. According to the Fair Work Ombudsman (<https://www.fairwork.gov.au/how-we-will-help/templates-and-guides/fact-sheets/minimum-workplace-entitlements/parental-leave-and-related-entitlements>), work on a “keeping in touch” day may include:

- participating in a planning day
- doing training
- attending a conference.

The Department of Human Services

(<https://www.humanservices.gov.au/organisations/business/enablers/keeping-touch-your-employee-getting-parental-leave-pay/26541#a2>) says, “a day of work is a keeping in touch day if the paid work you do enables you to stay connected with your workplace or help you transition back into work”.

It does not affect your right to continue your parental leave so long as you don’t exceed 10 days.

Returning to work

The Centre recognises that the post-pregnancy period, including the return to work after parental leave, can present additional joys and challenges. Again, we seek to make this transition period as stress-free as possible for both the primary and non-primary carers.

Support includes:

- allowing new parents to have as much or as little communication with the workplace as they like while they are on parental leave (though managers will check in regularly to see how you’re getting along)
- providing a private and comfortable place for breastfeeding and expressing and storage of breast milk
- accommodating, wherever possible, temporary or permanent requests for altered work hours (including trial periods to test options)
- understanding the increase in caring duties that children may place on an employee and making attitudinal and structural accommodations for these.

If the employee has agreed to contact during leave, then towards the end of the leave period, the manager should confirm the employee’s intention to return on the agreed date. The employee also may want to discuss any requests for flexible work arrangements at this time. See the flexible working arrangements policy.

An employee must provide four weeks’ notice if they want to extend their leave beyond the return date that was initially advised. See the unpaid parental leave policy.

The employee on parental leave has the right to return to the job they held prior to going on leave, including any promotion. If an employee was placed in a “safe job” prior to

leave, the employee is entitled to return to the position they held immediately before the safe job position.

If the pre-parental leave position no longer exists, The Centre will follow its redeployment and redundancy procedures to determine if a suitable alternative position is available.

Public holidays

All permanent full-time and part-time staff are entitled to all proclaimed public holidays in the state of their office on a fully paid basis when falling between Monday and Friday.

Staff are credited with their normal hours of duty on a public holiday. Part-time staff are eligible to be paid for public holidays that fall on their normal rostered working days.

Long service leave policy

In line with the NSW Long Service Leave laws.

Your exact entitlement will depend on how long you have worked with us, how much long service leave you have taken previously, and what breaks in service you might have had. You can check with your manager regarding your entitlement. Long Service Leave accumulates at 4.33 weeks for each 5-year period and may be applied for once 10 years' service has passed.

Such leave should be taken at such times as are mutually agreeable to The Centre and to you.

Jury duty leave policy

Full-time and part-time employees are entitled to paid leave for jury selection and jury duty, also known as jury service, in accordance with legislation. An employee on jury service should supply the official request to attend, the details of attendance and the amount the court has paid them.

The Centre will pay "make-up pay" for the first 10 days of jury selection and jury duty. Make-up pay is the difference between any jury duty payment the employee receives (excluding any expense-related allowances) from the court and the employee's base pay rate for the ordinary hours they would have worked.

If an employee is absent because of jury duty of more than 10 days in total, the additional days will be unpaid leave.

Jury duty leave will count towards continuous service.

Community / emergency services leave policy

If an employee needs to take a temporary absence from work because of voluntary emergency management activities (for example, dealing with an emergency or natural disaster as a member of SES, CFA or Defence Reserve) then they should ask management for leave as soon as possible after they become aware of the need to take leave.

The Centre will support such activities wherever possible, as an important community service. Typically, leave for voluntary emergency services is unpaid leave.

The Centre may require evidence of these activities at its discretion.

Remote Working and Working from Home Policy

Purpose

The purpose of this policy is to identify the conditions employees must abide by when performing work remotely or from home and how employees may apply for permission to work in this way.

Scope

All staff.

Policy Elements

The Centre supports flexible work practices that assist staff to balance their work and personal lives. Remote working/working from home allows greater flexibility and balance between work and personal needs. In certain circumstances it may be essential to work remotely for example: lockdown or isolation protocols.

Employees may request flexible working arrangements based on parental and carer responsibilities. Employees are encouraged to put the request in writing.

The Centre will consider this request and consider all relevant facts and circumstances in deciding whether to agree to the request. Such a request will not be refused unless it is reasonable to do so.

Circumstances that may be relevant to determining whether a refusal is or is not reasonable include:

- the nature of the employee's work and parental or carer responsibilities
- the nature and cost of the arrangements required for an employee to fulfil their family or carer responsibilities.
- the financial circumstances of the employer
- the size and nature of the workplace and the employer's business
- the effect of the flexible working arrangements on the workplace, including the financial impact on the business
- the consequences for the employer of having the flexible working arrangements.
- the consequences for the employee of not having the flexible working arrangements.

Other factors that might be relevant in a particular case include:

- when the arrangements are to commence
- how long the arrangements will last.
- information that has been provided by the employee about their situation.
- the accrued entitlements of the employee, such as personal, carer's or annual leave
- whether any legal or other constraints affect the feasibility of the employer accommodating the responsibilities, such as occupational health and safety laws or award penalty rates.

Both The Centre and employee have responsibilities under work health and safety laws to ensure that work is carried out safely. Employees must act in accordance with The Centre's requirements and directions in respect of health and safety when working remotely or from home. Employees working remotely or from home remain subject to relevant policies and procedures. Employees working remotely or from home are responsible for maintaining a safe work environment.

Employees should ensure that when they work from home or remotely, they are available to be contacted throughout the workday, except for authorised breaks. If an employee will be uncontactable for some reason, they should inform their manager in advance. Employees are encouraged to work their usual work pattern when working remotely or from home and complete their usual hours of work (unless The Centre has approved such an arrangement).

The Centre may require the employee to attend the Centre's premises (or any other location) at its discretion during the period of a Remote Working/Working from Home Agreement—for example, for meetings, and training.

Use of Personal Computer

Where an employee uses a personal computer when working remotely or from home the employee must ensure the security of The Centre's information by taking measures including:

- Having appropriate licenses for the software applications on computer.
- Having adequate virus and firewall protection; and
- Taking physical security for the computer (eg not leaving it unattended or in a position it is liable to be stolen).
-

Insurance

Employees should be aware that the Centre does not insure any employee-owned equipment, furniture or other property used when an employee works remotely or from home.

Injury, Illness and Other Incidents

Where an employee has been approved to work remotely or from home and becomes ill, the employee must comply with the usual reporting of absence due to illness.

Employees who are injured while working remotely or from home must report the injury to The Centre immediately. The employee should also report any other relevant incidents to The Centre immediately (security issues, theft of the Centre's property, etc.).

Interaction with Other Entitlements

Should an employee request in advance to work from home per this policy and subsequently provide a representation that they require absence due to illness or injury, appropriate notice is required per the Leave Policy.

Options for flexible work practices

Flexible work options which may be considered by The Centre include:

- permanent, part-time work
- graduated return to work (for employees returning from parental leave), e.g. the employee returns part time and then builds up to full-time work flexible start and finish times for staff to accommodate child care and school pick-up requirements
- flexible rostering such as working split shifts
- job-sharing - where two or more employees share one full-time position, each working on a part-time basis
- work from home
- purchased leave (48/52 leave) – where employees take an additional four weeks leave per year by adjusting their salary to 48 weeks paid over the full 52 weeks
- compressed hours – where the employee works additional daily hours to provide for a shorter working week or fortnight

This is not an exhaustive list, and other options may be agreed.

Employees utilising flexible work practices will be treated no less favourably than any other employee. Flexible working is not a barrier to promotion or supervisory responsibilities.

Pregnancy at Work

Advising of pregnancy

The Centre encourages employees to inform their manager of their pregnancy as soon as possible. However, we respect that an employee may not wish to advise us of her pregnancy earlier than the minimum notice period.

We also respect an employee's wishes regarding when it is appropriate to tell colleagues about the pregnancy.

See the Parental leave policy on page 27 about requirements for taking unpaid parental leave, including notice periods.

Harassment while pregnant

The Centre is committed to ensuring the safety of pregnant employees and considers harassment, bullying and discrimination to be unacceptable behaviour.

(See the Equal Employment Opportunity policy on page 32 for our general policy and procedure on harassment, bullying and discrimination.)

Safety at work

The Centre understands pregnancy to be a healthy and normal process and recognises that women have different experiences. When an employee notifies her manager that she is pregnant, the manager will ask the employee to let them know if they experience any changes to their work capacity during the pregnancy. The employee and her manager will then discuss what is needed to keep the employee safe at work and adjustments will be made accordingly where possible.

Options to reduce hours, change of duties, light duties, rotated tasks, provision of a chair and provision of additional breaks are common ways to ensure safety at work, and will be considered on a case-by-case basis.

Transfer to a safe job

If it's not safe (due to illness, risks or hazards) for a pregnant employee who is entitled to parental leave to continue in her usual position, she can be transferred to a 'safe job' with no change to terms and conditions.

The employee needs to provide The Centre with reasonable evidence that she is fit for work, but it would be inadvisable to continue in her present position. The Centre may insist on a medical certificate.

If The Centre can't transfer the employee to a safe job, she may take (or be required by The Centre to take) paid 'no safe job' leave for the time stated in the medical certificate or until the pregnancy ends (either by giving birth or otherwise).

'No safe job' leave is not sick leave – it is a separate paid leave type (pregnancy- no safe job). This leave will be paid at the rate specified in the award or agreement which, at a minimum, can be no lower than the employee's base rate of pay for her ordinary hours of work. In the six weeks prior to the expected date of the birth of the child, an employer may ask an employee on safe job leave for medical certificates stating that she would be fit to perform a safe job, if one were available to her.

An employee may be required to take unpaid parental leave (instead of paid no safe job leave) if she does not provide a medical certificate within seven days or if she provides a medical certificate stating she is not fit for any work.

Working until the birth

A pregnant employee may work until the expected date of birth of her child. If she wishes to continue working in the last six weeks of her pregnancy she may be requested to provide a medical certificate within seven days confirming she is fit to work.

If the medical certificate indicates the employee is not fit for work, she may be required to start parental leave or take a period of unpaid leave as soon as practicable. (See the Parental leave policy on page 27.)

Return to work

If the employee has agreed to contact during leave, then towards the end of the leave period, the manager should confirm the employee's intention to return on the agreed date. The employee also may want to discuss any requests for flexible work arrangements at this time (see Flexible Working Arrangements policy on page 41).

An employee must provide four weeks' notice if they want to extend their leave beyond the return date that was initially advised (see the Parental leave policy on page 27.)

The employee on parental leave has the right to return to the job they held prior to going on leave, including any promotion. If that position no longer exists, the employee will be given whichever other available position is nearest in status and remuneration to the position they held prior to going on leave.

If an employee was placed in a safe work position prior to leave, the employee is entitled to return to the position they held immediately before the safe work position.

If the pre-parental leave position no longer exists, The Centre will follow its redeployment and redundancy procedures to determine if a suitable alternative position is available.

Breastfeeding at work

The Centre aims to understand and support mothers in the workplace, including accommodating breastfeeding as much as possible e.g. providing a private space.

An employee should discuss her needs with her manager and The Centre will endeavour to make a private space available or other arrangements made by agreement. Depending on the employee's duties this may include cover while she is away from her work environment.

Performance Development Policy and Procedure

Purpose

The purpose of the performance development policy is to improve employee performance.

Scope

All staff and volunteers

Policy Elements

Performance development is an ongoing process. It will include both an informal and formal review. We encourage a two-way process, Performance Reviews seek to develop future potential, and consider past employee behaviours within a team and organisation.

Reviews provide future-based insights for the person, team, and organization, as well as generating clarity about past, present, and future results and expectations. A review should envision a hopeful future where an employee can grow into their best performance potential.

Performance Development Procedure

- Clear purpose, expectations and agreed annual goals.
- Strength based focused and coaching rather than management approach.
- Regular weekly or bi-weekly check-ins
- Notes taken with each meeting.

Performance Improvement Procedure

Where warranted The Centre will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, The Centre may decide to end an employee's employment. Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or retraining.

The Centre requires a minimum standard of conduct and performance which will be made clear to employees in appraisals. If an employee does not meet this standard, The Centre will take appropriate corrective action, such as training. Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, The Centre may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. The Centre will give an employee the opportunity to defend themselves before management takes further action.

Note: If employees have a disability that requires reasonable adjustments to be made to the workplace or job to allow you to work safely and productively, they should raise this with their manager. The Centre will only refuse such requests on reasonable business grounds.

Procedure

1. The Centre will advise the employee of any shortfall in their performance and give them an opportunity to respond.
2. Once they respond, the manager will consider their response and decide if performance improvement action should be taken. The Centre will provide support such as training where appropriate.
3. If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.
4. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency they should use specific examples, and refer to the correct policy or procedure.
5. The manager will allow the employee to respond before making a decision and consider the employee's responses. The employee may have a support person present at such meetings.
6. The manager will decide if more action is needed.
7. If a written warning is to follow, the manager is to:
 - document it and give the employee a copy
 - give the employee the opportunity (and their support person the opportunity) to sign the warning
 - keep a copy on file
8. The warning must clearly define:

- the deficiency
 - a clear explanation of the expected standard
 - by when the employee needs to achieve it
 - how the business will help the employee achieve the improvement required
 - consequences of failing to improve
9. The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions, and put a copy on the employee's personnel file. This should include date, location and time of discussion.
 10. They will continue to support the employee and note the support they give, for example, training or counselling.
 11. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps 4–10 above. This document needs to warn the employee in clear terms The Centre will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

Note: some circumstances justify going straight to a second or final warning.

Gross or Serious Misconduct

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the facts involved). Management should seek advice before taking this step.

Procedure

1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The manager should also have a witness present. The manager shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. The Centre will send the employee a letter of termination noting brief details.

Privacy Policy

Purpose

This policy outlines the requirements for intellectual property, privacy, and declaring interests. It also details how conflicts are managed and the confidentiality obligations of all staff and volunteers.

Scope

All staff and volunteers.

Policy Elements

During the period of your employment with The Centre and at all times thereafter, you are not to disclose or make use of any confidential information to any unauthorised person. All staff and volunteers will be required to sign an agreement to this effect on starting with The Centre (if you do not believe you have signed one please alert your manager).

Employees may be given access to confidential information, keys to premises, data, work property, technical knowledge, concepts, ideas, designs, programs, processes, manuals, policies, reports, procedures, innovations, inventions and other information (including market intelligence and database information) or any other business-related property/information or associated documents in the performance of their duties.

You must not divulge, either directly or indirectly, knowingly or inadvertently, any knowledge or information concerning the organisation, affairs and property or clients of The Centre other than:

- as required by law
- to legal or financial advisors for the purpose of obtaining professional advice, or
- to the extent necessary to perform your duties.

Employees must act in good faith towards The Centre and must prevent (or if impractical, report) the unauthorised disclosure of any confidential information. Failure to comply with this policy may result in disciplinary action, and The Centre may also pursue monetary damages or other remedies.

All confidential materials acquired by you in the course of your employment shall be the property of The Centre and must be returned on termination or upon the request.

Intellectual property

All intellectual property developed by employees during their employment with The Centre made in the performance of their duties related in any way to the work of The Centre will remain the property of The Centre.

The termination of an employee's contract shall not put an end to the obligations imposed on you under this section of the employee manual.

Privacy

The Centre takes privacy very seriously. We operate under an approach as "do unto others as you would have done unto you" – i.e. treat other people's privacy as you would like your own to be treated: with the utmost respect.

Our privacy policy is available online

<https://www.thecentredural.org.au/church/resources/>

All staff and volunteers must read the entire privacy policy and ensure you comply with it at all times. If you have any doubts about whether or not you are complying, please raise them with your manager.

Conflict of interest

Conflict of interest arises whenever the personal, professional or business interests of an employee are potentially at odds with the best interests of The Centre.

All employees are required to act in good faith towards The Centre. Employees need to be aware of the potential for a conflict of interest to arise and should always act in the best interests of The Centre.

As individuals, employees may from time to time have private interests, or their relatives or friends may have interests, that conflict or appear to conflict with their employment with The Centre. Where such a conflict occurs (or is perceived to occur), the interests of The Centre will be balanced against the interests of the employee and, unless exceptional circumstances exist, resolved in favour of The Centre.

It is impossible to define all potential areas of conflict of interest. You should apply a low threshold when deciding if you have (or could be perceived to have) a conflict of interest – if in doubt, you should raise the matter with your manager.

Employees must:

- declare any potential, actual or perceived conflicts of interest that exist on becoming employed by The Centre to management.
- declare any potential, actual or perceived conflicts of interest that arise or are likely to arise during employment by The Centre to management.
- avoid being placed in a situation where there is potential, actual or perceived conflict of interest if at all possible.

If an employee declares such an interest, The Centre will review the potential areas of conflict with the employee and mutually agree on practical arrangements to resolve the situation.

Employees must disclose any other employment that might cause a conflict of interest with The Centre to their manager. Where there are external involvements that do not represent a conflict of interest, these must not affect performance or attendance while working at The Centre. If such involvement does affect performance or attendance it will be considered a conflict of interest.

Employees must not set up or engage in private business or undertake other employment in direct or indirect competition with The Centre using knowledge and/or materials gained during the course of employment with The Centre.

Engaging in other business interests during work hours may result in disciplinary action.

Failure to declare a potential, actual or perceived conflict of interest or to take remedial action agreed with The Centre, in a timely manner, may result in disciplinary action, including dismissal.

Driving and Motor Vehicle Policy

Purpose

This policy aims to be a guide to mitigate any risks from the actions or decisions pastors and pastoral carers as they are transporting passengers or undertaking pastoral care duties.

Scope

All staff and volunteers.

Policy Elements

This policy aims to be a guide to mitigate any risks from the actions or decisions of drivers, staff driving for the purpose of work. While there can be no guarantee of absolute protection from accidents, this policy seeks to reduce, to the greatest degree possible, exposure to accident and personal harm. A pastor or pastoral carers vehicle is part of the “workplace” is covered by the Work Health and Safety Act 2011 and associated regulations.

It is expected that all staff are:

1. aware of their obligation under the Work Health and Safety Act 2011.
2. understand their responsibility for ensuring the safety of employees and volunteers who drive the Bus and passengers and the general public.
3. To ensure that authorised drivers understand their obligations under the Children’s Guardian Amendment (Child Safe Scheme) Bill 2021.
4. responsible for managing your fatigue and safety. If you feel you can’t make it to a destination on time, pull over and call ahead. Everyone would rather you arrive alive.
5. Never use a mobile phone or smart watch while driving.
6. Drive to conditions and follow safe driving practices.

It is essential that each person conducts reflecting the values of The Centre. All drivers must hold the appropriate licence and if a licence becomes invalid at any time during the period, the driver must: immediately cease to drive. When driving the car should only be driven for work purposes and not for private purposes.

Drivers must not have a blood alcohol concentration exceeding the lawful limit are under the influence of a drug use, or intends to use, a vehicle for an illegal purpose are not permitted to drive. A minimum of two adults on all trips with minors excluding the driver, is required.

Parking and Traffic Violations

It is the responsibility of the driver to always comply with all traffic rules and set an example to other road users. Any parking or traffic infringement fines are the sole responsibility of the driver. These will not be paid by The Centre.

In accordance with state legislation using a mobile while driving is prohibited unless the phone: Is secured in a commercially designed holder fixed to the vehicle or can be operated by the driver without touching any part of the phone. Using the phone or other communication device (including the GPS functions of such devices) while driving is prohibited, unless it is secured in a commercially designed holder fixed to the vehicle. Touching anything on a smart watch is also prohibited.

Breakdown

If at any time a driver becomes aware of any problem that makes their vehicle unsafe, the driver must stop as soon as it is safe to do so. In the event of mechanical breakdown, immediate action will be taken by the authorised driver to minimise the danger to passengers and others to ensure their comfort and safety and report the problem to the General Manager or the Senior Pastor. It is recommended that each driver be covered by a Roadside Assistance Scheme.

Incidents

In the event of an incident/accident or damage the following procedures shall apply.

- Stop your vehicle at once.
- Ensure your vehicle is not posing a traffic hazard.
- Where an accident has been very minor and involved no other person or damage to third party property, your vehicle should be checked for damage and/or roadworthiness before proceeding.
- Fill out a Motor Vehicle Accident Report Form
- If the accident is more significant refer immediately to the Motor Vehicle Accident Report Form.