

**Human Resources Policies**

**Updated January 2022**

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Introduction

At CCS Disability Action we understand that work is an important part of your life and we want you to enjoy your “journey” with us. We also want to help you have a fulfilling journey and one that you feel has made a difference in your life as well as to the communities we serve.

To help achieve this, as your employer, CCS Disability Action will treat you with dignity and respect and fully support you as an individual within your role, your team and your development throughout your employment journey with us.

The relationship CCS Disability Action has with te Tiriti o Waitangi, the New Zealand Disability Strategy and the UN Convention on the Rights of Persons with Disabilities is paramount as we move forward strategically, and in the work we do with disabled people, whanau and the communities they live in. We believe that te Tiriti o Waitangi is relevant and important for all New Zealanders and therefore to our whole organisation.

Policies and Procedures

As a large, complex and responsible organisation we have put in place a number of policies, procedures and practices that set minimum standards and compliance requirements. As part of your role it is your responsibility to make yourself aware of and familiarise yourself with these policies, procedures and practices. They are contained in the following documents, and may be updated or added to from time to time:

* Your Employment Agreement;
* Human Resources Policies;
* Health and Safety Manual;
* Finance Policies and Procedures;
* National Service Policies; and
* Any other local guidelines.

This policy handbook should be read in conjunction with your Employment Agreement. The policies, procedures and practices contained within it support your Employment Agreement and do not supersede or replace any existing entitlements that may be contained in your agreement.

Please note, for the purposes of this HR Policy Handbook, we have used the term “delegated manager”. It is acknowledged this term covers all roles you may report to e.g.: Regional Manager, Team Leader, National Portfolio Manager or other dedicated manager.

If you have any questions about the Human Resources Policies or its contents please speak to your delegated manager or your Regional or National Manager.

**Our Organisation**

### Purpose

CCS Disability Action policies and procedures ensure we are acting in the best possible manner to provide quality, responsive services and uphold the rights of disabled people.

### Who this applies to

These policies and guidelines apply at all times in all branches of CCS Disability Action and in all the work undertaken. They cover all team members, contractors, volunteers and students involved with our work.

### Our Foundation Statement

*Te Hunga Haua Mauri mo nga Tangata Katoa*

This statement forms the foundation of our identity and means that all people have Mauri, unique life force, and that we value every person equally.

### We value

* Mauri, the unique life force of each person
* Disabled peoples’ leadership
* The connections of family, whanau and community
* The common ground between us and also our differences
* The allies and partners in our work

### Our work

These three core documents guide our values:

* [United Nations Convention on the Rights of Persons with Disabilities](https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities.html)
* [Te Tiriti o Waitangi](http://www.nzhistory.net.nz/category/tid/133)
* [New Zealand Disability Strategy](https://www.odi.govt.nz/nz-disability-strategy/)

These documents mean we work within a human rights framework. We partner with disabled people, their families and whanau, to ensure that people with disabilities are in the driver’s seat in their lives, have a positive and connected life, and that their local communities are more inclusive.

We connect with all parts of Aotearoa/New Zealand. We recognise Maori as tangata whenua, and are committed to being in relationships with hapu and iwi so that we continue to develop our ability to support disabled Maori and their whanau.

### Other documents

Other key documents that guide the way we work and what we do, include:

* [Strategic Priorities 2014-2019](../Strategic%20Priorities%202014%20-%202019)
* [Titirō Whakamuri, Anga Whakamua - Māori Disability Framework](../Maori%20Framework%202013)
* [Health and Safety Manual](file:///S%3A%5C1National%20Documents%5CStrategic%20Documents%5CStrategic%20Priorities%202014%20-%202019)
* [Health and Safety Committee Manual](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHealth%20%26%20Safety%5CHealth%20and%20Safety%20Committee%20Manual%202016)
* Governance – [Governance Handbook](file:///S%3A%5C1National%20Documents%5CGovernance%5CGovernance%20Handbook)
* [Finance Policies](../Finance%20Policies%20and%20Procedures)
* [National Service Policies Handbook](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CNational%20Service%20Policies%20Manual%5CNational%20Service%20Policies%20Manual%20Master.doc)

### Success

We measure success by our ability to connect people with disabilities with the range of life opportunities that every New Zealander might reasonably expect:

* Belonging in a family or whanau
* Learning
* Having friends and relationships
* Having choices about where we live
* Having meaningful work and leisure opportunities
* Participating in the community
* Belonging culturally and spiritually in a way that has personal meaning

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# Valuing People Policies

At CCS Disability Action we believe not just in being an equal opportunities employer but being an organisation that is committed to valuing all aspects of diversity both in our workforce and our actions. Sitting alongside Our Priorities are our Valuing People policies;

* Human Rights Policy
* Contribution and Leadership by People with Disabilities
* Contribution and Leadership by Maori
* Contribution and Leadership by Pacific and Other Cultures

While Our Priorities guide our actions and decisions, these policies are our guides to how we behave as an organisation and as individuals.

These policies reflect the commitment from CCS Disability Action to our core documents; te Tiriti o Waitangi, UN Convention on the Rights of Persons with Disabilities, and the New Zealand Disability Strategy.

The Valuing People policies go beyond a basic EEO policy and places positive value on the diversity that each individual brings, or may bring, to our organisation.

# Contribution and Leadership by Disabled People

We are committed to strong and positive contribution and leadership by disabled people within our organisation in line with two of our core documents; UN Convention for the Rights of Persons with Disabilities and the New Zealand Disability Strategy. Our commitment to disabled leadership is outlined in the Disability Leadership Strategy. In particular when considering your role within CCS Disability Action you are expected to ensure:

* Disabled people’s voices are heard and included in all parts of CCS Disability Action;
* You know and understand what disability leadership is and its importance to our organisation; and
* All your actions and decisions consciously support positive outcomes for disabled people and build on previous gains within the disability sector.

We make a commitment to developing disabled people working within our organisation. Our Human Resource strategy and our Valuing people policies reflect best practise in diversity and equal employment opportunities.

To this end, our priorities are developing;

* The concept, relevance and importance of disability leadership to our organisation will be incorporated into the national training structure.
* Specific ways that disability leadership can be enhanced with individuals, families and at regional and national levels are included in all internal training packages.
* The National Leadership Team are trained and supported to lead our organisation in disability leadership and implementing strategies and initiatives related to this
* Orientation procedures for all new team members include awareness of existing natural support arrangements and education on any new support requirements.
* Everyone will model the expectation that disabled people can fulfil all/any roles, and that there is a clear indication of career development within the organisation.
* Work alongside disabled people to create options and choices about how contribution and leadership can occur, and develop and/or reconfigure systems and processes to support this.
* Set targets for the employment of disabled people in the organisation.
* Creatively use resources to ensure employment opportunities are available for disabled people.
* Develop effective supports for disabled team members within and outside the organisation, through mentoring by disabled leaders, both internal and external to the organisation.
* Actively recruit disabled people to fill senior positions.
* Welcome new disabled team members and disabled Maori team members as part of their orientation programme as per [section 8.1](#_8.1_Orientation) and ensure all natural supports have been successfully been put in place.
* All your actions and decisions consciously support positive outcomes for disabled people and build on previous gains within the disability sector.

Disabled people are:

* Supported to identify their areas of expertise and experience and use these to add value to the organisation.
* Regional and national pools of expertise and experience of disabled team members and governance are developed and promoted.
* Disabled employee groups develop work plans that are implemented and reviewed. These plans support professional development and strategies to contribute to the organisation.

# Tikanga Maori and Pasefika Contribution and Leadership

## 3.1 Tikanga Maori Contribution and Leadership

### 3.1.1 Statement

We are committed to strong and positive contribution and leadership by Maori and disabled Maori within our organisation in line with te Tiriti o Waitangi which is one of our organisations core documents. Our commitment to leadership by Maori and disabled Maori is outlined in te Tiriti o Waitangi Strategy. In particular when considering your role within CCS Disability Action you are expected to ensure:

* Maori and disabled Maori voices are heard and included in all parts of CCS Disability Action;
* You know and understand what tikanga Maori is and its importance to our organisation; and
* All your actions and decisions consciously support positive outcomes for Maori and disabled Maori and build on previous gains within the disability sector.

We make a commitment to developing Maori and disabled Maori working within our organisation. Our Human Resource strategy and our Valuing people policies reflect best practise in diversity and equal employment opportunities.

### 3.1.2 Actions

* Know that Maori needs and aspirations may be different from non-Maori. Our response and relationship building with Maori therefore need to be in line with their experiences and world view.

* Set targets for the employment of Maori and disabled Maori in the organisation.
* Ensure within our organisation disabled Maori are supported to participate in taking leadership roles.
* Work alongside Maori and disabled Maori to create options and choices about how their contribution and leadership can occur and develop and/or reconfigure systems and processes to support this.
* Develop and support structures so that Maori and disabled Maori can succeed in their contribution and leadership.
* Welcoming new Maori team members as part of their orientation programme as per section 5.1.
* Further develop the local structures that support and recognise the contribution and leadership of Kuia and Kaumatua.
* Training in kaupapa/tikanga Maori is made available to team members so they are accountable for their own responsiveness to Maori
* Actively recruiting Maori and disabled Maori to fill senior positions.

Maori and disabled Maori are:

* Supported to identify their areas of expertise and experience and use these to add value to the organisation.
* Regional and national pools of expertise and experience of Maori and disabled Maori team members and governance are developed and promoted.
* Maori and disabled Maori employee groups develop work plans that are implemented and reviewed. These plans support professional development and strategies to contribute to the organisation

## 3.2 Contribution and Leadership by Pacific and Other Cultures

### 3.2.1 Statement

We are committed to strong and positive contribution and leadership by Pacific people and people from other cultures within our organisation. In particular when considering your role within CCS Disability Action you are expected to ensure:

* Pacific people and people from other cultures voices are heard and included in all parts of CCS Disability Action;
* You know and understand what Human Rights is and its importance to our organisation; and
* We are committed to working within a Human Rights framework and contribution and leadership by pacific people and people from other cultures is important to our organisation. Our Human Resource strategy and our Valuing people policies reflect best practise in diversity and equal employment opportunities.

### 3.2.2 Actions

* We will recognise that the needs of Pacific People and people from other cultures may be different from Maori and non-Maori. Our response and relationship building therefore needs to be in line with their different cultural needs;
* We will model the expectation that Pacific People and people from other cultures can fulfil all/any roles, and that there is a clear indication of career development within the organisation;
* New team members will be appropriately welcomed as part of their orientation programme as per [section 8.1](#_8.1_Orientation);
* Targets will be set for the employment of Pacific People and people from other cultures in the organisation
* People from Pacific and other cultures will be recruited to fill senior positions.

Pacific people and people from other cultures are:

* Supported to identify their areas of expertise and experience and use these to add value to the organisation.
* Regional and national pools of expertise and experience of pacific team members and team members from other cultures are utilised.

## Human Rights Policy

### 3.3.1 Statement

We place positive value on human rights and believe that differences in our workforce add value to our organisation, make us stronger, more flexible and ultimately more capable of delivering our services.

Our commitment to human rights includes:

* Ensuring that all people can work in an environment free from prejudice and unfair discrimination, where they will be treated fairly and valued equally on merit regardless of age, colour, disability, employment status, ethical belief, ethnic or national origins, family status, marital status, political opinion, race, religious belief, sex, sexual orientation or health status.
* Taking all necessary action to remove any act or practices of unfair or unlawful discrimination from our organisation.
* Actively seeking to; engage with, recruit, retain and support a human rights approach within our organisation with particular emphasis on recognising the skills and expertise of disabled people and tangata whenua, in line with our core documents; te Tiriti o Waitangi, UN Convention of the Rights of Persons with Disabilities and the New Zealand Disability Strategy.
* Taking all necessary action to remove any acts, practices, unfair, or unlawful discrimination from our organisation.

### 3.3.2 Actions

* Actively work towards engaging a workforce that is responsive to the community we serve.
* Recognise that some people may have specific support or cultural needs, and wherever reasonably practical we will endeavour to allow these needs to be met.
* Ensure all team members’ are aware of and understand “Valuing People”.
* Ensure that no job applicant or team member is treated unfairly or less favourably on the grounds of age, colour, disability, employment status, ethical belief, ethnic or national origins, family status, marital status, political opinion, race, religious belief, sex, sexual orientation or health status.
* Ensure people are recruited, trained and promoted based on their current and potential ability to do the job.
* Investigate fully and take any relevant actions regarding all complaints of discrimination, victimisation or breaches of any Valuing People policies.

We will achieve this by:

* Understanding the demographics of our workforce.
* Developing an annual plan for how we are going to meet our Valuing People goals.
* Actively achieving workforce targets
* Provide coaching and mentoring on understanding and upholding the principles of human rights.
* Ensuring all HR policies consider the Valuing People policies.
* Engaging the disciplinary process in response to any cases of discrimination or victimisation.

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#  Our Practices

This section provides you with insight into our way of working and the boundaries you need to operate within.

## 4.1 Standards of Integrity and Conduct

**4.1.1 Statement**

CCS Disability Action believes that employment relationships based on being fair, responsible and trustworthy are the best ways to achieve our organisational goals. In particular, we follow the 4 Rs:

**Rights** these are fundamental to equality, are non-negotiable and are the same for everybody.

**Respect** is about demonstrating that people have values and rights.

**Relationships** enable people to support each other and are reciprocal.

**Role** is about knowing your place in a person’s life and is used to ensure that rights, respect and relationships exist that supports an individual’s self-determination, independence and right to choice.

These are major cornerstones to a supported lifestyles approach to working alongside people.

It is expected that all team members understand the 4 Rs and support our mission statement, guiding principles, goals and philosophy of CCS Disability Action.

The Standards of Integrity and Conduct is intended to guide team members to identify and resolve issues of ethical conduct that may arise out of their employment. This Standards of Integrity and Conduct should be read in conjunction with CCS Disability Action’s Service Policies and Human Resources Policies, in particular our Managing Performance Disciplinary Process policies.

### 4.1.1 Actions

***All***

* Ensure you know where to find all National and Regional Policies and Procedures.
* Ensure you have signed the Standards of Integrity and Conduct Form. [Appendix 50](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C50%20-%20Standards%20of%20Integrity%20and%20Conduct.doc)
* Conduct yourself in line with the Standards of Integrity and Conduct and our Policies and Procedures.
* Ask your dedicated manager if you have any questions relating to the Standards of Integrity and Conduct.
* Keep a copy of the Standards of Integrity and Conduct for your records.

***Managers***

* Ensure your team members know where to find all National and Regional Policies and Procedures.
* Ensure you have signed your team members Standards of Integrity and Conduct Form. [Appendix 50](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C50%20-%20Standards%20of%20Integrity%20and%20Conduct.doc)
* Place the signed Standards of Integrity and Conduct Form on your team members HR File.
* Conduct yourself in line with the Standards of Integrity and Conduct and our Policies and Procedures.

**4.1.3 Our Standards of Integrity and Conduct**

**Fair**

We are committed to:

* treating everyone fairly and with respect
* avoiding behavior which could be deemed to be bullying or harassment
* being professional and responsive to the needs of people we work with working towards better outcomes for those living with disabilities both within their own homes and within their community
* being respectful of other people’s beliefs whether these are cultural, political, religious etc.

**Responsible**

We are committed to:

* acting lawfully and objectively
* using CCS Disability Action’s resources carefully and only for the intended purposes
* ensuring individual’s private information is treated with care and is used only for the proper purposes it was intended for
* improving the performance and efficiency of our organisation

**Trustworthy**

We are committed to:

* being honest
* working to the best of our abilities
* ensuring our own personal actions are not affected by our personal interests or relationships
* ensuring our position is not being used to take advantage of or to gain personally from others
* declining gifts or benefits that place us under any obligation or perceived influence
* avoiding any activities, both work or non-work, that may harm the reputation of CCS Disability Action.

## 4.2 Conflict of Interest

### 4.2.1 Statement

A conflict of interest may be anything which could impact your ability to do your job effectively, or any situation in which personal interests or loyalties could affect your ability to make a decision in the best interests of CCS Disability Action.

It is common for conflicts of interest to occur, particularly where employees may be related by blood, marriage or domestic partnership. If not well managed, a conflict of interest could: lead to decisions being made which are not in the best interests of CCS Disability Action, create disputes, or damage the reputation of CCS Disability Action. Even a perceived conflict of interest can damage our reputation.

### 4.2.2 Purpose

To ensure that:

* Decisions made are in the best interest of CCS Disability Action when contemplating entering into a transaction, contract or arrangement that might benefit the private or personal interests of employees
* Employees act at all times in the best interest of the organisation
* Employees do not directly or indirectly receive benefits and profit from their position beyond their contracted remuneration
* Any financial interest is disclosed, and
* Employees do not use their position to obtain information to achieve financial benefit for themselves or another close family member, friend, or for another organisation. Family includes anyone related by blood, marriage or domestic partnership.

**All employees** have a duty to act in the best interests of our organisation.

Examples of conflicts of interest are: (but are not limited to):

* Your employment with another employer
* Personal relationships with other team members
* Personal relationships with the people that we support and/or their family and whanau
* Directly or indirectly be engaged or concerned in any other business or activity which could impact negatively in your role with CCS Disability Action.
* Employment of a family member or close friend
* If you could benefit financially or otherwise from the organisation, either directly or indirectly through someone you are connected to
* Any situation where a managers duty to the organisation competes with a duty or loyalty they have to another organisation or person

If you find you are in a situation which may cause conflict of interest, then you must declare this to your delegated manager and either remove yourself from the relevant decision making or gain approval to continue.

As an organisation we will maintain an interest register, where conflicts of interest are recorded and managed.

### 4.2.3 Actions

An interest register will be regularly maintained and monitored where employees and governance will register any perceived, current or potential interests. The interest register will include any information about:

* The employee and / or governance member affected
* The type of conflict of interest
* How it will be ensured that decisions are made in the best interests of CCS Disability Action.

You need to put in writing what the nature of the conflict might be, where, if any, this could impact your work and any other information regarding how you will handle the conflict of interest. This information will be listed on our interest register, managed by the Human Resource Manager.

If during a meeting a conflict of interest is identified you need to declare this immediately and take no further part in the decision making or discussion relating to this. Minutes of the meeting will record all disclosures and declarations of conflict of interest. Any new conflict of interest needs to be added to the conflict of interest register.

***Managers***

* Consider the conflict of interest and respond in writing.
* You can not unreasonably withhold consent unless the conflict of interest cannot be managed in the best interests of the organisation. If you do withhold consent, you must stipulate why in the letter to the team member.
* You may decide to withdraw the consent at a later date if it shows the conflict of interest has impacted on the team member’s work. You need to meet with the team member and follow a similar process to that set out in Section 9 Managing Performance.

## Privacy and Access to Information

### 4.3.1 Statement

In accordance with the Privacy Act 2020, we will endeavour to hold only relevant and accurate information on your employment file. All personal and employment related information held about you will be kept in the strictest of confidence and only those with the authority to do so will have access to your records.

### 4.3.2 Actions

***All***

* Speak to your delegated manager if you have any questions about privacy in general, or wish to access the information held about you.

## 4.4 Personal Details

### 4.4.1 Statement

It is important that we maintain accurate and up-to-date records of your personal details.

### 4.4.2 Actions

***All***

* If any of your personal details change please complete the Change to Personal Details Form and submit it to your delegated manager. A copy of the form is in [Appendix 41](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C41%20-%20Change%20to%20Personal%20Details%20Form.doc).

## 4.5 Confidentiality Agreements

### 4.5.1 Statement

Due to the nature of our work, you may have access to sensitive and confidential information. We are legally and ethically bound to ensure that we have strict controls around our confidential information.

If you breach your confidentiality agreement the disciplinary policy will be invoked, see [section 9.3](#_9.3_Disciplinary). Depending on the nature of the breach, disciplinary action may be taken up to and including dismissal.

### 4.5.2 Actions

***All***

* All team members must sign a confidentiality agreement prior to starting in their role. The confidentiality agreement will be sent out as part of the offer pack for all new team members (see [Appendix 18](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C18%20-%20Confidentiality%20Agreement.doc)).
* All sensitive and confidential information must be treated with the strictest of confidence;
* Local procedures for maintaining confidential information must be followed;
* Only those with authorisation have access to confidential information.

***Managers***

* To ensure local procedures are in place and communicated to all staff;
* To conduct periodic reviews of team member’s files to ensure all records are up-to-date, including confidentiality agreements.

## 4.6 Criminal Convictions

### 4.6.1 Statement

All team members are required to notify their manager, during their employment, if they are; under investigation for, charged with, or convicted of any illegal activity.

### 4.6.2 Actions

***All***

* If during your employment with us, you are subject to an investigation by the police or convicted of a criminal offence you must inform your delegated manager immediately.
* If you are employed in a position where you work directly with children or vulnerable people then you must also inform your delegated manager when you have been involved in an incident which has been reported to the police.
* Please refer to [policy 6.9](#_6.9_Police_Checks) for further information.

***Managers***

* If you are informed of a criminal action you need to consider further action needs to be taken in line with the managers actions outlined in [policy 6.9, Police Checks](#_6.9_Police_Checks).

## 4.7 Hours and Location of Work

### 4.7.1 Statement

Your hours of work and work location(s) are contained within your Employment Agreement and/or your letter of appointment.

Occasionally we are all required to increase or vary our hours of work to ensure work is completed on time and in a professional manner.

### 4.7.2 Actions

***All***

* If you wish to vary your contracted hours or location either temporarily or permanently you should discuss this with your delegated manager in line with policy [7.7 Flexible Working](#_7.5_Flexible_Working).

***Managers***

* All requests for changes to work hours or location should be considered in line with the potential impact on the work the team member needs to complete. Refer to the managers actions under policy 7.5 Flexible working.

## 4.8 Smoke Free Workplace

### 4.8.1 Statement

The Smoke Free Environments Amendment Act 2003 states that it is the duty of the employer to take all practicable steps to ensure that no person (including volunteers, visitors and contractors) smokes at any time in the workplace.

Therefore smoking, including vaping of e-cigarettes, will be prohibited at all times and on all occasions in CCS Disability Action workplaces. CCS Disability Action workplaces are defined as indoors or enclosed areas that are occupied by team members during the normal course of their work (including vehicles). Team members are also asked to not smoke or vape within outdoor areas which are used by the public, such as entranceways, or which are in direct view of the public. Each site will have a designated smoking area away from windows and public entranceways. If this is unable to be accommodated onsite staff will be expected to leave the worksite to smoke or vape.

This policy applies to:

* All CCS Disability Action workplaces, including the homes of people we support, and other external stakeholders.
* All CCS Disability Action vehicles.
* All persons who may enter premises occupied by team members.

### 4.8.2 Actions

***All***

* Any team member who wishes to make a complaint in relation to tobacco smoke or smoke free environments should first do so to their delegated manager.
* Any person can also make a complaint directly to the Director-General of Health.

***Managers***

* Any complaint should be managed in line with policy [4.18, Concerns & Complaints.](#_4.17_Concerns_and)

## 4.9 Media

### 4.9.1 Statement

As an organisation we encourage good relations with the news media. In order to maintain a consistent public image all statements will be made by the CEO or their nominated spokesperson.

### 4.9.2 Actions

***All***

* If you are contacted by the media you should decline to comment and refer enquiries to your delegated manager.

***Managers***

* You should not respond to media queries unless you have been given written approval to do so;
* Enquiries should be passed on to the person with delegated responsibility for responding to the media in your region or the CEO.

## 4.10 Social Media Policy

### 4.10.1 Statement

Social media is the term for internet based tools used for publishing, sharing and discussing information, and includes blogs, wikis and social networking sites such as Facebook or LinkedIn.

Team Members might use social media as either the representative of CCS Disability Action making official comment or in their own private capacity expressing their own views in their own time.

### 4.10.2 Using Social Media as an employer’s representative:

The protocols that apply when you are acting as an official representative for CCS Disability Action are the same whether you are talking to the media, speaking at a conference or using social media. Good practice is to disclose your position and that you are representing CCS Disability Action. You should only disclose information, make commitments or engage in activities when you are authorised to do so. You should remember that your comments will often be permanently available and able to be reproduced in other media.

Please refer to the [Guideline for setting up a Facebook](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5CGuide%20for%20setting%20up%20Facebook%20groups%20May%202012.doc) group and [Guideline for using Facebook](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5CGuidelines%20for%20using%20Facebook%20V6%20March%202012.doc), for further information.

### 4.10.3 Using Social Media in a personal capacity:

Team members have the same rights of free speech as other New Zealanders. You need to be aware however, regardless of the media being used, you must not do anything which could harm the reputation of CCS Disability Action. Any such expression is as an individual and you should not be using CCS Disability Action’s equipment or time. When expressing your own personal views, you must not identify your employment relationship with CCS Disability Action.

Team members need to be aware that even if you are using your social media in your personal time, you still have an obligation to be respectful of CCS Disability Action’s reputation. What this means is if you are to post any comments, or photos which could be deemed offensive and/or harm CCS Disability Action, this may become a disciplinary matter and that depending upon the nature of the harm to the employer may result in disciplinary action including dismissal.

## 4.11 Information Technology and Systems

### 4.11.1 Statement

It is our aim to provide up-to-date and appropriate information and communications technology (ICT) to allow you to perform your role.

ICT includes, but is not limited to:

* Any device that can be connected to the CCS Disability Action network and is used for computing, storing or communicating information. This includes personal computers, laptops and other mobile devices, networked printers and some communications equipment; and
* All software and network access including the Internet where this is accessed via CCS Disability Action hardware or network connection.

When using the ICT resources provided you must:

* Use all resources in a considerate, ethical and lawful;
* Report any problems or damage or any suspected virus incidents to the helpdesk;
* Ensure necessary measures are taken to minimise the possibility of theft or unauthorised access to our systems;
* Not remove material belonging to others or modify system facilities;
* Only access areas of the system for which you have authorisation to do so.

All ICT resources and equipment are provided primarily for you to carry out your role at CCS Disability Action.

Reasonable personal use of the ICT resources is acceptable with prior approval from your delegated manager. Any personal usage is to be minimal and restricted to break times. However, under no circumstance will you be permitted to use the ICT resources to:

* Send, store, view or receive illicit, illegal, derogatory, obscene, offensive and/or pornographic material;
* Achieve financial gain for you, your family, whanau or friends;
* Associate with any individual or group that are suspected or associated with any illegal activity;
* Harass, bully or victimise a colleague, person we support or anyone who works with us;
* Conduct or attempt to conduct unauthorised security experiments or security scans;
* Intentionally or negligently introduce computer viruses or worms;
* Copy, reproduce in any form, translate, adapt, modify, vary, decompile, disassemble or reverse engineer any software or network forming part of or enabling access to IT resources; or
* Download software without the prior approval of your delegated manager.

All personal messages and associated file attachments remain the property of CCS Disability Action.

### 4.11.2 Actions

***All***

* User Declaration - Prior to being granted access to the ICT resources you will be required to complete the User Declaration Form. A copy is included in [Appendix 19](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C19-%20IT%20User%20Declaration%20Form.doc).
* If you require any IT equipment you should take your request to the delegated manager within your branch or region.
* Monitoring – CCS Disability Action will routinely inspect and monitor IT usage, including individual usage to:
* Investigate appropriate usage of the system;
* Comply with New Zealand law; or
* Maintain the system, resolve problems and capacity planning or for related performance or availability reasons.

***Managers***

All team members are required to sign a copy of the User Declaration Form which should be sent out as part of the offer pack, please [see section 6.11](#_6.11_Offer_of). A copy of the User Declaration form is in [Appendix 19](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C19-%20IT%20User%20Declaration%20Form.doc).

Contact helpdesk to arrange for the necessary access to be provided in time for the new team members start date. You will need to provide the:

* Users full name;
* Systems they require access to (e.g. Benecura MAPP); and
* Folders on the shared drive they need access to.

During the new team members first week you should ensure they are appropriately introduced to our information technology and systems.

## 4.12 Travel Allowance and Reimbursement of Expenses

**4.12.1 Statement**

It is essential that we are transparent and fair when it comes to reimbursing / funding team members’ travel costs for business outside their branch / region and for other expenses incurred on behalf of the organisation.

**4.12.2 Action**

All work-related travel outside the branch / region must be approved by the team member’s line manager before it is undertaken. Where team members travel frequently, a discussion around allowances and reimbursements should be held with their line manager so that expectations are clear and agreed on.

All other expenses incurred on behalf of the organisation must be similarly pre-approved and agreed on, unless it falls within preapproved budget expenses for which the team member holds responsibility.

Where managers are budget holders, they must adhere to this Travel Allowance and Reimbursement – Staff Policy in their own work-related travel and expenditure.

### 4.12.3 Reimbursements

CCS Disability Action will endeavour to coordinate and fund work-related travel arrangements outside the branch / region so that personal costs to team members are minimised.

Coordination includes the booking and payment of airfares and accommodation and, where possible, the charging back of meals through hotels / motels. Accommodation costs may be allocated to a manager’s work credit card, but only on their authorisation.

Where it is not possible for all travel expenses (or other expenditure) to be covered by the organisation, the line manager **must** agree with the staff member on the level of any expected expense claims prior to travel taking place e.g. cost of meals, costs transport such as taxis, car hire, parking etc.

At all times the most cost-effective options must be sought for work-related travel expenses and other expenditure incurred on behalf of the organisation. Travel arrangements should be made as far in advance as possible to take advantage of special offers or reduced rates for early bookers.

Arrangements must take into account that some disabled team members have specific transport and accommodation needs. For example, it may be appropriate for a disabled team member to fly the evening before and have accommodation funded where a meeting has an early start or is an all-day event outside the region.

Claims for reimbursement of personal travel costs and other expenses incurred on behalf of the organisation must be approved by the line manager before payment is made. It is prohibited for **any** individual to authorise their own expense claim.

When claiming for expenses, an Expense Claim Form must be completed detailing:

* The date the expense was incurred
* Details of the expense e.g. travel, parking etc.
* The total cost and any GST.

A copy of the Expense Claim Form is in [Appendix 45](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C45%20-%20Expenses%20Form.doc).

Reimbursement will be made in line with this policy. All expense claims must be accompanied by **GST inclusive** receipts. Claims without receipts cannot be approved. Reimbursement will be paid at the same time as fortnightly wages unless otherwise agreed.

### 4.12.4 Daily and Half Day Meal Allowance

The organisation’s Daily Meal Allowance is up to $80.00 per day (including GST). As a guide to reasonable costs, this equates to:

* Up to $20.00 for breakfast
* Up to $20.00 for lunch
* Up to $40.00 for dinner.

The Daily Meal Allowance rate is used for travel outside the branch or region of more than 6 hours. Where travel is less than 6 hours then the Half Day Meal Allowance rate of $40.00 applies.

Individual meals can exceed the costs outlined above. However, the total cost for **all** meals must be within either the Half Day or Daily Meal Allowance rates. For example, breakfast may be $15.00 but lunch $25.00 and dinner $40.00 – total cost is $80.00.

 (Half Day) Breakfast $22.50 and lunch $17.50 – total cost is $40.00.

One non-alcoholic or alcoholic beverage can be included with dinner as long as this cost does not exceed the Half Day or Daily Travel Allowance rates.

GST inclusive receipts for all meals must accompany either expense claims, or credit card forms (for those with work-related credit cards).

Team members may choose to pay more than the guideline for meals. However, CCS Disability Action will either fund or reimburse only up to the Half Day Rate of $40.00 or Daily Meal Allowance rate of $80.00.

Air Travel Costs

### 4.12.5 Air Travel – New Zealand wide:

Travel is booked to obtain the cheapest airfare that allows the staff member to undertake their expected work (e.g. arrive on time for and depart meetings). Due to location, it is accepted that some staff will fly the day prior or leave work related meetings / events the day following. Line managers must approve additional accommodation costs at the time of booking. For regularly traveling staff, this must be agreed on beforehand.

### 4.12.6 Air Travel – Overseas:

From time to time team members travel overseas for the organisation e.g. to attend conferences, meetings or to undertake research. CCS Disability Action will fund airfares as follows:

* Air travel of less than 8 hours – economy (seat and bag if bag required).
* Air travel of 8 – 13 hours – economy (seat and bag) unless a premium economy airfare is available at the ordinary price of economy. Then premium economy may be booked.
* For air travel longer than 13 hours premium economy can be booked.
* For air travel longer than 13 hours (to the UK, Middle East, Europe etc.) approval will be given for **either** one night’s paid accommodation (stop over) to break the journey. Or one day of paid leave can be approved at the end of a long haul flight where a one night stopover is not taken. This day’s leave also includes the funding of one night’s accommodation before the international meeting / event is attended.

Line managers will approve travel at the time of booking. Any requests outside of the above guidelines must be made to the line manager before the team member travels. There is no obligation, however, for the organisation to fund airfares or accommodation outside of the guidelines provided.

### 4.12.7 Accommodation Costs

Accommodation costs vary around New Zealand. As a guide, accommodation rates between $120.00 and $180.00 per night will be approved.

If staying privately (with whanau or friends), team members can seek an Accommodation Reimbursement of $80.00 per night. This is a contribution to accommodation and is inclusive of any meals provided.

When booking accommodation for overseas travel, options must be explored to ascertain the average per night cost of accommodation. Best possible rates, including local taxes should be sought. As a guideline accommodation that fits the 3 to 4 star criteria is preferred where possible.

Where group bookings are being made in New Zealand and internationally, it is acceptable to utilise two bedroom units to accommodate two staff.

### 4.12.8 Cars, Taxis and Buses

Travel within a region but outside of the branch should be made in CCS Disability Action work vehicles, where possible. If using private vehicles staff must have approval to claim mileage at the applicable IRD recommended rate from their line manager before travelling.

When travelling outside the region, the most cost-effective transport options should be explored. Options must meet the needs of the individual and the requirements of the work they are undertaking. They include using airport buses (free or low cost in some areas), shuttles, hiring cars (if a daily rate is cheaper than taxis), buses, taxis, trains etc.

### 4.12.9 Travelling with Partners / Whanau / Support People

Team members can be accompanied on CCS Disability Action business by a partner / whanau. However, the organisation will only fund / reimburse the cost of the CCS Disability Action team member’s travel, accommodation and meals. Any costs for people accompanying them (e.g. airfares, meals) must be paid for personally by the staff member.

Where a partner or another person is supporting a disabled staff member, **their** essential travel costs (e.g. flights, accommodation and meals) will be funded by the organisation. Our Meal Allowance and Air Travel guidelines will apply to the support person. No other costs will be funded unless the support person is a paid employee of our organisation or another disability / health provider. In this case an hourly / daily rate for support will be agreed on before travel takes pace.

### 4.12.10 Cash Advances

From time to time team members may request a cash advance for work related travel. This request must be made in writing (email or letter) to their line manager at least five working days before travel is required.

Cash advances will be calculated using the following:

* Daily Meal Allowance ($80.00) per day. or $60.00 per day where lunch is provided, or $40.00 for a Half Day
* Estimated cost of buses / taxis to meetings if work vehicles are not used
* Actual cost of accommodation (if not booked and funded by CCS Disability Action)
* Actual cost of airfare or mileage cost.

Team members will be expected to sign for receipt of cash provided and once travel is complete must provide an Expense Claim Form with the GST inclusive receipts. Any money not used for work related travel must also be returned to the line manager or finance team. Failure to return cash may result in a disciplinary process.

### 4.12.11 Managers’ Guidelines for Approving Requests

When reviewing an expenses request you should consider:

* The reasons for incurring the expenses
* If it is required for the team member to fulfil their role or support the delivery of services
* The level of costs involved
* If there is an alternative action
* If it has been budgeted for.

Once the team member has incurred the (pre-approved) expenses they will need to complete an Expenses Claim Form and / or mileage reimbursement form and submit it to you for approval. When approving Expense Claim Forms /Mileage reimbursement forms you should ensure that:

* All the necessary information is included
* The form is completed correctly
* The expenses being claimed match the original amount requested.

When dealing with requests for travel or expenses from a team member who regularly incurs expenses, you may agree on a ‘Standing Approval Arrangement’ with the team member so they do not have to approach you every time. When doing so you should limit the Standing Approval to regularly incurred expenses and, if practical, set a fortnightly or monthly limit on the amount. The team member still needs to complete and submit an Expense Claim Form with relevant GST receipts attached. Requests for other non-regular expenses still require approval before each occasion of expense.

If you do not pre-approve a request for expenses you should advise the team member of the reasons and work with them to identify an alternative course of action.

If your team member has already incurred the expenses, before approving or declining the request consider:

* The cost of the expenses
* Why the unapproved expenses were incurred
* If the team member felt they were acting in the best interest of their role
* If the team member ignored instructions or deliberately exceeded a previously agreed amount
* Precedents that have already been set
* The financial impacts on the team member if the expense request is not approved.

If you decline the request you should advise the team member of the reasons. If you approved the request you should advise the team member that the approval is a ‘one-off’, that they must not incur any further expenses without prior approval and that if they do so, the cost of the expenses will not be reimbursed.

## 4.13 Motor Vehicles

### 4.13.1 Statement

It is our aim to provide access to safe, reliable and suitable vehicles should you require the use of a vehicle to carry out your role. We are committed to:

* Supporting safe driving practices and ensuring all team members abide by all driving related laws;
* Ensuring that all vehicles used in relation to our work are well maintained and kept in a roadworthy condition;
* Ensuring that all vehicles used in relation to our work are appropriately insured and have a current WOF and registration; and
* Ensuring all team members are appropriately licensed and eligible to operate a vehicle before they do so.

If there is no company car available, then consider other alternatives such as public transport before requesting to use your private vehicle for work purposes.

All drivers, whether using a company or private vehicle, are responsible for ensuring they:

* Drive and operate the vehicle in a safe and responsible manner;
* Abide by all driving laws;
* Minimise the risk of damage or theft to the vehicle;
* Refrain from parking in restricted areas and incurring parking fines or having the vehicle towed. Any parking or towing fines incurred are your responsibility;
* Refrain from smoking in any work vehicle.
* Refrain from smoking in any private vehicle when carrying people we support and/or their family or whanau.
* Report any damage or parking fines incurred to the delegated manager.

### 4.13.2 General Provisions

* Reasonable parking fees incurred in the course of your role will be covered by CCS Disability Action.
* Any traffic offences, such as speeding or parking fines, are your responsibility and will not be covered by CCS Disability Action.
* Additional equipment may not be fitted or any modifications made to a work vehicle without the approval of your delegated manager.
* Generally a pool vehicle is only used for work purposes. Any private use of a pool vehicle requires pre-approval from the Regional or National Manager, or a delegated manager. Any running costs incurred during private use are your responsibility. In the event of an accident damaging the vehicle while being used for private purposes you will be responsible for meeting any repairs costs not covered by, or in excess of, the insurance policy.
* All work vehicles remain at all times the property of CCS Disability Action.
* The only animals allowed in pool vehicles are service dogs.
* Driving your own vehicle to and from your regular place of work (as outlined in your Employment Agreement) does not constitute work usage.
* Mileage will be reimbursed at the IRD recommended rate on completion of the mileage reimbursement form. (Appendix 45a) This is currently 83c per km for the first 14000 km’s in a calendar year. Any use in a calendar year above 14000km’s will be reimbursed in line with the following table.

|  |  |
| --- | --- |
| *Type of Vehicle* | *Rate of reimbursement* |
| Petrol  | 31c |
| Petrol / hybrid  | 18c |
| Electric | 10c |

* Employees are required to keep a logbook of work related travel in personal vehicles

### 4.13.3 People we support

It is not our practice to provide regular passenger services to any people we support; however, if the need arises for you to transport a person we support in an emergency situation you may do so at your own discretion. In a non-emergency situation you may only do so with prior approval from your delegated manager.

If the person we support is under the age of 18 you must obtain written permission from their parent or guardian before providing this service.

If the child is seven years of age or under they must use an approved and correctly installed child restraint. Suitable child restraints are:

* Up to 6 months (less than 9 kg) - Should have an ‘infant seat’ designed for babies unable to sit up. Usually rear facing.
* 6 months – 4 years (to 18 kg) - Should have ‘child seat’ with buckle and straps to hold the child secure. The seat’s size depends on the weight and size of the child.
* 2½ - 5 years (over 14 kg) - Can use a booster seat
* 4 – 8 years - Should use a ‘child harness’ or a ‘booster seat’ with adult seatbelt.

For vehicles with a hoist, safety tie downs or manual or automated ramps, training in the use of this equipment is to be provided. A competency test is to be successfully carried out by an approved person, and a copy held on your employment file.

### 4.13.4 Ban on the use of hand-held mobile phones while driving

The use of hand-held mobile phones while driving is illegal. When driving a work vehicle you must not use a hand-held mobile phone or other telecommunications devices, such as Blackberry devices and Personal Digital Assistants (PDAs) for making or receiving calls or creating, sending or reading text message or emails.

The law allows you to use a mobile phone to make, receive or end a call if using a hands-free kit and:

* Only if you do not have to hold or manipulate the phone in doing so (therefore a fully voice-activated phone would not need to be mounted); or
* Provided the mobile phone is secured in a mounting fixed to the vehicle, if you manipulate the phone infrequently and briefly.

However, you must not create, send, or read a text message even with a hands-free kit.

Failure to comply may lead to disciplinary action being taken against you, or you may have restrictions on vehicle use enforced. Any infringement notice received in relation to using a handheld device while driving will be treated in the same way as speeding fines.

### 4.13.5 Actions

***All***

* Before driving any vehicle (work or private) for business purposes you must present verification of holding an appropriate and current drivers licence. A copy of your licence will be kept on your employment file.
* If there are any changes to your driver’s licence or your eligibility to drive you must report these to your delegated manager immediately.

### 4.13.6 Assigned Vehicles

If you are assigned a work vehicle you must:

* Read and sign the local Assigned Work Vehicles agreement form;
* Always maintain the vehicle in a clean and tidy state;
* Immediately report any damage sustained to the vehicle and arrange for repairs;
* Ensure the vehicle is available for regular servicing and maintenance in accordance with the servicing handbook;
* Ensure no damage occurs through neglect;
* Ensure the current warrant of fitness and registration are displayed clearly at all times;
* Make the vehicle available for other team members to use when you will not be using the vehicle; and
* Maintain an accurate log book.

### 4.13.7 Pool Vehicles

If you are using a pool vehicle you must:

* Read and review the local usages policy;
* Adhere to any local regulations that may be in place;
* Immediately report any damage sustained to the vehicle;
* Accurately record all mileage incurred on pre-approved private use;
* Maintain an accurate log book; and
* Advise your delegated manager if anything changes in your ability to drive.

### 4.13.8 Private Vehicles

If you use your own vehicle in the course of your role you must:

* Obtain prior approval from your delegated manager before use. Generally a private vehicle can only be used when all other options have been exhausted;
* Provide evidence that your vehicle has the appropriate insurance to be used for business purposes and carrying people we support;
* Ensure that your vehicle has a current Warrant of Fitness and registration;
* Advise your delegated manager of any changes to your insurance policy or ability to drive; and
* Maintain an accurate log book.

### 4.13.9 Family’s Vehicle

If the need arises for you to drive a person we support or their family’s vehicle then you must:

* Ensure you have the vehicle owners permission to drive their vehicle;
* Ensure you have prior approval from your delegated manager;
* Ensure and sight proof that the vehicle is fully insured, including covering you to drive and operate the vehicle; and
* Allow the vehicle owner to sight your driving licence.

When a person we support or family’s vehicle is being used, CCS Disability Action accepts no insurance liability in the event of an accident. All costs and mileage incurred will be the responsibility of the owner of the vehicle.

### 4.13.10 Managers

There will be someone in your branch or region that is centrally responsible for managing the motor vehicle fleet including fleet maintenance, administration requirements and addressing requests and issues raised by your team members. As a manager, your responsibility is to approve the use of private vehicles and the use of pool vehicles for private use.

If a team member requests that they be allowed to use their private vehicle for work purposes you should consider if there:

* Is a genuine requirement for them to use a vehicle?
* Are any pool or assigned vehicles available? and
* Are any other alternatives options available, such as public transport?

If you approve the use of a private vehicle you should ensure that the:

* Team member has read and understood the requirements of the Motor Vehicle Policy outlined above;
* Vehicle has the appropriate insurance to be used for business purposes and carrying people we support, if needed; and
* Vehicle has a current Warrant of Fitness and Registration.

If a team member requests the use of a pool vehicle for private purposes you should consider:

* The reason for the request;
* How long they have requested the use for;
* If the pool vehicle is available.

Generally using a pool vehicle for private use is only acceptable for ease of working requirements such as using the vehicle to drive home for the night if a team member has been away from their normal place of work. Private use of pool vehicles should not be approved for long periods of time, or to be used while a team member is on leave or for household activities over the course of a weekend.

If other requests or issues are raised in relation to the Motor Vehicles Policy you should consult the Fleet Manager/Administrator.

NB: Each Region / Branch will have their own operational policy regarding motor vehicles please ask to view and familiarise yourself with this.

### 4.13.11 Private Use of a CCS Disability Action Vehicle

Any staff member who is assigned a CCS Disability Action vehicle and is granted “private use” of this will be informed of the limitations of this benefit. Generally it will be either:

* Limited – includes “to and from work” plus very local use (25% of full value added to remuneration pack)
* Restricted – As for limited with the ability to use for private travel within a defined area (50% of full value added to remuneration package)
* Open – full use with possibly some wider geographic restrictions e.g. region

Staff Member Responsibilities:

* The staff person will be responsible for the payment of his / her own traffic infringement fines.
* The staff person shall not permit any unauthorised person to drive the employer’s vehicles without the agreement of the organisation.
* The staff person must immediately advise the organisation and insurance company of any accident or damage caused to the organisation’s vehicle.
* Any driver of a CCS Disability Action vehicle should not have consumed alcohol and be over the legal limit for driving or have taken illegal drugs.
* Smoking is not permitted in any CCS Disability Action vehicle.

* The staff person and any other authorised driver must have a current driver’s licence
* The staff person is responsible for ensuring that the car has a current registration, warrant of fitness and has been maintained as required by company policy including water levels, oil and petrol levels and tyre pressures. It should always be kept in a tidy and presentable condition.
* The staff person will be provided with a fuel card to pay for fuel when travelling to support the work of the organisation. This fuel card is to be used for the purchase of fuel only.
* No additional items are to be attached or connected to the car without the agreement of the organisation e.g. tow bars, child car seats, roof racks
* While driving in a CCS Disability Action vehicle, the staff person or other authorised driver are required to follow the road rules to ensure personal safety.
* It is also required that there is the following in the vehicle in case of an emergency:
	+ - Basic first aid kit
		- Spare tyre and equipment needed to change the tyre
		- Tow rope
		- Jump leads

## 4.14 Telephone and Mobile Phone Usage

### 4.14.1 Private use of CCS Disability Action phones

As an organisation we recognise that you may from time to time need to communicate with your family or whanau during working hours. As such, you may use the organisations phones to make and receive personal calls. These calls should be kept to a minimum and made whenever possible during your breaks.

If private use of CCS Disability Action phones is deemed unreasonable or excessive then we may seek to recover, from you, the costs incurred.

If you are provided with a mobile phone to do your job, it remains the property of CCS Disability Action, and should only be used when undertaking your role, or in an emergency situation. They should not be used by or loaned to any person who is not a CCS Disability Action team member.

### Actions

***All***

* You must ensure all resources, tools, and equipment entrusted to you are safe, secure and in good order.
* Any resource, tool or equipment remains the property of CCS Disability Action and must be returned to CCS Disability Action on the termination of your employment.
* When working with people we support personal mobile phones should be switched off and you should not respond to personal calls except in the case of an emergency.
* Any loss of theft of your mobile phone should be reported to your delegated manager as soon as possible.

***Managers***

If you find that a team member has been unreasonably using the work phones for personal reasons, you should arrange a meeting with them and:

* Advise them of the levels or type of usage that you feel is unreasonable;
* Ask for an explanation;
* If you do not feel their explanation justifies the usage, instruct them that they are required to repay the costs incurred for the personal usage and/or instruct them that they must refrain from using the phone in an unreasonable manner; and
* Where necessary undertake an investigation under the Disciplinary Procedures set out in [section 9.3](#_9.3_Disciplinary), for example, if a team member has been using a work phone to access illicit chat lines.

What is unreasonable? As a general rule unreasonable use of work phones, without proper explanation or approval would be:

* Using phones to call overseas for personal reasons;
* Using the phones to call known or suspected criminal organisations, illicit chat lines or other high toll-charging numbers; or
* Incurring costs of $10 or more per month for personal calls, texts or emails.

### 4.14.2 Use of personal phones in course of work

It is a requirement for some roles that the employee has access to a mobile smart phone which has capability to download and use our Te Puna Kōrero app on this phone.

The app is free to download and is a required tool of trade for all Support Workers. Assistance may be available for the purchase of a basic device, where necessary. Please discuss this with your manager in the first instance to find out what assistance may be available.

**Non-taxable allowance:**

Where employees are required to use their own mobile phones and data in the course of their work (such as use of Te Puna Korero app) they can be reimbursed for this expense by way of a tax-free allowance. This is paid as regular allowance of $10 per fortnight for employees working more than 20 hours per week, or $5 per fortnight for employees working less than 20 hours per week.

This is a non-taxable allowance which is intended to reimburse for actual expenses incurred during the course of your job. Only staff who use the Te Puna Korero app are entitled to this allowance.

This allowance is not taxed, and is paid as a regular allowance through the payroll system to employees as a recognition of the cost to use their own mobile phone and data

## 4.15 Gifts and Rewards

### 4.15.1 Statement

As a not for profit organisation we actively discourage giving or accepting rewards, gratuities or special gifts/deals outside of any contractual arrangement.

### 4.15.2 Actions

***All***

* If you are offered a reward you should consult with your delegated manager over the appropriateness of receiving the gift or reward.
* If you have already received the gift or reward you should consult with your delegated manager whether or not the gift can be kept.

***Managers***

Team members are required to advise you of any such offer or receipt of a gift and you will need to determine if it is appropriate or not to accept the gift or reward. To determine if a gift or reward is appropriate you should consider:

* The value of the gift;
* If it can be shared within the team;
* Why a gift is being received; and
* If it could influence current supplier negotiations.

If a gift has already been received and it is not considered to be appropriate you should advise your team member that they should not accept a gift from the provider again, make a record of the gift and:

* Return the gift if able;
* Share the gift amongst the team; or
* Donate the gift to charity

## 4.16 Giving Koha

### 4.16.1 Statement

A koha is a gift that is unconditional in its nature and used to enhance the cooperation within communities and whanau. The importance of koha occurs within a uniquely New Zealand and Maori context. Traditionally Maori gave koha to honour the person, whanau or hapu who were the recipients. Koha used to be kai/food, gifts and culturally significant taonga/treasures. Now koha is usually monetary.

At CCS Disability Action koha may be given:

* At tangi to honour the tupapaku/deceased and support the grieving whanau.
* To the mana whenua/people of the marae by the manuhiri/visitors during a powhiri/welcome. In this instance koha is used to honour those people who provided the welcome and at times the ringa wera – those people who have worked in the kitchen and prepared the kai.
* To a kaumatua or kuia/Maori elder who are supporting the branch or region.

Koha is not paid in lieu of a contract for services or product. It is recognition of support given and the relationship that we have as an organisation with the recipient. Also that the amount of the koha is not the most important factor, the fact that it is given is significant. Along with the koha, our presence at an event like a hui or tangi is often of paramount importance to the recipient.

### 4.16.2 Actions

***All***

* There may be occasions when you will be called on for koha. In such circumstances you should discuss with your delegated manager what would be considered appropriate, prior to attending such an event.
* If koha is given as money it is non-taxable income for the receiver. It is acceptable to ask for a receipt. Receipts can be prepared by us to assist the recipient. Kaumatua and kuia want to do the right thing and be accountable but often appreciate the support we provide with the paperwork.

***Managers***

When your team member approaches you for a request for koha, you should consider:

* The current relationship we have with the recipient;
* That koha should not be confused with a waged or salaried position;
* The experiences of other branches and regions regarding the provision of koha, where this is unknown contact some branches within your region;

## Receiving Koha

### 4.17.1 Statement

There may be occasions where we receive koha. This is often in the form of a gift that is given by either staff or families when they leave our service and they want to thank our organisation for the support that we have given them. It is seen as koha again because it is defined as an 'unconditional gift' that enhances cooperation. In the past koha has included pounamu/greenstone, carvings, photos of the deceased, books and donations for children.

The Family or staff member give their koha often in a ceremony called Poroporoake or Whakawatea. These ceremonies are usually at a time of farewell. The objects of taonga given will either be blessed beforehand or at the time.

### 4.17.2 Actions

***All***

You may want to consider the following when a koha is given:

* Whether a kaumatua or kuia is present at the Poroporoake or Whakawatea
* Whether team members who have been working with the family or colleague are also present and feel comfortable with the process
* Whether someone significant to the branch like Regional Manager or Team Leader is there to receive the koha and acknowledge the whanau or worker leaving

## 4.18 Concerns and Complaints Process

### 4.18.1 Statement

There may be occasions when you are concerned with the actions of a fellow team member or manager and would like to raise your concerns or make a complaint, either informally or formally. These will always be taken seriously and given due attention to help resolve the matter before it escalates. We will endeavour to ensure that you do not suffer any undue stress as a result of raising a concern or complaint.

When you raise a concern or complaint the following type of information will be gathered;

* What happened;
* Who was involved;
* When and where it happened and how many times;
* Were there any witnesses;
* Why you feel it is necessary to raise a complaint;
* What steps you have taken so far;
* Whether the issue been raised with the person concerned.

Complaints and concerns need to be addressed in a timeframe that is appropriate to the complaint and ensure that the team members do not suffer any undue stress as a result of the concern or complaint.

You may request a support person to be involved to assist you at any stage of the process, such as a union delegate or a family member.

### 4.18.2 Actions

***All***

There are generally four options available for addressing a concern or complaint; no further action, casual, informal and formal. If you have raised a concern or complaint it is your choice which course of action should be taken. However, if your delegated manager feels that your concern or complaint is of a serious nature, they may request that it is managed through a formal process. Examples of when your delegated manager may request this include, but are not limited to, alleged harassment, or alleged misconduct. Please refer to [section 9.1](#_9.1_Managing_Performance) onwards for more information on these processes.

**No further action:** Simply advise your delegated manager of the situation or incident; ask that your concern or complaint is registered in case there are any further incidents. A file note of the conversation will be created, and this along with any other relevant written information, will be placed on your employment file.

**Casual:** You can approach the individual concerned yourself to discuss and resolve the matter between yourselves. Following this discussion you should let your delegated manager know whether this approach was successful, and confirm whether the matter has been resolved. A file note will be created, and this along with any other relevant information, will be placed on your employment file.

**Informal:** Your delegated manager will gather all necessary information, and speak to any witnesses, and the person concerned. If on conclusion of the informal process you feel that the matter is not resolved, or your delegated manager concludes that the matter is more serious, the concern or complaint may escalate to the formal process. A file note will be created, and this along with any other relevant information will be placed on your file and on the person’s employment file.

**Formal:** This includes a full investigation, including formal meetings, which may lead to disciplinary action being taken if the complaint is found to be of a serious nature. A file note will be created, and this along with any other relevant information will be placed on your file and on the person concern’s file.

If the first approach does not resolve the situation you can proceed to the next level. If you have undertaken a formal process and the situation has still not been resolved then your next option is to raise your concern or complaint with your Regional or National Manager, and finally the Chief Executive.

You should only complain directly to the board if you have a complaint or concern relating to their actions, or the actions of the Chief Executive.

If you have had a concern or complaint raised against you, you also have the right to be accompanied by a support person during this process. During an informal or formal process you will be provided with the opportunity to respond to the allegations made against you before a decision is made. As noted above all relevant documentation gathered during an informal or formal process will be placed on your employment file.

***Managers***

* Any complaint raised by a team member, must be taken seriously and given due attention;
* Concerns or complaints must be addressed in a timeframe that is appropriate to the complaint
* Ensure that the team members do not suffer any undue stress as a result of the concern or complaint.
* Advise the team member of the options available to them, and leave the decision of which one to follow for them to make.
* Gather as much specific information as possible;
* If you feel that the concern or complaint is of a serious nature, you may request that it is managed through a formal process. Examples of when you may request this include, but are not limited to, alleged harassment, or alleged misconduct.
* Ensure the team member is aware of their right to have a support person present at any meeting regarding this process, especially when the person concerned is present.
* In an informal or formal process is to be followed advise the person concerned of the complaint and explain the process that will be followed, including their right to have a support person present at any meetings during the process
* Ensure file notes are created, and place this along with any other relevant information on both employment files

## 4.19 Harassment and Discrimination

### 4.19.1 Statement

Harassment in the workplace has the potential to cause an offensive, intimidating and hostile employment environment. CCS Disability Action does not tolerate or condone harassment in any form and will take whatever disciplinary action is appropriate against any member of staff found guilty of harassment, up to and including dismissal.

The Human Rights Act, sections 62 and 63, states that it is unlawful for a person to be sexually or racially harassed in their employment. And in line with part 9 of the Employment Relations Act, a team member can take a personal grievance if they are subjected to sexual or racial harassment.

### 4.19.2 Harassment

Can be based upon personal characteristics or the physical appearance of a person or group (due to a disability, age, ethnic or national origins, race or colour, or sex) or on their beliefs, opinions or affiliations.

A team member is harassed in the workplace if he or she is subject to:

* Written or spoken language; or
* Visual material such as photographs, posters or emails; or
* Physical behaviour such as gesturing which expresses hostility against the team member or brings him or her into contempt or ridicule because of the team members race, disability, gender, colour or ethnic or national origins and:
* Is hurtful or offensive to them; and
* Has a detrimental effect on their employment or job satisfaction.

The behaviours can be obvious or subtle, direct or indirect.

Harassment may:

* Be a single significant incident, a series of incidents or a continuing situation;
* Be by one or more people; and
* Be by a team member or representative of CCS Disability Action or by a customer or client.

### 4.19.3 Sexual Harassment

A team member is sexually harassed in the workplace if he or she is subject to one or more of the following (please note this is not an exhaustive list):

* Verbal or written requests for sexual intercourse, sexual contact or other forms of sexual activity;
* Visual material of a sexual nature such as photographs, posters or emails;
* Physical behaviour of a sexual nature such as touching or gesturing that is unwelcome or offensive to the team member and which has a detrimental effect on the team member’s employment, or their enjoyment of it;
* Obscene phone calls;
* Unwanted invitations;
* Demands for sexual favours;
* Sexual discrimination;
* Sexually suggestive remarks; or
* The spread of rumours about a person’s private life.

Sexual harassment is not occasional compliments, behaviour based on mutual attraction or any behaviour which is not sexual in nature. It does not include friendships with other team members where both people enjoy and are consenting partners to the relationship.

### 4.19.4 Racial Harassment

Racial Harassment includes; unwelcomed, unsolicited behaviour that seeks to denigrate, humiliate or intimidate a person or group on the basis of their race, colour, ethnic or national origins, or culture or ethno-religious background.

### 4.19.5 Discrimination

Discrimination occurs when a team member is treated differently on the basis of one of the following factors: disability, sex, marital status, religious belief, ethical belief, colour, race, ethnic or national origins, age, political opinion, employment status, family status or sexual orientation.

### 4.19.6 Actions

***All***

* If you consider you have been harassed by a representative of CCS Disability Action, a fellow team member, or a client of CCS Disability Action, you should bring the matter to the attention of your delegated manager. Team members should raise their concerns without fear of reprisal.
* All discussions will be conducted in confidence;
* You may be requested to make a written statement for the investigation;
* The delegated manager will not act without your consent unless a serious situation exists involving danger to other people;
* Any team member whom CCS Disability Action determines has been sexually harassed will be encouraged to make a formal complaint so that CCS Disability Action can take the appropriate action against the person or persons responsible.
* In the event that CCS Disability Action’s internal procedures fail to resolve the team member’s complaint and the team member wishes to pursue the matter further, he or she may:
	+ Lodge a personal grievance under the Employment Relations Act 2000; or
	+ Make a complaint to the Human Rights Commission.

***Managers***

* Listen to the allegation, and where appropriate request a written statement.
* In most situations a formal complaints process should be entered into. A full description of this process is found in [section 4.1](#_4.18_Concerns_and)8.
* You cannot require a team member to make a formal complaint; you are advised to encourage them to do so, so that an investigation can take place.

## 4.20 Bullying

### 4.20.1 Statement

CCS Disability Action regards bullying of any kind as unacceptable behaviour. CCS Disability Action recognises that bullying at work has the potential for:

* Serious consequences
* An individual to experience health problems, loss of self-esteem and performance ability
* Division in the workplace to occur as people take sides
* Financial and productivity losses for employees and the organisation

Bullying is repeated and unreasonable behaviour directed towards a worker or a group of workers that creates a risk to health and safety.

* Repeated behaviour is persistent and can involve a range of actions over time.
* Unreasonable behaviour means actions that a reasonable person in the same circumstances would see as unreasonable. It includes victimising, humiliating, intimidating or threatening a person.

A single incident of unreasonable behaviour is not considered workplace bullying, but it could escalate and should not be ignored.

**What is not bullying?**

It is important that we are able to have honest and respectful conversations in the work environment:

**Bullying is not:**

* Friendly banter, light hearted exchanges and compliments
* Strong intellectual debate, differences of opinion and non-aggressive conflicts
* Assertive expressing of opinions that are different from others
* Issuing reasonable instructions and expecting them to be carried out
* Performance management and other disciplinary action in accordance with CCS Disability Action policies and procedures
* Giving negative feedback respectfully, including in a performance appraisal and requiring justified performance improvement
* Free and frank discussion about issues or concerns in the workplace, without personal insults
* A single incident of unreasonable behaviour unless there is an established pattern

### 4.20.2 Actions

***All***

* Identify workplace factors that contribute to bullying
* Tell your manager if you experience or see any bullying behaviours. If the manager is the person behaving in a bullying manner then advise their manager.
* Try low-key solutions first – e.g. talking to the person initially
* Follow our formal or informal processes when making a complaint (see section 4.18 – Concerns and Complaints)
* Keep an eye out for other people, providing support when seeing a person being isolated or experiencing reprisals
* Accept that perceptions of bullying may need to be negotiated.

***Manager***

* If your team member has put forward an allegation of bullying:
	+ Treat all matters seriously and investigate promptly and impartially
	+ ensure neither the complainant nor the alleged bully are victimised
	+ support all parties involved
	+ find appropriate remedies and consequences for confirmed bullying, as well as false reports
	+ communicate the process and its outcome
	+ ensure confidentiality
	+ use the principles of natural justice
	+ keep good documentation
* Follow our concerns and complaints procedure (section 4.18) to investigate any alleged incidents of bullying
* Develop a culture where bullying cannot thrive, including bullying from people we support.

## 4.21 Family Violence Policy – Victims Protection Act

### 4.21.1 Statement

We support our employees who experience family violence.

We will not discriminate against employees who experience family violence.

We will uphold the privacy rights of people who experience family violence

We will consider all requests for family violence leave or short term flexible working arrangements urgently.

### 4.21.2 Definitions:

Family Violence: violence against a person by any other person with whom that person is, or has been, in a family relationship (including children).

A person is affected by family violence if:

* They are a person against whom any other person inflicts, or has inflicted, family violence; and/or
* A person with whom there ordinarily or periodically resides a child against whom another person inflicts, or has inflected family violence.

### 4.21.3 Leave provisions:

Employees who have completed six months continuous employment with CCS Disability Action are entitled to up to ten days of paid family violence leave per year. This leave is in addition to any sick or annual leave entitlements. Family Violence leave does not accrue, and cannot be carried forward.

We can request supporting documentation from the police, government departments, a health professional or a family violence support service. This will be at the discretion of the General Manager. We need to advise the person applying for leave as soon as possible (and no later than 3 working days after the request is received) if we need supporting documentation

### 4.21.4 Flexible working arrangements:

Employees who experience family violence are entitled to apply for flexible working arrangements for a short term period of up to 2 months. Any request for flexible working arrangements can be made by the employee, or someone else on the employee’s behalf. Requests must be in writing and must be responded to within 10 days of receipt of the request.

### 4.21.5 Actions

***All***

* Apply for family violence leave by talking to your line manager. You can alternatively talk to the National HR Manager or your General Manager to apply.
* Applications for short term flexible working arrangements need to be made in writing. This application needs to include the date on which you propose the variation will take effect, and the date in which it will end. The application should also include information on how this will assist you to deal with the effects of family violence, and an explanation as to what changes CCS Disability Action may need to make if the request is approved.
* If you have any concerns about how you have been treated by other staff because you have experienced, or assumed to have experienced, family violence, please contact the National HR Manager.
* Any employee who experiences family violence is entitled to privacy regarding any leave or flexible working arrangements.

***Manager***

If your team member requests family violence leave

* Respond immediately or as soon as possible to this request.
* If after discussion with the General Manager you require supporting documentation, this needs to be requested as soon as possible, and within 3 days of the request being received.
* Ensure the privacy of the employee is protected. Family Violence leave should not be written on timesheets where these are public, or entered into team whereabouts emails etc.
* Advise payroll that the employee is on family violence leave. Also advise them of the importance of privacy around this.
* Ensure the employee is aware of our Employee Assistance Programme

If your team member has applied for a short term flexible working arrangement:

* Respond to the request within 10 days of receipt of the request.
* Requests should only be refused if:
	+ - The employee fails to provide supporting documentation when requested
		- The request cannot be reasonably accommodated because of:
			* An inability to reorganise work among existing staff
			* An inability to recruit additional staff
			* Detrimental impact on quality
			* Detrimental impact on performance
			* Insufficient work during periods employee has proposed to work
			* Planned structural changes
			* Burden of additional costs
			* Detrimental effect on employees ability to meet customer demand

## 4.22 Wellbeing Policy

**4.22.1 Statement:**

We are committed to our workplace having a positive and healthy culture.

To achieve this, our workplace policies, practices and environments are designed with your wellbeing in mind.

This policy applies to all employees, governance members, volunteers, and to anyone who comes into our workplace.

**4.22.2 Mental Wellbeing:**

Our workplace has a role in promoting, protecting and supporting our employees’ positive mental wellbeing.

We recognise the experience of mental distress is common and that anyone can be affected at any stage of their lives. We are committed to supporting any employee experiencing mental distress.

If you are experiencing distress, we will do as much as we can to help you to stay at work and/or support your return to work when you are ready. We will never share any information about you unless you have agreed to it or we need to share it to ensure your wellbeing and safety and that of those around you.

**4.22.3 Actions:**

As your employer, CCS Disability Action will do the following to promote wellbeing:

* Encourage a culture of openness – you can speak up about any concerns at any time and know you will be heard.
* Make sure you feel supported to seek help for any issues or distress.
* Provide all staff with one day ‘Wellness Leave’ per calendar year. This leave may be taken once only during the calendar year so that you can spend this time focusing on your wellness and wellbeing. This leave is not carried over if unused, or paid out on termination of employment.
* Your manager will ensure you understand what is expected of you at work – in your work tasks and behaviour.
* Your manager will check in with you at agreed times to discuss your workload and any concerns
* Offer flexible work practices wherever possible.
* Support opportunities for personal and professional skills development and growth.
* Not tolerate bullying, harassment, or discriminatory behaviour.
* Provide you with access to free independent counselling through our workplace Employee Assistance Programme (EAP). This can be accessed directly at any time by phoning 0800 333 200.
* Consult with you and other staff about what workplace wellbeing means to you, and what initiatives you might like.
* Provide contact details for support services you can access easily and discreetly.
* Encourage you to take breaks, both to rest and to connect with others.
* Regularly support mental health and wellbeing initiatives, such as Mental Health Awareness Week and Pink Shirt Day.

**Our expectations of you**

You can do a lot to protect your own mental wellbeing at work.

As an employee, we expect you to:

* treat everyone with respect and civility
* build your own healthy relationships within your team
* speak up if you need help or support
* speak up about any bullying, harassment, or discriminatory behaviour you notice happening in our workplace
* take your own steps to stay mentally healthy at work (e.g. taking rest breaks, speaking up if stressed)
* support workmates to speak up if they need help for anything affecting their mental wellbeing
* access support if you need it – see the further assistance and support section in this policy
* ask about options (e.g. flexible working arrangements, special leave) if you feel you need time away from work to manage your mental health.
* Use your wellness leave to focus on your personal wellness and wellbeing. Apply for this as you would annual leave.

**4.22.4 Further assistance and support:**

There may be times when you need support to deal with difficult issues or to help someone close to you deal with theirs. If you need support we will:

* encourage you to ask for help as early as possible to reduce the chances of problems growing - all disclosures will be treated confidentially
* do what we can to help you find the support you need
* allow you time off work to deal with issues, as set out in the sick leave section of your employment agreement
* encourage you to seek appropriate help if you know or strongly suspect an employee might harm themselves or needs help – or if you need help yourself.

We offer an Employee Assistance Programme, which means you can access free, confidential and professional support. You can access this by contacting Workplace Support on 0800 333 200.

You could also find support by:

* talking to your manager or a colleague for advice and support. Alternatively you can talk directly with your General Manager, the HR Manager or Chief Executive if you do not feel comfortable talking to your manager.
* going to see your doctor or another health professional
* calling or texting 1737 to talk to a trained counsellor. This service is completely free and available 24/7.
* calling 111 if there is an immediate crisis.

## 4.23 Vaccinations

**COVID-19**

**Statement**

CCS Disability Action, as an organisation in the health and disability sector, is required to ensure all employees are vaccinated against COVID-19 unless there is a specific medical exemption granted to an employee.

This requirement is part of the COVID-19 Public Health Response (Vaccinations) order 2021.

This order states that all employees must have received the first dose of the COVID-19 vaccination by 15th November 2021, and the second dose by 1 January 2022.

Any ***new*** employee is expected to be fully vaccinated against COVID-19 unless a medical exemption has been granted.

**Medical Exemptions:**

If you, as an employee, believe you are eligible for a medical exemption your usual medical practitioner or nurse practitioner can apply for this on your behalf to the panel run by the Ministry of Health.

If you obtain a medical exemption from getting vaccinated, you must notify and provide written confirmation of this exemption, noting the expiry date of the exemption. We will then work with you to ensure appropriate control measures are in place to mitigate any risks.

To ensure we have accurate and up to date information we require all employees to advise their direct manager of their vaccination status and provide evidence of this that we will record within our HR system. This information will only be used to keep people safe from this global pandemic. The only people who will have access to this information are those that need to see it in order to keep people safe.

If an employee chooses not to disclose their vaccination status, we will have no alternative but to assume they are not vaccinated.

**Influenza**

**Statement**

CCS Disability Action strongly recommends employees protect themselves and others from influenza by getting an annual influenza vaccination.

CCS Disability Action will provide information and support to enable informed decisions, however we recognise that the final decision on vaccination rests with the individual.

CCS Disability Action will cover the costs of your annual influenza vaccination up to a maximum of $50 per employee. This amount will be reimbursed on presentation of receipts.

Information will be collected where possible on total numbers of staff who are vaccinated. We request all employees to advise their direct manager of their vaccination status so we can record this. We won’t share your personal information or names but will compile numbers and statistics for our reporting.

**General**

We recognise the rights of the people we support to have the freedom of choice and make their own decisions about vaccinations. We will ensure we practice supported decision making– this means supporting someone to make a decision rather than making a decision for them. This also means making decisions based on the person’s free will and preference, rather than their best interests.

Staff members shall not impose their own beliefs on a person we support with regards to vaccinations.

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| --- | --- |
| Appendix chapter: 4 | Issue Date: April 2010 |
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# Leave

Your specific entitlements for annual, sick and bereavement leave and public Holidays are outlined within your Employment Agreement. This section will outline our operational leave practices and provide more information on Closedown Periods, Jury Service and Parental Leave and Resignation.

## 5.1 Annual Leave Entitlement

Your specific entitlement to Annual Leave is set out in your employment agreement. Part time employees receive the same annual entitlement to annual leave; however this is pro rata for their employment. For example, if you work 20 hours per week and your entitlement to annual leave is 4 weeks per year, you are entitled to 4 weeks of holidays at 20 hours per week (total of 80 hours).

At CCS Disability Action we operate on a take as you earn basis for annual leave – this means you are able to take annual leave as soon as you have accrued this, without having to wait for the full year.

### 5.1.1 Management of Annual Leave

CCS Disability Action recognises the importance of taking time away from work to recuperate and maintain a healthy work / life balance. We therefore encourage all team members to take their annual leave entitlement in the year that it falls due. Our organisation places a shared responsibility on the individual and their manager to ensure that leave is being taken and to prevent the accumulation of an ‘excessive’ amount of annual leave. For the purposes of this policy, excessive annual leave is an accrual of more than four weeks entitlement (i.e. more than four weeks entitlement).

In line with this statement, each regions HR Administrator (or similar position) is to provide quarterly reports outlining team members within the branch who have accumulated an ‘excessive amount’ of annual leave. Delegated managers will then need to meet with those team members to plan and schedule when they will be taking their leave. It may be that the employee is saving some leave for a special overseas trip, or has been unable to take leave due to covering another position. It is expected that these reasons will be documented and monitored.

Team members who have accrued a high leave balance and have not got any plan in place to use some leave may be given 14 days’ notice to take some of this accrued leave. This should be seen as a last resort option as it is in the best interests of our team members to plan their annual leave.

## 5.2 Requesting Leave

**5.2.1 Statement**

All annual leave and where possible, sick and bereavement leave must be requested and approved in advance.

You need to request leave to your delegated manager at least 14 days in advance. Leave may, at the discretion of your delegated manager, be approved in less than the required notice period but the shorter the notice period the less likely it is that your leave will be approved

As an organisation we recognise the importance for you to take time away from work and encourage you to take all your annual leave entitlement in the year that it falls due. We will endeavour to approve all leave requests, where possible, but genuine business requirements may mean that leave cannot be approved in some circumstances. It is advisable not to make any bookings or pay for any holiday or travel arrangements until your annual leave has been approved.

### 5.2.2 Actions

***All***

* To request leave complete a Leave Request form and submit it to your delegated manager at least 14 days in advance. A copy of the Leave Request form is in [Appendix 44](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C44%20-%20Leave%20Request%20Form.doc). If your branch has an online payroll system your application for leave may need to be submitted electronically.
* Your delegated manager will approve or decline the leave and inform you of their decision.

***Managers***

* When you receive a leave request you should consider:
	+ The amount of notice given (you may, at your discretion, approve leave requests where less than the standard notice has been given, although this should be the exception rather than the rule);
	+ The amount of leave the team member has accrued;
	+ The reason for the leave;
	+ Potential disruptions to the services provided and the ability of the rest of your team to provide cover, if necessary.
* Once you have made your decision advice the team member if their leave has been approved by using the relevant online leave system or local leave form.
* You are encouraged to grant leave requests unless there is a genuine or significant business reason preventing this.
* Where a team member has a high balance of accrued leave you can provide them with 14 days’ notice requiring the team member to take their outstanding accrued leave. This should be a last resort option after other alternatives have been explored.

## 5.3 Cashing out Annual Leave

Under Section 28A of the Holidays Act 2003 employees are able to ask their employer to pay out their 4th week of annual leave for each entitlement year. CCS Disability Action firmly believes it is paramount for everyone’s wellbeing to have proper breaks from work to rest. For this reason, we do not allow cashing out of annual leave.

## 5.4 Sick Leave

### 5.4.1 Statement

Your sick leave entitlement is outlined in your employment agreement.

You must advise your delegated manager as early as reasonably practical on the first day of absence and continue to update them regularly if you are away for more than one day.

If your sick leave is to exceed three days you must have a doctor’s certificate.

Your delegated manager may, for any reason, request a doctor’s certificate at the organisation’s expense within the first three days of sick. Your delegated manager is also entitled, at the company’s expense, to request a second opinion from another doctor if they feel they need further clarification in regard to your ability to perform your duties.

If you are unable to provide reasonable justification for your absence it may be considered unauthorised and in some instances unpaid. It may also lead to disciplinary action being taken.

### 5.4.2 Actions

***All***

* Advise your delegated manager as early as reasonably practical on your first day of absence;
* Continued updates are to be provided to your delegated manager if you are away for more than one day, in a manner agreed between you and your manager.
* Upon returning from sick leave you must complete a Leave Request form and submit it to your delegated manager. They will then advise you how the leave will/has been recorded.

***Managers***

If you believe the reason for the absence is genuine you should advise the team member:

* How and when they should update you on their situation; and
* They must complete a leave request form when they return to work.

If you believe or suspect that the reason for their absence is not genuine you should advise them that:

* You have concerns over the validity of their absence;
* You require them to obtain a medical certificate from their doctor (you may do this, within the normal three day period, at the cost of CCS Disability Action);
* If they do not obtain a medical certificate or if it does not contain supportive information you may instruct them to return to work immediately or request a second doctor’s opinion at the cost of CCS Disability Action;
* If they are unable to provide reasonable justification of their absence it may be considered unauthorised and in some instances unpaid. It may also lead to disciplinary action being taken; and
* You will be meeting with them on their return to discuss the matter further.

When the team member returns to work you should arrange an informal meeting with them to discuss:

* Their absence and the reasons for it;
* The content of the doctors note if appropriate;
* The levels of their absence if they are unacceptably high; and
* Any further action you are considering.

If the team member provides you with a reasonable explanation for the absence you can simply advise them that you are satisfied with their explanation and no further action is needed.

If you feel that the absence was not genuine but do not believe undertaking a formal disciplinary investigation is warranted you should advise them that:

* Their reason for being absent was not acceptable;
* Any further periods of absence must only be for genuine reasons; and
* If their levels of absence are high, advise them of such and that their absences levels should return to a more normal level.

When assessing if a period of absence is genuine or appropriate you should consider:

* The absence levels over the last three or six months;
* The reasons for any previous periods of absence;
* The reason for the current period of absence; and
* Any other information you may be aware of, for example if the team member has previously requested annual leave for the same period as the unapproved absence.

Generally, without extenuating circumstances, such as extended periods of illness or an operation recovery period, absence levels are considered to be unacceptably high when a team member is absent from work for:

* More than three separate periods within a three month period; or
* Five separate periods within a six month period.

In these circumstances you need to advise the team member that their absence levels are unacceptably high and you expect no further periods of absence unless absolutely necessary.

If, however, you feel that the absence was not genuine and forms a case of misconduct you, should invoke the disciplinary procedure, for further information refer to [policy 9.3 Disciplinary Policy](#_9.3_Disciplinary).

## 5.5 Bereavement Leave

### 5.5.1 Statement

The time off you are entitled to will depend on your relationship with the deceased. Please refer to your employment agreement for more details.

The Act provides for up to three days’ paid leave which can be taken at any time and for any purpose genuinely relating to the death. “Immediate family members” are the employee’s spouse or partner, parent, child, sibling, grandparent, grandchild or the spouse’s parent.

If the bereavement is outside the “immediate family” but causes the team member to suffer bereavement, up to one day’s paid leave may be taken if your delegated manager accepts that you have suffered bereavement.

You are entitled to bereavement leave in respect of each death.

If you require more time off than your employment agreement states, it is expected that you use your annual leave.

### 5.5.2 Actions

***All***

* You must advise your delegated manager as early as reasonably practical on the first day of absence.
* If you require time beyond your contract terms you will need to discuss this with your delegated manager.
* When you return from your bereavement leave complete a Leave Request form and submit it to your delegated manager.

***Managers***

In considering whether bereavement has occurred, you should take into consideration:

* how close the association was between the team member and the other person
* whether the team member is responsible for any aspects of the ceremonies around the death
* whether the team member has any cultural responsibilities they need to fulfil in respect of the death

You should advise your team member that they must complete a Leave Request once they return from their bereavement leave.

## 5.6 Special Leave

### 5.6.1 Statement

Special leave may be granted for the following purposes, please note this list is not exhaustive:

* Courses, conferences or seminars;
* Attendance as a witness in court proceedings;
* Meetings of boards, councils and committees;
* Civil defence, military and firefighting duties;
* First aid training;
* To fulfil roles of cultural significance; or
* Study/examination leave (refer to the Academic Study policy).

Special leave may be paid and/or unpaid and its nature and duration will depend on the circumstances under which you apply for special leave and the operational ability of your team to cover the absence.

### 5.6.2 Actions

***All***

* Discuss with your delegated manager your reason for wanting special leave, the amount of leave requested and how you believe this can be managed with your role responsibilities.
* If leave has been granted you need to submit a leave application form to cover the period of absence and clearly note if it is to be paid or unpaid.
* If any changes are expected to your special leave, notify your delegated manager as soon as possible.

***Managers***

* Requests for special leave whether paid or unpaid should be referred to the appropriate General Manager.
* In considering a request take into account the following:
* The reason for the leave request, and if it benefits the organisation and/or team member;
* The length of time requested
* The impact on the team and its ability to provide regular services while the team member is on special leave; and
* Any precedents that have been set by previous periods of special leave.
* When considering if the leave is to be paid or unpaid you should also consider:
* Whether there is money available in the budget;
* The cost of covering the period of special leave; and
* Any precedents that have been set.

Advise the team member of your decision and ensure the appropriate leave forms are completed.

## 5.7 Time in Lieu

### 5.7.1 Statement

Your Employment Agreement will specify if you are entitled to time in lieu. In general, time in lieu is designed so you are able to take time off in return for working over your usual working hours.

Time in Lieu is not time:

* designed to build up hours so you can take days off at a time,
* to be taken off before you have worked your extra hours;
* able to be accrued or be paid out if you leave CCS Disability Action.

Time in Lieu is different from working flexible hours. Please refer to [section 7.](#_7.7_Flexible_Working)7 to learn more about working flexible hours.

### 5.7.2 Actions

***All***

* Before taking any time in lieu, it needs to be mutually agreed between you and your manager.
* If you believe you need to work extra hours you can request time in lieu clearly stating when you will be working the extra hours, and when you will take the time off. The request must be made and agreed in advance of the work being undertaken.
* At times your delegated manager will request you to work extra hours in return for you taking time off at a later day (as mutually agreed).
* Time in lieu is to be taken within two pay periods. If this is not possible, then it is needs to be mutually agreed with your manager when the soonest most practical time is for you to be taking time off.

***Managers***

* Time in lieu can be granted to team members when they have been required to work outside and beyond their normal work requirements.
* Time in lieu is not an alternative to building up leave therefore it is important that you work out a time with your team members that they can take leave to compensate for the extra hours they have worked. This should be within 2 pay periods wherever possible.

## 5.8 Closedown Periods

### 5.8.1 Statement

In some areas of our organisation there may be an annual closedown period. The closedown period will be set by the CEO and will be between the period 19 December to 19 January inclusive. The closedown period may begin later than 19 December but will not commence earlier and may end before 19January but will not continue after.

Notice advising the dates of any closedown period and the team members it relates to will be published no less than 14 days prior to the commencement of the closedown period. Whenever possible more notice will be provided stating:

* The dates of the closedown period;
* Who is covered by the closedown;
* That any team members covered by the closedown who do not have sufficient leave available should speak to the manager; and
* The services that are to be maintained during the closedown.

### 5.8.2 Actions

***All***

* Once the closedown dates have been published you will need to complete a Leave Request form and submit it to your delegated manager. The leave request form should cover the closedown period and any further leave you wish to take.
* If you do not have the required leave entitlement you should approach your delegated manager and discuss the options available to you which may include taking leave in advance or leave without pay for the closedown period.

***Managers***

When determining the closedown period the Chief Executive will consider:

* The days of the week that the statutory holidays fall in that year;
* Any operational requirements within the scope of the closedown period dates that need to be met;
* Which services need to be maintained during the closedown period; and
* Which team members the closedown period applies to.

When the dates and requirements of the closedown period have been published, as a manager, you should:

* Ensure that your team members who are covered by the closedown are aware of the specific dates; and
* Advise them that they need to complete a leave request form to cover the closedown period.

If any of your team members do not have sufficient leave entitlements to cover all or part of the closedown period you should consider if they can take leave in advance or unpaid leave for the closedown period. When considering this you should consider:

* The number of days leave they are short;
* Their length of service;
* Their preference to leave in advance or without paid; and
* If they can justifiably be excluded from the closedown period and work during the closedown period.

You can agree with the team member that they will take a combination of unpaid leave and leave in advance to cover their absence during the closedown period.

## 5.9 Public Holidays

Clause 8.2 of the Holidays Act 2003 outlines the entitlement to working on public holidays. Further information regarding this entitlement is contained in your Employment Agreement.

We can direct you to work on a public holiday if there is a genuine business reason for doing so.

If you are requested to work on a public holiday that is a day of the week you would normally work, you will be entitled to time and a half pay plus an alternative day’s holiday on pay. This day is to be taken at a time mutually agreed between you and your manager. You must give at least 14 days’ notice of your request to take the alternative day’s holiday.

If you are requested to work on a public holiday that is a day of the week you would not normally work, then you are entitled to time and a half pay but no alternative holiday.

### 5.9.1 Actions

***All***

* If you are entitled to an alternative holiday day you must agree with your manager when this will be taken.

***5.9.2 Managers***

* You must notify your payroll team that your team member is working on a public holiday so they can process the correct payments.

## 5.10 Transfer of Public Holidays

CCS Disability Action does not allow for transfer of public holidays.

##

## 5.11 Jury Service

### 5.11.1 Statement

If you are summoned to undertake jury service or subpoenaed to appear before the court as a witness you will be entitled to paid special leave. A maximum of five days leave is granted in respect of each separate period of jury service or being required as a witness provided:

* The net fees, excluding travel costs that you receive from the Court, are paid to the organisation; and
* You return to work immediately on any day you are not actually serving on a jury or required as a witness.

If you require more than 5 days discuss this with your delegated manager and they may consider alternative ways to manage your absence.

### 5.11.2 Actions

***All***

* When you receive a jury summons you must notify your delegated manager as soon as possible, advising the dates you will be absent.
* You will receive forms from the court asking for advice on where to pay your court fees. These must be paid to CCS Disability Action.
* If you are not selected to be on the jury or your duty period ends within the original stated period you must return to work immediately.
* Should the case you are on take longer than 5 days you need to discuss this with your delegated manager as soon as practical.

***Managers***

As a manager you should only support an application for them to be released from jury service if there is significant and genuine business reasons for doing so.

If one of your team members is called for jury service or are subpoenaed to appear before the court as a witness, you should advise them that:

* They are entitled to a maximum of 5 days paid special leave in respect to each separate period of jury service or being subpoenaed as a witness;
* They must arrange for the net fees, excluding travel costs, to be paid directly to CCS Disability Action;
* They must return to work immediately on any day they are not actually serving on a jury or required as a witness; and
* Where it is predicted that the period is going to be more than for 5 days, it is at your discretion whether you consider granting the team member extended special leave, unpaid leave or annual leave, and whether it is necessary to consider back filling their position.

## 5.12 Parental Leave

### 5.12.1 Statement

The Parental Leave and Employment Protection Act 1987 provides for paid and unpaid leave from work for primary carers and/or their partners either on the birth of a child, or the adoption of a child under the age of six years. The primary carer is, by default, the pregnant mother; however, this term also covers all other permanent care arrangements, including Home for Life parents, whānau and grandparents.

In order to be eligible for parental leave you must have worked at least an average of 10 hours per week for CCS Disability Action for a minimum of 6 or 12 months before the expected date of birth or date of assumed care of a child you intend to adopt (aged under six).

Primary carer leave is paid parental leave paid by the government and applied for through IRD. This leave is up to 26 weeks and must be taken in one continuous period. Primary carer leave starts on the due date or the date childbirth starts if the child is born to the employee. In any other case it starts on the date that the employee becomes the primary carer in respect of the child.

There are some circumstances where an employee can start their primary carer leave early – if their baby is born early, if they are directed to by their Dr or Midwife, or if we consider the work is unsafe, or the performance is inadequate because of the pregnancy and we can’t find temporary alternative work. If the primary carer leave does start early the female employee giving birth may still take at least 20 weeks primary carer leave after the expected date of delivery birth – even if this means she will have taken more than 26 weeks primary carer leave. In this case, these additional weeks are not included in the calculation of extended leave available.

If the employee will be the primary carer but is not the birth mother of the child and the child is born early, then the employee will be able to take primary carer leave from the date that he or she becomes the primary carer of the child.

Partners continue to be separately entitled to one week (under the six month criteria) or two weeks (under the 12 month criteria) of partner’s unpaid parental leave. This is on top of any leave that has been transferred to them by the primary carer.

Following the primary carer leave employees are also entitled to unpaid extended parental leave of up to 52 weeks (under the 12 month criteria) or 26 weeks (under the six month criteria). This is inclusive of the 26 weeks primary carer leave but exclusive of the partner’s unpaid leave. It may similarly be taken entirely by one parent or shared between them.

In addition to any parental leave taken, employees who are pregnant can also take up to 10 days unpaid special leave for pregnancy related reasons – such as antenatal classes, scans or midwife appointments.

Employees may apply to use annual leave on top of statutory parental leave entitlements. This is to be applied for through the usual annual leave process.

If you are not eligible for parental leave (under either the 6 or 12 month criteria), you may still be able to apply for unpaid negotiated carer leave. Please discuss this with your manager, seeking counsel from the Human Resources Manager.

For further information on the types of leave and your entitlements refer to the [Parental Leave Information for Employees handbook.](HR%20Policies%20Appendicies/Parental%20Leave%20Information%20-%20employees%202019.docx)

### 5.12.2 Actions

***All***

* You need to apply for parental leave in writing at least three months before the expected due date or date of adoption. Your application will have different information requirements depending on your personal entitlements and on the type of leave you are applying for. Employees should therefore employ the appropriate Ministry of Business, Innovation and Employment template, which can be found on the MBIE website under ‘[Parental leave forms and letters’](https://www.employment.govt.nz/leave-and-holidays/parental-leave/how-to-apply-for-parental-leave/parental-leave-forms-and-letters/).
* Upon receiving your application for parental leave your delegated manager has seven days in which to request any information you may not have provided. You must provide this information within 14 days. Once they have received all the information they will reply to you within 21 days.
* You need to apply for paid parental leave through IRD. Details of what is required can be found in [Appendix 38, Paid Parental Leave Application (IRD).](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C38%20-%20Paid%20Parental%20Leave%20Application%20%28IRD%29.pdf)  Your delegated manager will need to verify your length of service and salary.
* You are required to give 21 days’ notice of your intention either to return or not return to work following your parental leave. In the case of a miscarriage, stillbirth, death or other cessation of primary parental care, you are entitled to return to work early, but should still give 21 days’ notice.
* If you simply wish to return earlier than originally planned, you should discuss this with your delegated manager. Your delegated manager is entitled to withhold their agreement to such a request.

### 5.12.3 Managers

As a matter of ‘best practice’ if your team member is pregnant you should arrange a time to discuss with them:

* If they feel they will be able to carry out all the functions of their role until they begin their parental leave;
* If there are any parts of their role they might feel unsafe (for them or their baby) undertaking, particularly in the later stages of their pregnancy; and
* What, if any, alternative arrangements or extra support might be useful that can be provided.

At least 3 months prior to the expected date of the birth of the child or date of adoption, your team member should submit their formal application for parental leave. Refer to the [Parental Leave Information Booklet for](HR%20Policies%20Appendicies/Parental%20Leave%20Information%20-Managers%202019.docx) further details.

If any of this information is missing you will need to advise the team member within seven days and request the missing information. Your team member then has 14 days to supply you with the missing information. Once you have received all the information required you must respond to your team member within 21 days, stating:

* Whether they are entitled to take parental leave and if not the reasons why not;
* The main legal rights and obligations they have;
* Whether or not the job can be kept open. If you believe their job cannot be kept open you should discuss this with your General or National Manager, seeking advice from the Human Resources Manager before responding to your team member.

A copy of the template Parental Leave Approval Letter is in [Appendix 39.](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C39%20-%20Parental%20Leave%20-%20approval%20letter.docx)

A team member may make a request for special leave. You are encouraged to grant their request unless there is a significant and genuine business reason for declining it.

You will need to consider what, if any, alternative staffing arrangements you will need to put in place to cover the role of your team member.

If your team member wishes to return to work early, in the case of a miscarriage, stillbirth, death or other cessation of primary care, they are entitled to do so. They should still give 21 days’ notice. However, in these circumstances you are encouraged to be supportive and allow them, where possible, to return to work at a date and time of their choosing.

If they simply wish to return earlier than originally planned, you should discuss this with them. If you cannot reasonably accommodate their early return you are entitled to decline their request.

## 5.13 Resignation

### 5.13.1 Statement

The amount of notice which is required when ending your employment relationship will depend on your employment agreement. Please refer to the employment agreement for more details.

CCS Disability Action values the contribution of every team member, from their time of employment right up until the end of their employment. It is important that we offer a smooth process when ending an employment relationship and take this opportunity to hear from our team members about their experience of working for CCS Disability Action. We can do this by completing the appropriate checklists and by providing the team member the opportunity of completing an exit survey so we may learn how we can continue to improve our employment practices. Our exit survey template has been developed for our team members to complete on their own, or as part of an exit interview. Team members have a choice about if and how they wish to complete this.

Any team member can request an exit interview with the National Office HR Manager.

### 5.13.2 Actions

***All***

* You must put in writing to your delegated manager notice of when you intend to leave CCS Disability Action.
* A checklist [Appendix 46](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C46%20-%20Resignation%20Checklist%20for%20all%20Staff.doc) should be completed and all CCS Disability Action equipment must be returned by or on the last day of employment.
* It is encouraged to complete an exit survey [Appendix 48](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C48%20-%20Exit%20Survey%20%20Template.doc).

***Managers***

* Respond in writing your acceptance of your team member’s resignation.
* Offer your team member the opportunity of completing the exit survey with you or another designated person. If they prefer they can complete this independently and return to the National HR Manager [Appendix 48](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C48%20-%20Exit%20Survey%20%20Template.doc).
* Ensure your delegated/HR administrator works through the Resignation checklist [Appendix 47](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C47%20-%20Resignation%20Checklist%20for%20Delegated%20Administrator%20or%20Manager.doc).
* Ensure your delegated/HR administrator has all relevant documentation to process their final pay.
* Forward completed exit survey’s to National Office HR Manager for inclusion in annual reporting.

## 5.14 Resignation Process

|  |
| --- |
| **Employee gives resignation letter to General Manager copy to Line Manager** |
| **⭣** |
| **General Manager forwards resignation to designated/HR administrator for payroll information** |
| **⭣** |
| **Designated/HR administrator coordinates exit process** |
| **⭣** |
| **Resignation checklist to be completed and returned to Line Manager** |
| **⭣** |
| **Exit Interview completed if requested.**  |
| **⭣** |
| **Feedback to Management if agreed** |

|  |  |
| --- | --- |
| Appendix chapter: 5 | Issue Date: April 2010 |
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#  Recruitment

It is our aim to create an environment that attracts, selects and recruits talent.

Due to the nature of the work we do, we recognise particular skills people with lived experience of disability bring to the organisation. For this reason, we place particular emphasis and weighting on this when selecting the right candidate for a role.

## 6.1 Recruitment Policy

### 6.1.1 Statement

We are committed to attracting & selecting:

* The best, most suitable and motivated applicants possible using best practice recruitment processes;
* A workforce that reflects the community we serve and actively targets segments of our communities;
* Applicants on merit and their ability to do the job, free from prejudice and discrimination in accordance with our Valuing People policy.

We recognise particular skills people with lived experience of disability bring to the organisation. For this reason, we place particular emphasis and weighting on this when selecting the right candidate for a role.

We are committed to growing our team members and we encourage and support all internal applications.

### 6.1.2 Action

***All***

* When a position is advertised internally or externally you are encouraged to forward the advert to any relevant contact you have who may be interested in and suitable for the role.
* If you see a role advertised that you wish to apply for you are encouraged to do so by following the application instructions provided in the advert. You should also advise your delegated manager that you are intending to apply for a new role and you may wish to discuss your intentions and your suitability for the role with your delegated manager.

***Managers***

* Before you begin any recruitment process refer to your delegations of authority in order to ensure the correct level of sign off is obtained.
* You need to obtain ‘authority to recruit’ from your General Manager. Complete the ‘authority to recruit’ form and submit this to your manager. A copy of the Authority to Recruit Form is in [Appendix 1](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C1-%20Authority%20to%20Recruit%20Form.doc).
* As part of the application process candidates should be provided with a standard application form refer [Appendix 5](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C5%20-%20Application%20Form%20template.doc). This form is designed to capture key information about the candidate to help inform the selection process.
* All new employees must undergo the required safety checks for their role before beginning employment, and thereafter every 2 years. This will include identity checking, interview, consideration of work history, referee reports, seeking information from relevant professional organisations / registration authorities, police vetting and if the employee will be employed in a core children’s worker role, additional safety check through Oranga Tamariki. See Policy 6.9

It is your role to ensure that all applicants have a fair and reasonable opportunity to apply for roles by ensuring that the application process is accessible for all e.g., visually impaired.

## 6.2 Recruitment of Relatives & Close Friends

### 6.2.1 Statement

As part of our commitment to Valuing People, all family members, whanau and close friends of a team member are welcome to apply and will be considered for any vacancy.  If team members who are involved in the recruitment process are a relative/friend of the applicant, then they should declare this as a possible conflict of interest (see [Policy 4.2 Conflict of Interest)](#_4.2_Conflict_of).  If a conflict of interest is not declared and/or the General Manager does not believe it is appropriate, then the team member must be removed from the recruitment process.

Relatives/friends may not be offered a position if there is a:

* Reporting relationship between the team member and the applicant; or
* Relationship which may lead to the parties working together in a way that would be negative to the organisation.

### 6.2.2 Actions

***All***

* If you have recommended a friend or relative for a role you should not be involved in the selection process.
* If you are under any doubt whether a conflict of interest may arise, you should declare this immediately with your direct report (see [Policy 4.2 Conflict of Interest)](#_4.2_Conflict_of).
* General Managers are to declare the conflict of interest to the interview panel.

***Managers***

* If you receive an application from a relative or close friend of a team member and you feel one of the following points applies you must reject the applicant, advising them of your reasons.
* There is a reporting relationship between a team member and the applicant; or
* The relationship may lead to the parties working together in a way that would be negative to the organisation

## 6.3 Job Descriptions

### 6.3.1 Statement

All positions will have an up-to-date job description that covers:

* Main purpose and scope of the role;
* Key relationships
* Separate areas of responsibility;
* Location, travel requirements and authorities of the role;
* Skills, experience and education required to be successful in the role; and
* Core competencies.

The Job Description template can be found in [Appendix 2.](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C2%20-%20Job%20Description%20Template.doc)

The Job Description should be written in consideration of the Valuing People policy.

### 6.3.2 Actions

***All***

* If you believe your job responsibilities have changed you should discuss with your delegated manager the changes that need to happen to your job description.

***Managers***

* All your team members need to have an up-to-date job description. During regular reviews you should look at the job description and discuss any changes that may be required to the job description with the team member.

## 6.4 Advertising

### 6.4.1 Statement

All available positions must be advertised internally across all our branches to allow internal applicants to apply for the role.

The position can also be advertised externally alongside the internal advertising.

All reasonable potential costs of advertising must be included in the ‘Authority to Recruit’ form.

Any adverts, whether internal or external must adhere to our brand guidelines and state:

* The title of the role, and our organisation;
* A brief description of the purpose of the role;
* A brief description of the skills, experience and qualifications required to succeed in the role;
* If you require a completed application form, where/how to obtain one;
* Where to send the application form and/or CV and covering letter; and
* The closing date for applications.

**All** advertisements must use our advertising template and must be written using inclusive language. See our advertising guidelines for more details and help writing your advertisement.

### 6.4.2 Actions

***All***

* If you see a position advertised, we encourage you to forward this to relevant contacts who may be interested in the role.

***Managers***

* All reasonable potential costs of advertising are to be included in the ‘Authority to Recruit’ form.
* If the cost of your proposed or additional advertising requirements exceeds the original approved amount you must gain approval from your manager before proceeding.
* Advertisements need to be prepared in line with the advertisement template and advertising guidelines. These are attached as [Appendix 3](HR%20Policies%20Appendicies/3%20-%20advertising%20template.docx) and [Appendix 3a](HR%20Policies%20Appendicies/3a%20-%20Advertising%20guidelines.docx)

## 6.5 Selection Criteria

### 6.5.1 Statement

Before going into an interview or assessment all people involved on the panel need to understand the criteria the candidate will be assessed against.

Selection criteria need to take into account how they will positively impact on our diversity.

### 6.5.2 Actions

***Managers***

* Create a document that outlines the required type and level of criteria that will be required for someone to be successful in the role. A copy of a template is in [Appendix 6](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C6%20-%20Standard%20Criteria%20Template.doc).
* You may not be able to assess the applicants against all the selection criteria at every stage but you should ensure that each criterion is assessed during the process.

## 6.6 Screening Applications

### 6.6.1 Statement

When assessing the applications the assessment is based on the selection criteria set and the apparent ability to successfully perform in the role.

### 6.6.2 Actions

***Managers***

In conducting the application assessments you will need to:

* Screen each application individually;
* Assess only the information relevant to the selection criteria;
* Rank the applications in order of preference; and identify a short list of up to six candidates for the next stage

## 6.7 Selection Methods

### 6.7.1 Statement

There are a number of different selection methods that you can use, these include:

* Interviews (one on one or panel);
* Group exercises;
* Role plays;
* Testing; and
* Presentations.

The panel of assessors should have at least one managerial representative. Where possible and appropriate, a disabled person will be on the panel. If the role will be working in a Maori dominant community then a Maori representative is to be on the panel.

If recruiting a person to support for a specific individual, where possible the person to be supported will be involved in the selection process.

### 6.7.2 Actions

***Managers***

* When deciding on which selection method to use, consider the selection criteria you have and how best you might assess the applicants against them.
* You need to identify the panel of assessors. The panel can range from a single assessor (most likely yourself) to three or four, but no more than four. When selecting the assessors and size of the panel you should consider:
* The type and level of the role;
* Where the role fits in to the team; and
* To whom they will provide services.

## 6.8 Conducting the Interview/Assessment

### 6.8.1 Statement

All potential candidates will be treated fairly and respectfully during the interview process.

Once assessments have been completed for all shortlisted candidates, within 24 hours:

* Review all the candidates with the panel members;
* Identify the preferred candidate, and rank the others in order of preference;
* Contact the preferred candidate and advise them that they are the preferred candidate and we will now conduct the police and reference check.
* Reject the remaining candidates.

### 6.8.2 Actions

***Managers***

Prior to conducting the Interview or other assessment method you should:

* Prepare all the necessary documentation, such as interview questions or assessment forms;
* Book and prepare a suitable room to conduct the assessment, ensuring the layout is appropriate for the assessment;
* If the candidates will be reporting to a reception, notify the receptionist who will be attending and at what times; and
* Hold a briefing with the panel members to advise them of their roles and contribution to the assessment.

When conducting the assessment you should:

* Personally collect each candidate from reception and escort them to the assessment room;
* Introduce them to the other panel members;
* Explain the format of the assessment; and
* Conduct the assessment. (a copy of standard interview questions is in [Appendix 7](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C7%20-%20Standard%20Interview%20Questions.doc))

At the end of the assessment:

* Give the applicant a chance to ask any questions they may have;
* Advise them when you are intending to make a final decision and when they will be notified of the outcome; and
* Thank them for their time and escort them back to reception.

Once you have completed the assessments for all shortlisted candidates, within 24 hours:

* Review all the candidates with the panel members;
* Identify the preferred candidate, and rank the others in order of preference;
* Contact the preferred candidate and advise them that they are the preferred candidate and you will now conduct the police and reference check.
* Reject the remaining candidates. It is best to not reject your second and third candidates until you have spoken to your preferred candidate and they have advised that they are still interested in the role and wish to proceed to the next stage. If the preferred candidate advises that they are no longer interested in the role you will then have the option to proceed with one of the other candidates.

## 6.9 Safety Checks

Statement

Prior to confirming an offer of employment, the required safety checks need to be completed. These are outlined below:

**Identity Confirmation:**

Confirm the identity of the applicant either via checking photo identification or other identity verification documents.

**Interview:**

Normally undertaken as part of the selection process but also can be undertaken via telephone or online meetings if required.

**Work history:**

Ensure you have considered the applicants work history over the previous 5 years. This is normally provided as part of an application, but if not please request this for your consideration.

**Referee reports:**

It is imperative that you speak with at least one, and preferable two referees. One of these should be the most recent manager. It is also important that at least one referee is not related to the potential employee or part of their extended family. For more information on reference checking see policy 6.12.

**Information from professional body / registration authority etc:**

Seek information from the professional body, licensing authority, registration authority including confirmation that the applicant is currently a member or currently licensed (if applicable).

**New Zealand Police Vetting**

As per policy 6.10 all applicants need to undergo a police vetting process before employment and at least two yearly after employment. Any applicant or employee with a convictions of a schedule 2 specified offence (as per Children’s Act) will not be offered employment or be able to continue in their employment in a children’s worker role.

**Additional Core Children’s worker checking**

As per policy 6.11, all applicants who are considered core children’s workers need additional checking through Oranga Tamariki.

**Risk Assessment**

After completion of the above checks a risk assessment must be carried out that assesses the risk the person would pose to the safety of children if employed or engaged as a children’s worker. If a risk is identified, we must determine based on the Children’s Act whether the risk is acceptable.

## 6.10 Police Checks

Statement

Prior to confirming an offer of employment, all candidates need to be screened through either the New Zealand Licensing and Vetting (Police Check), or Ministry of Justice criminal record check (for volunteers and governance only)

The candidate must always provide approval for a police check or criminal record check to be completed.

In some situations you may need to make an offer of employment subject to sighting a satisfactory police check, this must be clearly stated within the letter of offer. If the role the candidate has applied for fits the definition of a children’s worker the person **CANNOT** start work until the police check has been completed and received back from the police vetting service. For other positions it is advisable that you wait until the police check has been returned before you make an offer of employment. Alternatively pair the new team member up with a current team member as a safeguard until a satisfactory police check is returned.

Definitions:

**Children’s worker** – means a worker who has regular or overnight contract with a child or children. Regular contact means: at least once a week; or at least 4 days each month. Contact also includes phone or electronic communication. The contact must take place without a parent or guardian of the child, or of each child, being present. (See note below)

**Core Children’s worker** – means a worker who when working with a child or children is:

1. The only children’s worker present; or
2. The children’s worker who has primary responsibility for, or authority over, the child or children present.

**Explanation about the parent or guardian being present**:

For this to apply, the parent or guardian has to be always present. If the parent or guardian leaves for even a moment or is not supervising the worker, the worker will become a children’s worker or core children’s worker. In the interests of safety and consistency, we will generally assume our workers that work with children are children’s or core children’s workers, regardless of whether the parent or guardian is present.

The Police Vetting Service Request and Consent Form should be used for all positions. This form is in [Appendix 15](file:///%5C%5C172.29.14.227%5CCompany%5CCCS%20National%20Office%5CHR%20Manager%5CPolicy%20work%5CHR%20Policies%20Appendicies%5C15%20-%20Police%20Vetting%20Request%20and%20Consent%20Form.doc). The first 2 pages of this form are to be completed by CCS Disability Action, and you will need to indicate whether the applicant will be working with vulnerable groups (children or vulnerable adults). You will also need to indicate whether the request is mandatory under the Vulnerable Children Act 2014. Pages 3 and 4 are to be completed by the applicant.

Candidates who have spent considerable time (i.e. more than six months) overseas or who are new to New Zealand must provide an up to date police check from their previous resident country if they are shortlisted for the position.

Volunteers and Governance staff members are required to complete a vetting process. This can either be through the police vetting process as outlined above, or a Ministry of Justice criminal record check. The principles in this policy apply regardless of which agency a volunteer or governance member is vetted under.

General Managers or National Portfolio Managers have the authority to decide who views police checks, and have authority to make decisions pertaining to checks within their area. The Manager may decide to delegate the responsibility.

All information resulting from police check, reference checks, or other background checks must be dealt with in the strictest of confidence in accordance with the Privacy Act 2020 and our organisations privacy standards and only the delegated manager, General or National Manager should be given access to the information.

Copies of police checks will not be kept on employees’ files, rather a note outlining the results from the check [Appendix 43](file:///%5C%5C172.29.14.227%5CCompany%5CCCS%20National%20Office%5CHR%20Manager%5CPolicy%20work%5CHR%20Policies%20Appendicies%5C43%20-%20Check%20sighted%20template.doc) can be placed in a sealed envelope, labelled ‘Private and Confidential, on the employee’s file. If a candidate is not employed, we do not keep a record of their police check. This is to either be sent back to the candidate, or destroyed if they do not require it.

Our Human Resource Information System should be updated with the date a police vetting result is returned. No details on the results of the vetting should be stored in this system.

Actions

***Managers***

* Ensure that all applicants fill in an application form and complete the section on previous criminal convictions.
* If there is a disclosure on the application form, depending on the nature of the disclosure, the recruiting manager may decide to have a private discussion with the candidate prior to the interview.
* If this role fits the definition of a children’s worker ensure the applicant does not start work until the police check is received back from the police vetting service.
* Complete Section 1 of the Vetting Service Request and Consent form. You need to indicate on this form the groups the applicant will have contact with, the primary role of the applicant, and whether the request is mandatory under the Children’s Act 2014. Request the preferred applicant to complete pages 3 and 4 of the request and consent form, refer [Appendix 15](file:///%5C%5C172.29.14.227%5CCompany%5CCCS%20National%20Office%5CHR%20Manager%5CPolicy%20work%5CHR%20Policies%20Appendicies%5C15%20-%20Police%20Vetting%20Request%20and%20Consent%20Form.doc).
* Upload the vetting form into the Police vetting website which can be viewed at http://www.police.govt.nz/vetting-process.
* The police check should only be viewed by a manager with delegated approval to view the check.
* If it shows:
* No criminal convictions or other concerning information, then you may proceed with the recruitment process with the preferred applicant.
* A prior criminal conviction or other information of concern, the delegated manager needs to consider the following:
* Does the presence of a prior criminal conviction potentially place any person we support, team member or the good standing of CCS Disability Action as an organisation at risk? If it does the applicant should be rejected and advised of the reasons behind this; or
* Does the presence of other information of concern (provided within an enhanced police check) potentially place any person we support, team member or the good standing of CCS Disability Action as an organisation at risk? If it does the delegated manager should consider the potential seriousness of the information. The final decision may be to reject the applicant.
* If the criminal conviction does not raise concerns or pose a great level of risk to a person we support, team member or the good standing of CCS Disability Action as an organisation, the recruitment process can continue.
* When assessing whether a criminal conviction poses a potential risk the delegated manager should consider:
* The nature and seriousness of the conviction(s)
* The number of convictions
* The circumstances of the conviction(s)
* The age at the time of offending
* Any patterns of offending
* The time that has passed since the offence
* Evidence of remedial action or interventions
* Whether the convictions were declared during the recruitment process
* The role you are recruiting for and its position within the team
* When assessing whether any additional information provided in an enhanced police check poses a potential risk the delegated manager should consider the:
* Type of notification or allegation;
* Whether they disclosed it during the recruitment process;
* Whether they were the perpetrator, victim or witness;
* The number of notifications or allegations;
* Whether there is a consistent pattern, such as a number of notifications regarding domestic violence;
* The date of any notification or allegation; and
* The role you are recruiting to, and the position within the team.

Please note: these notifications and allegations are not convictions, and a potential successful candidate may feel aggrieved if they are unsuccessful based upon this information. Where there is concern, it may be appropriate to discuss this directly with the candidate to give them an opportunity to respond to the allegations. This action may minimise the risk of the hire or non-hire. Contact the Human Resources Manager for further advice when required.

All CCS Disability Action employees should undergo a police check before employment, and a recheck at least every 2 years. If a check comes back and raises concerns about the individual’s ability to do the job safely the delegated manager will discuss this with their General Manager or the Human Resources Manager.

The delegated manager may also choose to discuss the conviction, allegation or notification with the applicant to allow them to provide further information before making a final decision.

## 6.11: Further background checking for Children’s workers

**Statement:**

If a role meets the definition of Core Children’s worker as per policy 6.9, additional background checking procedures are required before an employee commences work and rechecked every 2 years. This background checking is undertaken through Oranga Tamariki.

These checks are in addition to the NZ Police vetting detailed in policy 6.9 above and apply to all staff directly involved in the delivery of care services to children and young people.

[Appendix 15c](file:///S%3A%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C15c%20Oranga%20Tamariki%20Authority%20to%20release%20information%20form.pdf) – Oranga Tamariki consent to release information must be completed, with signed approval from the employee / candidate for this background check.

The employee / candidate must always provide approval for any background checking to be completed.

General Managers or National Portfolio Managers have the authority to decide who views additional background checks, and have authority to make decisions pertaining to checks within their area. The Manager may decide to delegate the responsibility.

All information resulting from background checks must be dealt with in the strictest of confidence in accordance with the Privacy Act 2020 and our organisations privacy standards and only the delegated manager, General or National Manager should be given access to the information.

Results of background checks will be kept securely on an employee’s personal file. If a candidate is not employed, we do not keep a record of their background check.

**Background information checks risk assessment:**

If our background checks show:

* No criminal convictions or other concerning information, then you may proceed with the recruitment process with the preferred applicant.
* A prior criminal conviction or other information of concern, the delegated manager needs to consider the following:
* Does the presence of a prior criminal conviction potentially place any person we support, team member or the good standing of CCS Disability Action as an organisation at risk? If it does the applicant should be rejected and advised of the reasons behind this; or
* Does the presence of other information of concern potentially place any person we support, team member or the good standing of CCS Disability Action as an organisation at risk? If it does the delegated manager should consider the potential seriousness of the information. The final decision may be to reject the applicant.
* If the criminal conviction does not raise concerns or pose a great level of risk to a person we support, team member or the good standing of CCS Disability Action as an organisation, the recruitment process can continue.
* When assessing whether the information provided poses a potential risk the delegated manager should consider:
* Type of notification or allegation;
* The nature and seriousness of the information
* Whether they disclosed it during the recruitment process;
* Whether they were the perpetrator, victim or witness;
* The number of notifications or allegations;
* Whether there is a consistent pattern, such as a number of notifications regarding domestic violence;
* The date of any notification or allegation; and
* The role you are recruiting to, and the position within the team.

Please note: these notifications and allegations are not convictions, and a potential successful candidate may feel aggrieved if they are unsuccessful based upon this information. Where there is concern, it may be appropriate to discuss this directly with the candidate to give them an opportunity to respond to the allegations. This action may minimise the risk of the hire or non-hire. Contact the Human Resources Manager for further advice when required.

## 6.12 Reference Checks

### 6.12.1 Statement

Conducting reference checks is a valuable part of the recruitment process. It provides the opportunity to gather further information or confirm information already provided by the applicant.

All preferred applicants will be reference checked prior to a job offer.

### 6.12.2 Actions

***Managers***

* The preferred applicant needs to provide you with the names and contact detail for a minimum of two professional referees, preferably their current and a former manager.
* You should phone the referees directly and use the Reference Checking form, a copy of the form is in [Appendix 8](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C8%20-%20Reference%20Check%20Form.doc).
* In receiving the reference checks:
* If you obtain information that is of concern you should discuss this with the assessment panel and if you agree that the information is of such significance you must reject the applicant. If you do so you should advise them of the reasons; or
* If there is no concerning information obtained through the reference checks or you agree with the assessment panel that the information does not raise a significant concern, you can proceed with the recruitment process.
* You may also wish to discuss the information with the applicant to gain a further explanation prior to making a final decision.
* All information gathered through reference checks must be dealt with in the strictest of confidence and only you, your Manager and Human Resource Manager should be given access to the information.

## 6.13 Offer of Employment

### 6.13.1 Statement

Once the selection process has been completed an authority to appoint form (appendix 1a) needs to be completed and signed off by your General Manager. Once this has been signed you can make an offer of employment to the preferred candidate.

An offer of employment can be made over the phone and the following information provided:

* That you would like to make them an offer of employment;
* The salary and other benefits that come with the role; and
* A potential start date.
* Where you have not received the police check, inform the preferred applicant that the offer is subject to a police check that is satisfactory to CCS Disability Action.

When the main terms have been agreed an offer of employment will be sent to the preferred candidate.

### 6.13.2 Actions

***Managers***

* Once you have completed the selection process, confirmed the preferred applicant and have the authority to appoint form completed and approved you can make an offer of employment.
* Gather together all the required information to make an offer such as salary, other benefits, potential start date and any other relevant conditions.
* Phone the candidate to make an offer:
* Agree the timeframe they have to consider the offer
* Determine in advance what ability you may have to negotiate on the salary.
* Once the salary and main terms have been agreed and they have orally accepted the offer of employment you will then need to send out the offer pack. The offer pack contains:
* Two copies of the offer letter [Appendix 9](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C9%20-%20IEA%20Offer%20Letter%20For%20Non%20Union%20Roles.doc);
* Two copies of the employment agreement Appendices [10](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C10%20-%20Permanent%20IEA%20Template.doc), [11](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C11%20-%20IEA%20Permanent%20Guaranteed%20Minimum%20Hours.doc) and [12](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C12%20-%20Fixed%20Term%20IEA%20Template.doc) or [13](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C13-%20Casual%20IEA.doc);
* One copy of the New Starter Form [Appendix 17](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C17%20-%20New%20Starter%20Form.doc);
* One copy of the Confidentiality Agreement [Appendix 18](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C18%20-%20Confidentiality%20Agreement.doc);
* One copy of the IT User Declaration Form (if applicable) [Appendix 19](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C19-%20IT%20User%20Declaration%20Form.doc); and
* Any other relevant local information.
* The applicant must sign both copies of the offer letter and Employment Agreement, then return one copy of the signed offer letter and Employment Agreement along with the completed New Starter form, signed Confidentiality Agreement and signed IT User Declaration Form.

## 6.14 Individual Employment Agreements (IEA)

### 6.14.1 Statement

All new employees will receive an offer letter and individual employment agreement (IEA).

If an employee is covered by a collective agreement they will be issued both an individual employment agreement and collective employment agreement. The team member will be covered by the collective employment agreement for the first 30 days but may choose to be covered by the individual employment agreement after the 30 day period.

A copy of the template letter is in [Appendix 9](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C9%20-%20IEA%20Offer%20Letter%20For%20Non%20Union%20Roles.doc) and IEA’s are contained in Appendices [10](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C10%20-%20Permanent%20IEA%20Template.doc), [11](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C11%20-%20IEA%20Permanent%20Guaranteed%20Minimum%20Hours.doc) and [12](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C12%20-%20Fixed%20Term%20IEA%20Template.doc) or [13](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C13-%20Casual%20IEA.doc).

The IEA forms the agreement between the Team Member and the organisation. It must be kept up to date at all times. Any changes to the employment agreement are to be clearly documented and labelled as an addendum to the IEA.

If the employment terms of the team member change significantly it may be more appropriate to agree and issue a new IEA rather than adding an addendum. A new IEA must reference the previous agreement and cancel all previous terms and conditions.

### 6.14.2 Actions

***All***

* Your IEA forms an important agreement between you and CCS Disability Action. It is important you take the time to read, understand and comply with all terms outlined in your agreement.

***Managers***

* The offer letters and individual employment agreements (IEA) will need some specific individual information relevant to the applicant and role. The information required is clearly highlighted.
* A signed copy of the Employment Agreement needs to be kept on the employees file.
* It is your responsibility to ensure your Team Members file is kept up to date. Any changes to employment terms must be documented and signed by both parties.

## 6.15 Collective Employment Agreements (CEA)

### 6.15.1 Statement

We have a National Collective Employment Agreement (CEA) that covers certain roles in CCS Disability Action.

Any new team member recruited in a role covered by the CEA will be covered by the CEA for the first 30 days of their employment. [Appendix 49](HR%20Policies%20Appendicies/49%20-%20National%20Collective%201June17%20-%2031May18.pdf)

During these 30 days the team member will have the opportunity to choose whether they wish to join the union and remain employed under the CEA terms or transfer on to an IEA.

### 6.15.2 Actions

***All***

* If your role is covered by a CEA you may choose to be covered by the CEA or an IEA.
* At any point during your employment you can request to change from the IEA or CEA agreement.

***Managers***

* The CEA is standard for all team members covered under its terms and does not require any further details added. However, the offer letter will need to reflect the CEA and options available to the new team member. A copy of this letter is contained in [Appendix 14](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C14%20-%20CEA%20Letter%20of%20Offer%20for%20Union%20Roles.doc) .
* If a team member elects to no longer be a union member and move from the CEA to an IEA you will need to discuss and prepare the relevant IEA for them to consider.

#  Your Rewards and Benefits

In recognition of your commitment and passion it is our aim to appropriately reward you. We offer the following range of rewards and benefits in addition to the rewards and benefits provided for in your Employment Agreement.

## Salary Reviews

### 7.1.1 Statement

If you are employed on a Collective Employment Agreement (CEA) any remuneration changes will be agreed directly between CCS Disability Action and your union, unless it is over and above what is provided for within your CEA.

Those not on a CEA, your delegated manager will conduct a review of your remuneration, based on our Remuneration Policy. While this does not guarantee an increase in your remuneration, the review will take into account your performance over the last 12 months, whether there have been any changes to your role, your branch’s financial status and market trends.

You will be notified in writing of any amendments to your remuneration.

### 7.1.2 Actions

***All***

* If you are on an IEA changes to your salary will be agreed between you and your Manager. Changes to your salary will form a change to your employment conditions under your IEA and be appropriately documented and filed.

***Managers***

* When reviewing a team members salary you need to consider the team member’s performance, any changes to the role, the branch’s financial status and market trends.
* You should advise the team member of the proposed change in salary and reasons for the change and amount.
* A change in salary is a change in employment terms and the employee has the right to negotiate and come to an agreement with the employee on the change.
* Any change in salary will be documented and held on the employees file.

## 7.2 Remuneration Policy

**7.2.1 Statement**

We aim to pay our team members fairly and equitably based on their skills and experience and in relation to our affordability and the value of roles in the not for profit sector.

CCS Disability Action will participate and subscribe to the annual Strategic Salary survey. While the survey will be annual, and figures updated annually, this remuneration policy will be reviewed every three years, allowing us to ensure the policy remains relevant to CCS Disability Action.

**7.2.2 Policy**

Our remuneration levels are aligned to total remuneration at the Median of the Not for Profit Market. For specialist roles different markets may be used however where possible these roles will be compared with other disability sectors.

A team member’s total remuneration includes:

* Base Salary
* Vehicles for private use (where provided)
* On call allowances (where provided)
* Other fixed benefits such as car parks, phones for personal use.
* Additional leave (in excess of standard four weeks)

It does not include any variable payments such as performance payments.

Remuneration is based on a 40 hour week.

To determine the salary band we will match our jobs against one or more jobs in a recognised salary survey, currently Strategic Pay Remuneration Survey. More than one position may be used to create a median where it is felt our job description best fits between two roles outlined in this survey. Each position will have a job code stated on the job description for that position. Job codes will have a salary band, and team members will be paid within the band for their position. If there is no job code listed on the job description the position is still covered by this remuneration policy but the salary range criteria is not specified.

Salary increases outside of these salary bands may be made in exceptional circumstances at the discretion of the General Manager in consultation with the Chief Executive and / or Human Resources Manager.

Support Workers will be paid as per the rates identified in the Care and Support Workers (Pay Equity) Settlement and outlined below.

Salary bands from Support Workers, Coordinators and Administration roles are from 90% to 115% of the Not for Profit Market Median. Other roles will have a salary band of 80% - 115% of the market Median. This recognises the potential of greater variation in the actual job role to the survey matched role.

For jobs that are not expressly covered below individual expectations at each level will be determined by job descriptions and annual performance appraisals.

**7.2.3 Remuneration Reviews**

Team members’ remuneration will be reviewed annually. An annual review does not guarantee a salary increase will occur. This review would normally be done as part of a performance appraisal meeting. As an outcome of this review all staff members should be advised where they sit within the salary band for their position.

**7.2.4 Actions**

* We will participate in a remuneration survey (currently Strategic Pay survey) on an annual basis
* The salary bands for positions will be determined annually based on the salary survey data
* Team members salaries will be reviewed on an annual basis, around the anniversary in their role
* Team members have the right to understand how they are performing against the agreed skills and competencies for their role.
* All changes to individual team member’s terms and conditions will be confirmed in writing and will be held in their personnel file.

**7.2.5 Definitions**

Median: The 50th percentile at which 50% of the data is higher and 50% of the data is lower than this point.

Not for Profit Market: Sector survey producing data for the not for profit sector as defined by the department of statistics.

Job Matching: Comparisons of a specific sample of jobs that “match” the organisations jobs as closely as possible in terms of responsibilities

Job Sizing: Application of a job evaluation process to identify the relative “size” of a job. Positions are weighed against factors such as complexity, expertise, accountability and interpersonal skills to determine the overall size.

**7.2.6 Job Code 01 and 02 – Support Workers. Strategic Pay code SS23 or SS24**

An employee whose primary function is to provide care and support:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Length of Service | Qualification | Pay Band | 1 July 2021Year 5 | Revised 1 July 2021  | 1 April 2022 | 1 July 2022 |
| <3 years’ service OR | Level 0 | L0 | $21.50 | $21.84 | $22.20 | $22.49 |
| 3+ to 8 years’ service OR | Level 2 | L2 | $23.00 | $23.36 |  | $24.06 |
| 8+ to 12 years’ service OR | Level 3 | L3 | $25.00 | $25.39 |  | $26.16 |
| 12+ years’ service(as at 1 July 2017) OR | Level 4 | L4b | $27.00 | $27.43 |  | $28.25 |
| 12 years’ service after 1 July 2017  |  | L4a\* | $26.00 | $26.41 |  | $27.20 |

Any employee who is ***employed after*** 1 July 2017 will advance up the pay bands by achieving the relevant qualification only (there is no service based progression). Qualifications referred to must be a Level 2, 3 or 4 New Zealand Certificate in Health and Wellbeing from a NZQA accredited provider.

For employees employed before 1 July 2017 progression is based on length of service or qualification.

\*L4a is only for those employees employed before 1 July 2017 who reach 12 years’ service after this date but do not have a Level 4 qualification.

Placement on Scale:

A new team member will be positioned within the salary band based on qualification level.

**7.2.7 Job Code 03 and Job Code 04 – Coordinator / Senior Coordinator.**

**Strategic Pay code: SS21, SS22 (Coordinator), SS03, SS02 (Senior Coordinator)**

**Definitions:**

1. **Coordinator**

This role covers a range of activities including coordinating individual services to disabled people and their families and / or working on community activities which will remove barriers to participation. The holder of this position will work in partnership with disabled people and their families to develop deliver and/or coordinate a range of person directed services that aim to empower and enable the individual to achieve their personal lifestyle goals.

1. **Coordinator – employment responsibilities**

The holder of this position will be required to recruit and supervise other staff e.g. Support workers on a regular basis and contribute to team and service development activities.

1. **Senior Coordinator**

The Senior Coordinator is responsible for the overall co-ordination of services provided by CCS Disability Action within a service or region. The position is a leadership role which involves relationship building, support and administration along with leading a team or small teams of service staff who provide support services, information and advocacy for people with disabilities and their family / whanau. A Senior Coordinator may deputise for a Service Manager from time to time as agreed.

Employees employed under the above definitions shall be paid within the following salary scale.

**SALARY**

|  |  |  |
| --- | --- | --- |
|  | Hourly rate | Annual Salary (40 hour week) |
| L1 | $27.00 | $56160 |
| L2 | $27.50 | $57200 |
| L3 | $28.00 | $58240 |
| L4 | $28.50 | $59280 |
| L5 | $29.00 | $60320 |
| L6 | $29.50 | $61360 |
| Maximum | $33.50 | $69680 |

**Placement on scale:**

Coordinators who fit the definition of b) above will automatically start at L4.

Coordinators will fit the definition of c) above will automatically start at L6

**Progression:**

Progression to L6 will be by automatic annual increment subject to completion of required core training and satisfactory performance.

* Completion of relevant and required internal training programmes
* Experience and / or qualifications to a minimum of Level 2 Foundation skills
* Knowledge of organisational policies, procedures and values
* Acts on the job in a way consistent with organisation policies and values
* Experience and / or completion of Level 3 Core Competency Skills
* Evidence demonstrates individual rights have been respected
* Recognised as a team member who is able to effectively contribute to all the tasks assigned to them
* Consistently performs to required standards

Progression above L6 will be determined by the consistent application of the criteria outlined below. Movements above L6 will in increments of not less than 50c per hour.

* All of above plus
* Demonstrates a proactive approach to their work
* Consistently demonstrates ability to let people take leadership in their own lives
* Continued demonstration of a desire to learn, being up to date with organisation training, values and vision
* Can consistently be relied on to demonstrate a proactive approach in ensuing individuals achieve their goals
* Contributes to organisational projects.
* Consistently performs to highest standards

**7.2.9 Job Code 05 – Service Manager, Strategic Pay code: MGT09**

MGT09: Regional / Area Manager

Responsible for the effective and efficient operation of a geographic region or physical area of the organisation’s operations. Responsible for planning and effective management of the organisation’s resources in achieving the agreed objectives within the region or area while contributing to the success of the whole organisation.

Salary range: MGT09

|  |  |  |
| --- | --- | --- |
| Level | Annual Salary (40 hour week) | Hourly rate |
| 80% | $68,832 | $33.09 |
| 82% | $70,553 | $33.92 |
| 85% | $73,134 | $35.16 |
| 90% | $77,436 | $37.23 |
| 95% | $81,738 | $39.30 |
| 100% | $86,040 | $41.37 |
| 105% | $90,342 | $43.43 |
| 110% | $94,644 | $45.50 |
| 115% | $98,946 | $47.57 |

Team members can be paid anywhere within this range, but cannot be below 80%, or above 115%.

Placement on Scale:

A new team member will be positioned within the salary band based on previous skills and experience. It is expected a Service Leader will have a social service or health qualification and / or experience in the disability sector.

Progression up the scale:

Movement up the scale is not automatic; it is based on meeting agreed criteria which can include (but not limited to).

Requirements for progression up to 100%:

* Completion of relevant and required internal training programmes, including supported lifestyles 1.
* Completed introduction to management training
* Acts on the job in a way consistent with organisation policies and values
* Consistently demonstrates ability to support people to take leadership in their own lives.
* Evidence demonstrates individual rights have been respected
* Recognised as a team member who is able to effectively contribute to all the tasks assigned to them
* Demonstrates sound management practices to the team they are leading.
* Completion of introductory leadership training
* Effectively delegates to their team
* Demonstrates leadership skills to the team they are leading.
Demonstrates a proactive approach to their work
* Consistently performs to required standards

Requirements for progression above 100%

* All of above plus
* Leads a team who are positively engaged in the work they are doing with positive outcomes being achieved by the individuals supported.
* Consistently demonstrates ability to let people take leadership in their own lives
* Volunteers and positively participates in wider organisation projects.
* Continued demonstration of a desire to learn, being up to date with organisation training, values and vision
* Can consistently be relied on to go the extra mile to see their team be successful, individuals supported achieve their goals and contribute to organisation projects.
* Consistently performs to highest standards
	+ 1. **Administration, Strategic Pay Survey CO09, CO10, CO08, CO23**

Definitions:

**Administration A:**

This band covers those who provide general administrative services to support the organisation’s activities. Duties may include any combination of document processing, maintaining records, word processing, data entry, dealing with customer enquiries, or other general support services within established guidelines and procedures.

**Administration B**

The holder of this position has duties which are over and above those listed in A above, and / or has higher aspects of complexity in their role. For example a sole charge administrator in an area or team which has at least four coordinators, or those administrators who also work in areas including Human Resources, Payroll, and / or Finance. Those employees in this category may also supervise other team members.

|  |  |  |
| --- | --- | --- |
| Level | Hourly rate | Annual salary (40 hr week) |
| L1 | $23.30 | $48464 |
| L2 | $24.90 | $51792 |
| L3 | $25.50 | $53040 |
| L4 | $26.94 | $56035 |
| L5 | $27.60 | $57408 |
| L6 | $28.30 | $58864 |
| L7 | $29.00 | $60320 |
| L8 | $30.00 | $62400 |
| Maximum | $31.00 | $64480 |

**Placement on Scale:**

Administration staff who fit the definitions of category B above will automatically start at Level 3 (L3)

**Progression:**

Progression to level 5 (L5) will be by automatic annual increment on an employee’s anniversary date subject to completion of required core training and satisfactory performance.

Progression above level 5 (L5) will be subject to satisfactory performance and meeting agreed criteria outlined below and as part of annual performance appraisals.

* Demonstrates a proactive approach to their work
* Consistently demonstrates ability to let people take leadership in their own lives
* Continued demonstration of a desire to learn, being up to date with organisation training, values and vision
* Can consistently be relied on to demonstrate a proactive approach in ensuing individuals achieve their goals
* Contributes to organisational projects.
* Consistently performs to highest standards

## 7.3 Kiwi saver Superannuation Policy

### 7.3.1 Statement

As a good employer CCS Disability Action is committed to ensuring we place a positive value on human rights and ensure all our team members are treated fairly regardless of age.  For this reason, when a team member reaches the age of 65 and chooses to continue contributing to Kiwi saver, CCS Disability Action will retain its contribution towards their Kiwi saver Superannuation Scheme.  This contribution will be treated the same as all other Kiwi saver contributions and will be excluded as part of the team members total remuneration package, in line with our Remuneration Policy.

Actions

***All***

* Prior to reaching 65 years of age, you must inform your dedicated manager, in writing if you wish to continue or cease your contribution to your Kiwi saver.

***Managers***

* Advise your team member when you have received a letter from IRD advising you that your team member is about to reach 65
* Ensure you have received a letter in writing from your team member that they wish to contribute to their Kiwi saver
* Advise payroll and place all relevant correspondence in your team members HR file.

## Academic Study

### 7.4.1 Statement

We will consider identified external study opportunities that will benefit your development and our organisation.

Our support for your study leave may include both time away from work and paid study time for lectures, revision days and examinations, as well as financial support.

### Action

***All***

In the first instance you should discuss the course and your requirements with your delegated manager. Points to be covered in this discussion are:

* Your development needs as specified in your performance and development review;
* Your own career aspirations;
* The benefits to the organisation from the additional skills you will acquire; and
* The outline of the course content, timeframes and any other relevant information.

If you receive ‘approval in principle’ from this initial discussion you will need to complete a Study Leave Application form. In this form you will need to include the:

* Proposed course(s) and qualification to be achieved;
* Amount of leave you will need;
* Course costs, if being claimed;
* Costs of any study materials, if being claimed;
* Costs of transport to and from the place of study, if being claimed; and
* Proposed benefits of the study for both yourself and the organisation.

Upon receiving your formal application your delegated manager will review it and approve or decline your request and you will be notified in writing of the outcome. Please note that each part of your request will be considered on its own merits and parts of your application may be approved while others may be declined.

If financial support has been approved, your delegated manager will agree with you any requirement to reimburse the organisation for payments made, should you subsequently leave your employment within a certain period after completing a course of study.

Any approved course fees will be paid directly to the course provider upon receipt of a valid invoice. The invoice should be forwarded to your finance team. Any other approved expenses should be claimed via the expenses policy.

A copy of the Study Leave Application Form is in [Appendix 25](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C25%20-%20Study%20Leave%20Application%20Form.doc).

* Managers Responsibilities

When discussing the possibility of providing support for academic study, consider:

* The course itself, and the requirements for the team member to undertake the course;
* Their own career aspirations, if this has not been discussed recently; and
* The benefits to the organisation from the additional skills they will acquire.

If you believe the course would be of value to your team member and the organisation and you can meet the requirements then get your team member to proceed with a formal application.

You need to review each application on its own merits; consider:

* Impact on the rest of the team and the services your department provides;
* Financial implications; and
* Whether the requests are reasonable.

For example, it would generally not be reasonable to grant a request for financial support towards transport cost if the place of study is closer to home then the place of work, but you may deem it reasonable to approve the costs for course materials if the course materials can be used by other members of the team once the course has been completed.

Also, it is not necessary to approve every aspect of the request. For example you may approve the request for financial support towards the course cost but not the study materials.

Notify your team member in writing of your decision, a copy of the suggested template letter is in [Appendix 26](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C26%20-%20Academic%20Study%20Response%20Letter.doc). If you approve the request you should also meet with your team member to discuss any arrangements you may have to put in place while they are undertaking the course. They will also need to sign the ‘Study Leave Commitment’ form prior to any funds being released. A copy of this form is in [Appendix 27](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C27%20-%20Study%20Leave%20Commitment%20Form.doc).

If you decline the request, you need to outline the reason for doing so.

## 7.5 Professional Fees Allowance

### 7.5.1 Statement

Our organisation will consider the payment of appropriate professional fees reasonably required by you to fulfil your employment functions. The payment of any fees must be approved by the delegated manager. Our organisation’s ability to meet those fees year to year may change.

### 7.5.2 Actions

***All***

* Discuss the professional fees you wish to have covered by us with your manager.
* A valid tax invoice needs to be given directly to us to pay to the professional body or alternatively the tax invoice needs to be attached to an expense claim if you have paid the fees directly. Refer to the expense policy. (See [section 4.12](#_4.11_Expenses)).

***Managers Responsibilities***

* If a team member requests support for such fees you will need to speak to the relevant delegated manager and gain their authorisation, unless you have been provided with prior delegation.
* If approved, the fees can be paid directly to the professional organisation or to the team member via the expenses policy.

## 7.6 Directorships, External Committees or Working Groups

### 7.6.1 Statement

As part of your professional development we will, where appropriate, work with you and encourage you to take on outside directorships or be involved in external committees or working groups, providing they do not affect your ability to carry out your job or create any potential conflict of interest for yourself or CCS Disability Action.

### 7.6.2 Actions

***All***

* If you wish to put yourself forward for any external directorships, external committees or working groups or are offered such a position you should seek the written approval of your delegated manager before officially putting yourself forward or accepting any offer.

***Managers***

* In considering whether to grant permission for a directorship, external committee or working group you should consider:
	+ The team members development needs;
	+ The aims and requirements of our Valuing People policy;
	+ If they will want/need to request leave (paid or unpaid) for the time away from their current role; and
	+ The disruption any time away may cause the rest of your team and the service.
* Any decision in relation to a directorship, external committee or working group should be put in writing and filed on the team member’s personal file.
* If time for the directorship, external committee or working group involves receipt of a meeting fee then the staff member will need to take annual or leave without pay for this time or have the fee transferred to the Branch or National Entity.

## 7.7 Flexible Working

### 7.7.1 Statement

CCS Disability Action recognises the benefits of flexible working practices for both our organisation and our employees.

Flexible working is about when people work, where they work and how they work.

The Employment Relations (Flexible Working Arrangements) Amendment Act 2007 provides for a legal entitlement for eligible team members to apply for flexible or amended working arrangements either temporarily or permanently.

All employees have the right to request flexible working arrangements at any time, from their first day of work. This request can be for a permanent or temporary change and for any purpose or reason. CCS Disability Action does not automatically have to agree to this request if there is a good business reason for declining.

### 7.7.2 Action

***All***

Requests for flexible working must be made in writing. Your request should state:

* Your name and date of request;
* The fact that the request is made under Part 6AA of the Employment Relations Act;
* What kind of variations in working arrangements you are seeking;
* Whether the variation is to be permanent or temporary;
* The date when you would like the variation to take effect;
* The dates you want the variation to end (if it is to be temporary);
* The reasons you are requesting a flexible working arrangement;

* What changes, if any, you think we might have to make if the request is granted?

The clearer the application the better. It is up to you to explain the working arrangement you are seeking and how it can be made to work for both you and CCS Disability Action.

Your delegated manager will acknowledge the receipt of your request, give genuine consideration to your request, may seek other information and advice and then will either approve or refuse your request. This will be done in a prompt and timely manner but no later than one month after receiving your request.

A copy of the Flexible Working Application letter is in [Appendix 28.](HR%20Policies%20Appendicies/28%20-%20Flexible%20Working%20Application%20Letter.docx)

***Managers***

If you receive a request for flexible or amended working arrangements from an eligible team member you have a duty to consider this request. You should:

* Check that all the necessary information has been submitted, and request any missing information; and
* Acknowledge, in writing, that you have received the request. A copy of this template letter is in [Appendix 20](HR%20Policies%20Appendicies/20%20-%20Flexible%20Working%20Acknowledgement%20Letter.docx).

You must think carefully about every request and reply in writing as soon as possible, but not later than one month. Line Managers should discuss with the Service Manager who will make a recommendation to the General Manager. The final decision will be made by the General Manager.

While making this decision you should consider:

* The change(s) requested and the impact it may have on the team members ability to fulfil their role;
* What changes may be required to accommodate the request, these may include:
* Changing working patterns;
* Providing additional IT resources; or
* Implementing a job sharing arrangement.
* If these changes can be reasonably accommodated;
* The impact on the rest of the team;
* The ability to deliver all required services;
* Any additional costs involved;
* If the request is for a permanent or temporary change; and
* Any restrictions that may apply through their CEA, if relevant.

You don’t have to agree to any request if there is a good business reason not to, however employees do have the right to ask for flexible working arrangements.

You can only say no for certain reasons – these reasons need to be stated if the application is declined.

The decision on whether or not to grant the request should be based on business grounds, rather than personal circumstances.

Managers should consider the request and make a recommendation to the General Manager who will make the final decision on any request.

You need to notify your team member in writing of your decision. If you have approved the request you should arrange to meet with the team member to discuss and agree:

* The date the changes will take effect from; and
* What, if any, actions need to happen prior to this date.

A copy of the decision letter is in [Appendix 29](HR%20Policies%20Appendicies/29%20-%20Flexible%20Working%20Decision%20Letter.docx). You will also need to issue an ‘amendment to term and conditions’ ([Appendix 42a](HR%20Policies%20Appendicies/42a%20-%20Amendment%20to%20Terms%20and%20Conditions.docx) or [Appendix 42b](HR%20Policies%20Appendicies/42b%20-%20Amendment%20to%20Terms%20and%20Conditions.docx)) which will outline and confirm the specific changes to their employment agreement.

If you refuse the request you will need to notify your team member of the grounds for refusal and provide sufficient explanation of the reasons for that ground(s).

The grounds set out for refusal in the Act are as follows:

* Inability to reorganise work amongst existing staff;
* Inability to recruit additional staff;
* Negative impact on quality or performance;
* Not enough work during the periods the team member proposes to work;
* Negative effect on the ability to meet customer demand;
* Planned structural changes;
* Burden of additional costs; and
* If the request relates to working arrangements that are inconsistent with the terms of the CEA.

Where possible you are encouraged to meet the request of your team member.

##

## 7.8: Working from Home

7.8.1 Statement

This policy is designed for workers who work from home on an ongoing and regular basis – for example working from home one day or more per week; those who would like to work from home and what happens when a branch is closed due to a crisis and staff are required to work from home to maintain business continuity.

CCS Disability Action has a responsibility to eliminate and minimise risks arising from working from home so far as is reasonably practicable. The Line Manager will work with the employee to identify any risks and implement suitable risk controls and monitoring. This will be achieved by having in place a working from home agreement and safety assessment checklist that identifies and manages any risks. The employee is responsible for the day to day management of their health, safety and security when working from home and will report any concerns to their Line Manager.

Staff may request to work from home, and this will be considered on a case by case basis. The manager will consider the general nature and requirements of the team member’s role, ability to collaborate with others, business needs, the health, safety and security of the home facilities available and ability of the individual to achieve outcomes. Working from home agreements can be temporary or permanent.

When employees are working from home it is important to consider the mental and emotional wellbeing of these employees. While working from home is often something that is requested from an employee it can also be very isolating and managers need to be aware of this and maintain regular contact with staff working from home.

Where approval is given to work from home it is anticipated that work will be carried out from your home location. This means if you are travelling for personal reasons you are not automatically entitled to work from a different location. Permission must be sought and given from the relevant manager. Working from home is not permitted while travelling overseas, except in exceptional circumstances.

Staff who work from home occasionally, such as when taking care of a sick family member are outside the scope of this policy, although managers and staff may take into account these guidelines when considering such arrangements.

7.8.2 Actions

All

* Staff who work from home will have a [working from home agreement](HR%20Policies%20Appendicies/52%20-%20Working%20from%20Home%20Agreement.doc) in place and complete a [safety assessment check list](HR%20Policies%20Appendicies/51%20-%20Working%20from%20Home%20Safety%20Assessment%20%E2%80%93%20Checklist.doc). This will be reviewed after three months, and then on a six monthly basis.
* Staff who would like to work from home may request to do so in writing. The line manager will consider such requests and respond within one month of receiving it. Please refer to our HR Policy 7.7 regarding flexible working practices for more information.
* CCS Disability Action will consider working from home requests in good faith, with a key consideration given to the impact on our business. When considering a request, it may be necessary to have multiple conversations with the employee, supervisors and other team members to ensure we can deliver our service effectively;
* CCS Disability Action reserves the right to accept or decline an application for working from home. Reasons will be provided should an application be declined;
* Some working from home agreements may be temporary, time bound or subject to review after a period of time;
* CCS Disability Action may remove a working from home agreement should it impact on the working relationship with others or delivery of our services. In this case the employee will be provided two weeks’ notice;
* Staff must ensure that dependent care arrangements are in place and managed in a way, which allows them to successfully meet their job responsibilities at all times;
* CCS Disability Action *may* provide employees with certain technology to assist them to work remotely. This may include a laptop, tablet, phone or other equipment relevant to the role;
* The cost of general utilities such as electricity, gas, water, internet, insurance and smoke detectors are the responsibility of the employee;
* If additional equipment is required by CCS Disability Action, then this will be supplied for and paid for by CCS Disability Action. Should the staff member cease to work from home within six months of these being purchased, the Manager may be able to seek partial reimbursement of the installation cost.
* All equipment purchased by CCS Disability Action remains the property of CCS Disability Action and must be returned should the staff member cease working from home or the organisation.

Identification and control of all health and safety risks and hazards

* The Line Manager will work with the employee to identify risks and implement suitable risk controls and monitoring.
* The employee is responsible for managing the risks in the home workplace;
* Staff who request or are offered to work from home (eg new staff, new role etc) will complete a Working from Home Safety Assessment ([Appendix 51](HR%20Policies%20Appendicies/51%20-%20Working%20from%20Home%20Safety%20Assessment%20%E2%80%93%20Checklist.doc)) to ensure the suitability of working from home facilities. This may include photos of set up, exit ways, possible hazards and how they are managed;
* The Working from Home Safety Assessment will be reviewed after three months, and then on a six monthly basis;
* The employee is responsible for notifying their manager of any changes to the workspace and to provide a new photograph of setup;
* The line manager may request to visit the home office to assess suitability and risks by providing 48 hours’ notice.
* If an accident or incident occurs while working at home employees need to follow the requirements for completing an accident / incident form outlined in the Health and Safety Policy Manual.

Privacy, safety and security of information

* Reasonable care is to be taken of CCS Disability Action information and equipment;
* Staff are expected to keep all work information secure, especially health and personal information regarding employees or people we support, and any other sensitive material;
* It is preferable that staff have a dedicated permanent workspace for privacy;
* When working from a home office or workspace with other occupants, care must be taken by the employee to set up computer screens in such a way as to prevent others viewing confidential or sensitive information. Screens should be locked when not in use and calls of a sensitive nature should be done in a private setting away from others.
* It is preferable that staff have a dedicated locked drawer or cupboard to store private and sensitive information outside of working hours;
* Staff are required to keep personal and work owned computers and devices up to date with virus protections, necessary software upgrades and ensure their online behaviour does not put their computers, devices or the IT systems at risk.
* It is not appropriate to hold face to face meetings with people we support or external stakeholders at an employee’s home. These should occur either at a suitable location in the community or the nearest branch office.

Compliance with all CCS Disability Action policies and procedures

* All policies that apply to employees who are working in the office or in the community also apply when employees are working from home, including reporting any incidents that occur while the staff member is working from home.

Maintenance of contact with manager and team

* The employment relationship is of utmost importance and effective working from home agreements are based on mutual trust and commitment;
* When working from home, staff are expected to keep in regular contact with their wider team and manager and maintain an up to date outlook calendar; similarly managers are expected to keep in regular contact with the employee working from home.
* Arrangements for attending meetings (in person or using technology) and professional development/training sessions are to be agreed in advance. At times, a staff member may need to work in the office for a particular reason on a day that the staff member would normally work at home – flexibility, and give and take in these circumstances is important;
* Employees are required to raise any issues relating to workload, support, work environment, performance or work difficulties with their Line Manager.

Fault / Outages

* If an outage or fault occurs of greater than one hour duration prior to or during a usual work day and the team member lives within 45 minutes travel time of a branch office, they must complete the work day at branch. This is the case whether the fault/outage is as a consequence of CCS Disability Action systems, including CCS Disability Action vendors, or the staff members personal systems failure;
* If the team member lives greater than 45 minutes away from a branch and the outage or fault is as a consequence of CCS Disability Action systems failure, the team member must remain available during the workday to complete the work day should the outage or fault be repaired during the work day. Where possible the team member should undertake work that does not involve internet / telephone connection such as reading and reviewing information relevant to the role and planning type work. The team member will receive payment during this time. Should the outage or fault be for the duration of the workday the team member will receive payment for the workday as if they had worked it;
* If the team member lives greater than 45 minutes away and the outage or fault is as a consequence of their personal systems failure, if the team member elects not to travel to a branch office, then the workday will be taken as annual leave, or unpaid.

Insurance

* Team members who regularly work from home are responsible for ensuring there is adequate home and contents insurance for a working from home arrangement. If renting, permission will be required from the landlord to work from home as this may impact on the landlord’s insurance.

Review:

* These guidelines will be reviewed every two years;
* CCS Disability Action will review working from home agreements after a three month trial, and then on a six monthly basis; [(Appendix 53)](HR%20Policies%20Appendicies/53%20-%20Working%20from%20Home%20Agreement%20Review%20.doc)
* CCS Disability Action reserves the right to withdraw the working from home option at its discretion.

## 7.9 On-Call

**7.9.1 Statement**

Where required, CCS Disability Action provides an on-call roster of staff for essential services. This may operate during the annual closedown, on public holidays, and outside standard hours for the people we support. This normally affects a small number of employees who will provide an absolutely essential service for someone we support. On-call support is provided where the normal roster does not cover the particular service.

CCS Disability Action has three different levels of on call. Each of these levels has separate requirements and therefore are split into different categories of on call support.

**Level 1: Phone Support / In case of emergency support.**

Employees are not rostered to be on call, but due to the nature of their role are available for urgent or emergency situations outside of normal business hours. This is normally Service Manager or above level. There is no requirement to be ready and available and staff members can choose when to respond to any calls / texts.

**Level 2: Rostered after hours on call:**

On-call duties at this level are generally shared by Co-ordinators (including Senior Co-ordinators and Service Managers) in a branch during the timeframes when an on-call service is required. After hours support is generally provided by phone, however at times the on-call coordinator may be called out. Frequency of call out is low.

An employee who is rostered as on-call is required to be ready and available for work if called. This means they are sometimes restricted in their activities to the extent that they must be available to respond to a call out. For example, they would be required to stay within the local area, and they would not be able to drink alcohol in case of call out.

**Level 3: High Dependency on call:**

On call at level 3 has a high frequency of both phone support and call out. The on-call roster is normally shared by staff working in the particular area of high dependency.

Employees rostered as on call are required to be ready and available for work if called. This means they are restricted in their activities to the extent that they must be available to respond to a call out. For example, they would be required to stay within the local area, and they would not be able to drink alcohol in case of call out.

**Payment for on-call availability:**

Level One: Senior Managers are not reimbursed separately for this type of on-call as this is considered part of the role and covered in the salary paid for these roles.

Level Two: Employees who are on-call as per the description above for Level two are entitled to an availability allowance of $20 (gross) per day. This is in addition to any hours that are worked as part of a call out.

Level Three: Employees working as part of on call roster for Level three are entitled to an availability allowance of $40 (gross) per day. This is in addition to any hours that are worked as part of a call out.

During the annual Christmas closedown, or any public holidays this availability allowance will be double the amounts specified above (gross) per day. Additionally, if an employee is required to be on call on a public holiday, which would otherwise have been a working day for the employee, they will also be entitled to a full day’s paid alternative holiday.

**Payment for work undertaken resulting from on-call:**

An employee can elect to take either time in lieu for the time worked or be paid for time actually worked. This is in addition to the availability allowance.

**Payment if on-call and called into work on a public holiday**

If an employee is required to provide essential support on what would otherwise be a statutory holiday they will be entitled to time and a half for the time worked, plus a full days paid alternative holiday if they would have otherwise worked on this day.

They will also be entitled to the availability allowance for these public holidays.

No annual leave will be deducted.

### 7.9.2 Actions

***All***

* If your role requires you to be on call, please inform your delegated manager of any planned leave that limits your availability to be on-call.
* Complete a timesheet for any hours worked if you are called into work while on-call and submit to your delegated manager for approval.

***Managers***

* On-call duties should be shared among team members to avoid the responsibility falling to one or two people.
* On call arrangements need to be set up and approved in advance. We recommend you have an annual calendar for on-call rotation and confirm leave plans for your on-call staff several months before the closedown period if possible, to provide sufficient on-call cover.
* Approve on-call timesheets from team members for on-call hours worked and give to payroll to process payment and record any alternative holidays owed.

|  |  |
| --- | --- |
| Appendix chapter: 6 & 7 | Issue Date: April 2010 |
| Review Due: July 2020 | Last Amendment: October 2021 |

# 8. Orientation

### 8.1.1 Statement

If you are a new employee it is our aim to ensure that you are welcomed to the team and get the best start possible with our organisation ensuring you get ‘up to speed’ as quickly as possible. At the end we will ask you to check that you have successfully completed the orientation programme. We are committed to:

* Making your start with us as smooth and effective as possible;
* Providing you with all the necessary organisational and departmental information;
* Ensuring you are aware of our practices, policies and procedures and understand the philosophies behind them;
* Introducing you to the relevant team members, locations and equipment you will work with or need in the course of your role; and
* Hosting an appropriate welcome during your orientation period.

Initial induction will occur during the first week of your employment, orientation will be carried out during the first month of employment.

* An individual training plan is to be opened by the end of your first day of work
* Induction should be the first item on the training plan
* On completion of the induction and all subsequent training the training plan should be signed by the person carrying out the induction and countersigned by the line manager

Your orientation programme will be made up of a mixture of self-learning modules and training. When it is appropriate or requested a Peer Support arrangement may be set up during the orientation programme as well. It is your responsibility to take ownership of your orientation and work through the programme with your Manager. Your orientation will begin on your first day and last for a minimum of 12 weeks.

### 8.1.2 Action

***All***

* Self-Learning Modules: These are simple self-learning tools that can be completed at your own pace on an individual basis. The modules are: Who CCS Disability Action is; Our Systems and Processes; and Our Service Delivery Model. *[Currently being reviewed July 2012]*
* CCS Disability Action Orientation Course: This is a one day programme designed to ensure you have a clear understanding of the way we work. You should contact your local branch administrator to find out the date of the next course and reserve yourself a place in consultation with your Manager to ensure your workload is covered.

***Managers***

A good orientation process is key to beginning a successful relationship between the new team member, you, and our organisation. Prior to a team member starting you should:

* Attend to their work space and IT equipment as appropriate;
* Advise the rest of your team about the new team member;
* Consider and arrange for a culturally appropriate welcome;
* Put in place any special supports that have been agreed; and
* Plan for their first day and week, including:
	+ Setting appointments with relevant people;
	+ Setting aside your time for orientation;
	+ Organising training; and
	+ Organising the welcome.

## 8.2 Coaching

### 8.2.1 Statement

It is our aim to provide you with effective ongoing ‘on the job’ coaching in order to provide support, guidance, feedback and recognition of your performance and ongoing development. We are committed to:

* Ensuring you are fully aware of your responsibilities and accountabilities;
* Ensuring that you are aware and working in line with our strategic priorities, policies and procedures;
* Ensuring you have all the necessary tools and resources in order to complete your role successfully;
* Initially addressing any performance issues (minor misconduct or behavioural) through coaching; and
* Helping you work through work-related issues to find the most suitable outcome.

### 8.2.2 Action

***All***

Your coaching will take the form of both one on one meeting with your delegated manager and day to day coaching, as appropriate, in the work place.

When beginning in a role your delegated manager will arrange a meeting with you to discuss:

* Your coaching and how it can benefit you in your role;
* Boundaries and scope of coaching;
* Format and frequency of the one on one meeting; and
* How coaching is provided outside the meetings.

At the coaching meetings you can expect:

* An open and frank discussion about your performance;
* Support and guidance from your delegated manager;
* Advice on your required performance objectives;
* Recognition for good or improved performance; and
* Any underperformance or minor conduct issues to be highlighted and addressed.

Outside of the meetings your delegated manager will continue to provide, most likely in a more informal approach, the same support, advice and guidance.

As an organisation, we see clear benefits from providing you with coaching but it will require you also to take responsibility for maximising its usefulness and use it to assist you in your role and own professional development.

There may be a situation arise where you do not meet agreed standards and targets or do something which is not acceptable within our Code of Conduct. While every effort will be made to address any underperformance or misconduct issues within the scope of coaching, if this issue continues or if the misconduct is of a more serious nature then your delegated manager may invoke the Managing Performance or Disciplinary Process to address the situation.

***Managers***

Coaching is a key component of your working relationship with your team members and supporting their development. Coaching should be provided to all new and existing team members. When first establishing coaching you will need to meet with your team member to discuss the frequency, boundaries and how it will work.

When providing coaching you should consider:

* How the team member is performing and getting on within the team;
* Are they meeting the required standards; and
* How you can best support their development and recognise their performance

Performance Issues: Any suggestion of underperformance or misconduct should be addressed within the scope of coaching. However, if the underperformance or misconduct continues and / or is of a more serious nature then you may invoke the Managing Performance Procedures to address the situation.

One of the most important aspects of coaching (and performance review and development) is providing effective feedback. The style of the feedback conversation can be as important as the content. Try and find a space in the feedback session to talk about the positive contributions (gifts) that the person has brought and is bringing to the team or organisation. Giving feedback (particularly when it is not positive) is not always an easy task and requires specific skills to do it effectively.

When providing feedback remember some of these key principles around good and effective feedback;

* Be specific when recalling the situation,
* Be specific when describing the behaviour,
* Describe the behaviour,
* Acknowledge the impact of the behaviour on you,
* Pay attention to body language,
* Use verbatim quotes,
* Re-create the behaviour, if appropriate,
* Give feedback in a timely manner,
* Give your feedback, and then stop talking,
* Say “I felt” or “I was” to frame your impact statement,
* Focus on a single message, and
* Be sensitive to the emotional impact of your feedback.

## 8.3 Supervision

### 8.3.1 Statement

Where appropriate you may be offered professional supervision to support the development of your professional skills, knowledge and competencies through engaging with a professional supervisor. Professional supervisors can be either internal or external to CCS Disability Action.

### 8.3.2 Action

***All***

Supervision may begin at any time agreed between you and your delegated manager. Once the requirement for supervision has been agreed your delegated manager will engage an appropriate supervisor. This may be another senior team member from within the organisation, or an external professional supervisor.

You, your delegated manager and your supervisor will then discuss and agree the terms of the supervision. This should include:

* The specific aims and purpose for you receiving supervision;
* The structure, format, length and frequency of the supervision meetings;
* How long the supervision arrangements will last;
* Where and when the meetings will be held;
* What and how updates and progress will be reported to your delegated manager; and
* If and how you can access your supervisor outside of the meetings if required.

Once these terms have been agreed your supervision will begin. As with coaching it is your responsibility to maximise the benefits of the supervision and to support your development as much as possible.

Although supervision is a confidential process, if concerns arise with your work practices, working with people we support and/or their families or whanau, and/or your safety, your supervisor will discuss these with you and where these remain unresolved the supervisor may have to discuss these with your delegated manager.

***Managers***

When the need is identified you should discuss with your team member:

* The specific purpose and aims of the supervision;
* The benefits it will provide;
* How it will support their professional development;
* How long the supervision should last for; and
* Who could be a suitable supervisor?

Before you formally engage an external supervisor your Regional or National Manager must approve the appointment.

In your coaching sessions with your team member they should provide updates on how the supervision is progressing against your pre-agreed purpose.

External supervisors will need to be formally engaged on a contract for services. A copy of the template for this contract can be found in [Appendix 24](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C24%20-%20External%20Supervisor%20Contract.doc).

You will need to ensure that all supervisors are encouraged to familiarise themselves with CCS Disability Action’s Child and Young Person Protection Policy.

## 8.4 Performance Review and Development

### 8.4.1 Statement

It is our aim to provide you with an ongoing formal and structured Performance Review and Development (PRD) system to support your performance and development needs. We are committed to:

* Having regular conversations with you to monitor, review, revise and develop your key actions,
* Clearly defining what is expected of you within your role,
* Providing you with regular constructive feedback,
* Monitoring your performance and achievements,
* Identifying and agreeing development opportunities with you,
* Providing you with supports to achieve your work related goals, and
* Regularly revisiting these supports to identify potential gaps and to ensure support needs continue to be met as they change over time.

The PRD statement and actions are supported by our Valuing People policy and will be managed accordingly, ensuring that we remain focused on supporting diversity in our organisation.

### 8.4.2 Action

***All***

Your manger will hold a PRD meeting with you at least annually with on-going conversations during the year. There is a joint responsibility between you and your manager to hold these regular meetings, and to discuss and agree upon your key actions, development opportunities, and changing support needs within the PRD system. If you work less than 20 hours a week your regular meetings may occur less frequently at a mutually agreed period.

Your PRD Plan is a live working document that you and your manager will use to monitor and support your performance and professional development. A copy of the PRD Plan is contained in [Appendix 21](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C21%20-%20Performance%20Review%20and%20Development%20Plan.doc). [Appendix 22](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C22-%20Team%20Members%20Guidelines.doc) contains Employee Guidelines which provide you with a detailed outline of the PRD system.

Should you believe that you are required to work beyond your experience or knowledge you must approach your manager directly and raise the issue immediately. Your manager will help you through the situation.

***Managers***

You and your team members have a joint responsibility to hold regular meetings, and to discuss and agree upon their key actions, development opportunities and changing support needs within the PRD system. Managers Guidelines to Performance Review and Development ([Appendix 23](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C23%20-%20Managers%20Guidelines%20to%20PRD.doc)) outline the process you are required to follow.

Following the regular PRD meeting it is your team member’s responsibility to ensure the actions contained in the plan are achieved, however, you must provide all necessary supports, including any specific actions that have been identified in the plan.

Should your performance review meeting result in the need to more closely manage the performance of the staff member, record the minutes in template [Appendix 32](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C32%20-%20Minute%20Template.doc), and send the staff member the letter in [Appendix 30](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C30%20-%20Performance%20Management%20Meeting%20Notification%20Letter.doc). File one copy of the letter and the performance management meeting minutes.

If at any time you have concerns with a team members performance, and you have been unable to resolve the issue during your PRD meetings, you can undertake the processes outlined within [policy 9.2 ‘Managing Performance Concerns’](#_9.1_Managing_Performance) and [policy 9.3 ‘Disciplinary’](#_9.3_Disciplinary).

## 8.5 Training and Development

### 8.5.1 Statement

It is our aim to support your and our organisations’ ongoing development by providing you with appropriate training opportunities. We are committed to providing both formal and informal training to help you:

* Develop your skills, knowledge, competencies and experience; and
* Address identified professional development needs or goals.

Appropriate language, visuals and varied training styles will be used so it is easy for everyone to learn, remember and apply the content of their training.

Staff will attend training as outlined in the Training Framework. Details of training will be maintained in a branch folder and on an individual’s personal file. Compulsory training will be recorded in an individual’s Performance Review and Development (PRD) Plan.

Training related to specific tasks or cares we have identified the following elements that will be key to the training provided:

* Instruction
* Monitor instruction
* Demonstration
* Trial
* Practice
* examination

In some instances internal staff with appropriate skills and qualifications will be used to run training. Alternatively external trainers will be brought in and selected on the basis of:

* related qualifications
* relevant training experience
* referees and referrals from other client organisations
* current Annual Practicing Certificates
* knowledge of the area they are to provide training in

A record of trainers’ skills and qualifications will be retained.

### 8.5.2 Action

***All***

* All staff will be specifically trained in relation to any of the work tasks that they are undertaking.
* We will provide refresher training for long term staff. Some courses require renewal after a certain period of time (e.g. First Aid). A record of training is maintained and recorded in personal files.
* You are expected to be able to communicate your understanding of the training by one a variety of means such as: verbal feedback; a written test; checklist; questionnaire; or practical application.
* Upon identifying a seminar, training course or conference you will need to discuss your request with your delegated manager. Alternatively your delegated manager may identify a training opportunity on your behalf and discuss it with you. Points to be covered in this discussion are:
* Outline the purpose and benefits of the training opportunity;
* Resource requirements for your attendance, i.e. time away from work or financial support;
* How it links into the development needs specified in your performance and development review or coaching sessions; and
* The benefits to CCS Disability Action from you attending.

If it is agreed that you will attend the training you need to be clear about the agreements reached in regards to:

* + Who will book the training;
	+ How it will be paid for;
	+ Other resources being provided;
	+ How your work will be covered while you are away; and
	+ How you will feed back the key learnings from your training to the organisation.

Any approved course fees will be paid directly to the course provider upon receipt of a valid GST invoice. The invoice should be forwarded to your finance team. Any other approved expenses will need to be claimed via the expenses policy.

All attendance at training will be recorded in an individual’s personal file.

***Managers***

* + New Employees: It is your responsibility to ensure all new employees are supervised and that their individual on the job training and self-directed learning is implemented. New employees may be assigned a ‘buddy’ to ensure the employees’ newness to the task or role does not endanger themselves, others or equipment. The assigned ‘buddy’ is to be an experienced, skilled and competent person.
	+ If you receive a training request from a team member or you identify a potential training opportunity for a team member then you need to meet and discuss with your team member the purpose of the training and how it will benefit. You will also need to determine who will be arranging the training and how the role will be covered in their absence. Refer above.
	+ Following the training you should discuss with your team member how the learnings from the training can be applied and what evaluation processes will be put in place to evaluate the effectiveness of the training.

***Trainers***

* When undertaking training, on personal cares or procedures specific to an individual the trainers should do the following:
* Explain:
* The activity or process
* How it works
* Hazards and how to avoid them
* How and when to use Personal Protective Equipment
* Correct work methods to be used
* Emergency procedures
* Demonstrate the safe work method
* Get the employee to repeat the information back
* Get the employee to do the work safely
* Supervise the employee until you are satisfied that they can do the work in a safe manner
* Follow up and re-test the employee.
* Give the employee a copy of the written job procedures.
* Check on previous training and competency records by sighting certificates and by observing the trainee.
* Make sure the trainee knows that if in doubt they should ask and not try to work things out on their own.

## 8.6 Academic Study

### 8.6.1 Statement

We will consider identified external study opportunities that will benefit your development and our organisation.

Our support for your study leave may include both time away from work and paid study time for lectures, revision days and examinations, as well as financial support.

### 8.6.2 Action

***All***

In the first instance you should discuss the course and your requirements with your delegated manager and Regional or National Manager. Points to be covered in this discussion are:

* Your development needs as specified in your performance and development review;
* Your own career aspirations;
* The benefits to the organisation from the additional skills you will acquire; and
* The outline of the course content, timeframes and any other relevant information.

If you receive ‘approval in principle’ from this initial discussion you will need to complete a Study Leave Application form. In this form you will need to include the:

* Proposed course(s) and qualification to be achieved;
* Amount of leave you will need;
* Course costs, if being claimed;
* Costs of any study materials, if being claimed;
* Costs of transport to and from the place of study, if being claimed; and
* Proposed benefits of the study for both yourself and the organisation.

Upon receiving your formal application your delegated manager will review it and approve or decline your request and you will be notified in writing of the outcome. Please note that each part of your request will be considered on its own merits and parts of your application may be approved while others may be declined.

If financial support has been approved, your delegated manager will agree with you any requirement to reimburse the organisation for payments made, should you subsequently leave your employment within a certain period after completing a course of study.

Any approved course fees will be paid directly to the course provider upon receipt of a valid invoice. The invoice should be forwarded to your finance team. Any other approved expenses should be claimed via the expenses policy.

A copy of the Study Leave Application Form is in [Appendix 25](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C25%20-%20Study%20Leave%20Application%20Form.doc).

## 9. Managing Performance and Disciplinary Process

**Managing Your Performance**

We want to assist you to manage your own performance to ensure that you are performing to the best of your ability and potential, and are able to meet the organisation and contract standards. To help you do this we will:

* Agree with you clear performance levels and objectives for your work;
* Provide you with ongoing feedback which recognises your achievements and supports your on-going development; and
* If there are difficulties, ensure that you understand what these maybe and support you to overcome them.

The following diagram outlines the process that will be followed.



## 9.2 Managing Performance Concerns

### 9.2.1 Statement

While every effort will be made to support you to ensure that you are working to agreed standards and targets, there may be instances of continued underperformance. In this situation your delegated manager may be required to follow this policy and procedure. This policy is aimed at assisting you to improve your performance and maintain the standards required in a formal and structured approach.

### 9.2.2 Action

***All***

Consultation Notification – If your delegated manager invokes this policy due to continued under performance, they will arrange a meeting to formally advise you of the performance concerns they have. At least 24 hours before the meeting occurs you will be advised of:

* The nature of the meeting and the reason for it;
* Your right to have a representative at that meeting; and
* The possible outcome of the meeting.

Consultation Process – At the first meeting your delegated manager will:

* Inform you of their concerns regarding your performance and/or behaviour;
* Clarify the required level of performance expected;
* Discuss if there is any specific reason for your poor performance;
* Discuss what, if any, further support can be provided;
* Set a reasonable timeframe and monitoring period in which you will need to demonstrate and maintain the expected performance levels.

The discussion will be recorded in writing stating the points and actions discussed, with a copy provided for you and a copy placed on your employment file. You may be requested to sign this copy to acknowledge this discussion.

If you have made a reasonable request for further specific assistance your delegated manager will work with you to ascertain the viability of providing it. If you have discussed and agreed upon a provision for additional support (e.g. training, coaching or further meetings) your delegated manager and you will agree when and how this can be put in place. It is your responsibility to follow through with the additional support so that you can improve and maintain your performance to the required standards in the shortest time frame possible.

Possible results of consultation:

* If you provide an acceptable explanation and your performance meets the required standards no further steps in this process will be required.
* If you identify issues surrounding existing systems or processes which could alleviate the concerns identified, your delegated manager will consider the appropriate action required to correct or address those issues.
* If you were unaware of the performance standards expected you will be given the necessary support and assistance to meet those expectations within a reasonable timeframe.
* If after receiving the necessary support, your performance continues to fail to meet the required standards this could result in disciplinary action up to and including dismissal. In this event the disciplinary process will be followed, please refer to [policy 9.3](#_9.3_Disciplinary), Disciplinary for further information.

***Managers***

You should address any underperformance issues as soon as possible. Underperformance is often a result of not being aware of a particular requirement and can be resolved by you highlighting the shortfall or providing specific advice and guidance. Underperformance may include but is not limited to:

* Continued lateness or unacceptably high levels of absence
* Failing to follow procedures or practices;
* Failing to follow reasonable instructions;
* Failing to perform part of a role;
* Not behaving in a professional manner when dealing with people we support; or
* Not performing a specific task to the required level.

However, there may be occasions where the team member’s underperformance continues or is of such a serious nature that a more formal approach is required. When assessing whether to invoke the performance management policy you should consider:

* How long your team member has been underperforming;
* The impact the underperformance is having on the completion of their role or delivery of services;
* What steps you have already taken to address the situation;
* If the underperformance is due to lack of effort from the team member;
* If the underperformance is due to a problem with the internal systems or procedures;
* If the team member has the required skills and competencies to perform at the required level; and
* If there are any external factors you are aware of that may be affecting performance.

If you conclude that there is a fault with the internal systems or procedures you should address this issue first and monitor your team member to see if their performance improves.

If you conclude that they lack the required skills or competencies or there are external factors that may be affecting their performance then you should offer further support through training or assisting them to try to resolve the external factors.

If, however, you feel this is not appropriate or the team member is simply not performing due to lack of effort or poor behaviour you need to follow a formal performance management process involving:

* A formal consultation meeting;
* Formally identifying the cause of the underperformance;
* Deciding on the most suitable course of action; and
* If appropriate, impose a formal monitoring period.

### 9.2.3 Consultation Meetings

You must notify your team member in writing, at least 24 hours prior to the scheduled meeting. In the letter you should advise them of:

* The nature of the meeting and the reason for it;
* That they are entitled to have a representative at that meeting; and
* The possible outcome of the meeting, which may include further coaching, supervision, training, monitoring periods and disciplinary action.

A copy of this letter is in [Appendix 30](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C30%20-%20Performance%20Management%20Meeting%20Notification%20Letter.doc).

A trusted and responsible team member may attend the meeting to take minutes so that an accurate record can be kept. This person is to take no further part in the meeting other than taking the minutes, and you must be confident that they will maintain the confidentiality of the proceedings. A copy of the suggested minutes template is in [Appendix 32](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C32%20-%20Minute%20Template.doc).

Steps to take at the meeting:

* Advise the team member why you have arranged the meeting and the reason for the performance management procedure;
* Explain everyone’s roles at the meeting;
* Inform them of your specific concerns regarding their performance and/or behaviour, including providing any written supporting information if appropriate;
* Clarify the required level of performance expected;
* Ask for the team members input and reasons for their poor performance;
* Discuss what, if any, further support can be provided; and
* Provide them with the opportunity to provide any further information or make any additional representations.

Once you have gathered all necessary information you should adjourn or end the meeting to consider what has been discussed and what action should be taken.

If you are able to reach a conclusion quickly it would be appropriate to adjourn for a short period of time (10-15 minutes), and then reconvene to advise your team member of your decision and action to be taken. If you need to take more time to consider the information you should advise your team member that you will arrangement a further meeting within the next 48 hours to advise them of your final decision. When arranging the second meeting you must follow the same protocols as the first meeting.

At the second meeting you should:

* Re-state why you are undertaking formal performance management;
* Summarise the information you have gathered;
* Advise your team member of your decision and action; and
* Give them the opportunity to respond.

Once you have concluded the consultation meetings and made a decision as to the appropriate outcome you will need to confirm your final decision in writing. A copy of this confirmation letter is in [Appendix 35](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C35%20-%20Performance%20Management%20Confirmation%20letter.doc).

### 9.2.3 Potential Outcomes

The potential outcomes of the consultation meeting(s) are:

* No Further Action – If your team member provides you with a reasonable explanation for their underperformance, and you are confident their performance levels will immediately return to or reach the required level you may elect to re-state the required performance levels and take no further action
* Resolve Internal Issues – If you identify that there is an issue with the internal systems or procedures which are causing your team member’s performance issues you may elect to resolve these issues and take no further action against your team member.
* Further Support – If you identify that there are external factors impacting on their performance you may elect to identify what possible further support can be provided to your team member so they can resolve these issues. This may include special leave, temporarily reducing their workload or some other form of support. Once the external factors have been removed or resolved you should return to monitoring and addressing any performance issues through coaching prior to re-invoking this procedure.
* Further Training – If you identify that your team member does not have the necessary skills or competencies you may elect to provide further training so that they can develop the skills to achieve the required levels of performance. The training can be in the form of ‘on the job’ training, formal training courses, supervision or academic study. Once the training has been completed you should return to monitoring and addressing any performance issues through coaching prior to re-invoking this procedure.
* Monitoring Period – If you identify that your team member has been underperforming due to lack of effort or inappropriate behaviour you may elect to impose a monitoring period.

### 9.2.4 Monitoring Period

A monitoring period provides a formal structure for you to monitor a specific area(s) of underperformance and involves:

* Stating the required performance levels;
* Stating what your team member is required to do in order to achieve and maintain these levels;
* Conducting additional monitoring meetings in order to continuously monitor and assess their performance.
* Advising the team member that if they do not meet the required performance levels then disciplinary action may be taken, up to and including dismissal.

The monitoring period should last between three and six months and the meetings should be held weekly or fortnightly.

At the meetings you should:

* Discuss with them how they think they are performing
* Review the team members performance and advise them if there has been an improvement;
* If there has been an improvement to the required level, advise them that this is the level of performance you expect from now on.
* If there has been no or only a minor improvement, outline what the team member is still required to do to achieve the level of performance required.

If at the end of the monitoring period the team member’s performance has failed to improve you should invoke the disciplinary procedure; please refer to policy [9.3 Disciplinary](#_9.3_Disciplinary).

## 9.3 Disciplinary

### 9.3.1 Statement

The aim of the disciplinary process is to highlight acts of misconduct or serious cases of underperformance and provide you with the opportunity to improve your performance, remedy your behaviour or prevent further acts of misconduct. Disciplinary action is not used as a tool for punishment but rather as another opportunity for your development. The disciplinary process seeks to:

* Fairly and thoroughly investigate any allegations of misconduct or continued poor performance.
* Identify any unacceptable behaviour and/or unsatisfactory work performance.
* Ensure that you understand:
* The nature of the unacceptable behaviour and/or unsatisfactory work performance, and
* What is required to modify such behaviour and/or attain and maintain an acceptable standard of work performance within the required timeframe.
* Create a record of the unacceptable behaviour, act or underperformance.
* Provide you with the opportunity to modify or correct such behaviour and/or attain and maintain an acceptable standard of work performance.

## 9.4 Types of Misconduct

Some examples of misconduct, serious misconduct and gross misconduct that may result in disciplinary action include, but are not limited to, the following:

### 9.4.1 Misconduct

* Poor work performance
* Unsafe acts which may result in harm to yourself or others
* Failing to report an accident or injury to any person on the organisation’s property, or in the workplace, including staff working in the community and in people’s homes
* Poor attendance at work, failing to report being absent, or being absent without approval
* Carrying out personal work during the organisation’s time, or using the organisation’s material, without approval
* Sleeping during work hours
* Selling unauthorised raffle tickets or taking up unauthorised collections on the organisation’s premises

### 9.4.2 Serious Misconduct

* Serious instance of poor work performance
* Unauthorised absence
* Using abusive language towards anyone engaged with us (depending on the level of abuse this may cross into Gross Misconduct)
* Intentionally damaging property, including the vehicles, belonging to CCS Disability Action, fellow staff, or members of the public
* Breaching security or allowing others to have unlawful access to the premises or the property of CCS Disability Action
* Unlawfully accessing, using or misusing any file, computer or confidential information belonging to CCS Disability Action or other users
* Possessing or consuming drugs, except as prescribed by a doctor
* Drinking alcohol on CCS Disability Action property without first obtaining approval
* Reporting to work under the influence of alcohol or drugs or in such a state as to be unable to perform duties properly and safely
* Engaging in conduct of a kind likely to bring the organisation into disrepute
* Breach of trust and confidence
* Breach of duty

### 9.4.3 Gross Misconduct

* Abusing, threatening, intimidating, or assaulting any person
* Stealing, or misappropriating CCS Disability Action funds
* Stealing money or possessions from a colleague or someone we are engaged with
* Falsifying CCS Disability Action or other records for financial gain
* Sexually harassing or victimising another team member or any other person
* Accessing or distributing obscene and/or pornographic material.

## 9.5 Suspension

### 9.5.1 Statement

When very serious allegations of misconduct are raised then suspension during the investigation may be considered for the protection of; your interests, our interests, our clients and/or other team members. Suspension is not an indication of guilt, rather a precautionary measure that the organisation may take.

If you are placed on suspension you will be advised both orally and in writing:

* Of the reasons for the suspension;
* That you are not to return to any work site, without the approval of the investigating manager, until the suspension is lifted;
* That you are not to contact any team member or person we support while on suspension; and
* That you will remain on full pay while on suspension.

### 9.5.2 Actions

***Managers***

When you become aware of an allegation or incident of misconduct or a situation of continued underperformance you should consider if the seriousness of the situation warrants suspending the team member. Suspension may be considered if:

* You will not be able to conduct a fair and thorough investigation if the team member remains at work;
* There is a genuine risk that the person who raised the allegation may be victimised or harassed;
* There is a genuine risk that the team member may pose a risk to others if they remain at work; and
* There are seemingly legitimate allegations of discrimination, harassment, victimisation or criminal activity.

To place a team member on suspension you will need to meet with them immediately, (there is no requirement to notify them of the meeting in advance), inform them that they are being placed on suspension and advise them:

* Of the reasons for the suspension;
* That they are not to return to any work site, without your approval, until the suspension is lifted;
* That they are not to contact any other team member or people we support while on suspension; and
* That they will remain on full pay while on suspension.

Immediately following the meeting the team member should be escorted from the site. Placing a team member on suspension does not imply that they are guilty of the accusation; rather it is a precautionary measure the organisation can take once the above is considered.

The team member must be issued with written confirmation of the suspension within 24 hours. A copy of the suspension letter is in [Appendix 37](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C37%20-%20Suspension%20Letter.doc).

## 9.6 Preliminary Investigation

### 9.6.1 Statement

Where an allegation of misconduct or continued underperformance has been raised, an investigating manager will be appointed. This may be your delegated manager, another Manager from your branch or region, or someone external to the region or CCS Disability Action, and they will conduct the preliminary investigation.

The purpose of the preliminary investigation is to gather information to determine if a full disciplinary investigation is appropriate.

### 9.6.2 Actions

***Managers***

The purpose of the preliminary investigation is to gather information to determine if a full disciplinary investigation is appropriate. The preliminary investigation may be a short or lengthy process depending on the allegations. When conducting the preliminary investigation you should:

* Gather all necessary available information, both written and oral;
* Interview any relevant witnesses including the person who has raised the allegation if appropriate; and
* If appropriate, hold an initial meeting with the team member accused of misconduct or underperformance.

Once you have gathered all the appropriate information, evaluate the complaint and information to determine if a disciplinary investigation is required.

* If the preliminary investigation shows or ‘on the balance of probabilities’ you conclude that an act(s) of misconduct has occurred or there is a serious/continued situation of poor performance then you should proceed with a disciplinary investigation.
* If you conclude that there has been no instance of misconduct then no further action required.

## 9.7 Disciplinary Investigation

### 9.7.1 Statement

Where it has been concluded to conduct a formal disciplinary investigation the process will be as follows:

* First Disciplinary Meeting – At this meeting you will be informed of the concerns regarding your performance or behaviour, asked a number of questions to establish the facts and given the opportunity to respond to the concerns and provide a further explanation.
* Preliminary Decision – Following this meeting the investigating manager will, after thoroughly considering all the information, make a preliminary decision. At this point the investigating manager may decide that there is no case to answer and no further steps in this process will be required.

Alternatively they may decide that poor performance or misconduct has occurred, and will make a preliminary decision as to the level and form of disciplinary action appropriate.

* Second Disciplinary Meeting – If the investigating manager reaches the preliminary decision that poor performance or misconduct has occurred, they will notify you in writing of that decision and arrange a further meeting. At this meeting you will be given an opportunity to provide your feedback regarding the preliminary decision and make any representations you feel appropriate.
* Final Decision – Having listened to your representations, the investigating manager will adjourn to consider what you have said and make a final decision. If no further representations have been made and it is felt that a decision can be made the investigating manager may inform you of their final decision immediately or they may need more time to consider what has been discussed to reach a final decision. In any event they will confirm/notify you in writing of their final decision.
* Final Disciplinary Meeting – If there is a case of serious or gross misconduct or the disciplinary action requires further discussion the investigating manager will arrange for a third disciplinary meeting to discuss this with you.
* During all of these meetings you will have the right to be accompanied by a support person.

If your performance does not improve within the specified timeframe, or if further misconduct occurs (this can be misconduct related or unrelated to the previous incident) the investigating manager will repeat the process outlined above.

If an unsatisfactory explanation is offered by you, further disciplinary action may be taken. This process may be repeated up to and including dismissal.

### 9.7.2 Actions

***Managers***

**Notification of First Disciplinary Meeting**: Provide written notice at least 24 hours in advance advising of:

* The nature of the meeting and the reason for it;
* Their right to have representation at the meeting; and
* The possible outcome of the disciplinary investigation.

A copy of the notification letter is in [Appendix 31](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C31%20-%20Disciplinary%20Notification%20of%20First%20Meeting%20letter.doc). Please note once you have identified the possible outcome and level of disciplinary action you cannot exceed that level, although you may impose a lower level action. For example, if you advise that the outcome, may be a final written warning you will then not be able to dismiss them as part of this disciplinary investigation, however, you may issue an oral warning if you conclude it is more appropriate.

**First Disciplinary Meeting**: At this meeting you should:

* State the concerns regarding the alleged incident of misconduct or their performance;
* Ask questions to establish the facts; and
* Give the team member the opportunity to respond to the concerns and provide a further explanation.

**Preliminary Decision:** You need to thoroughly consider all the information in order to make a preliminary decision. When reaching a preliminary decision, consider:

* The information gathered from the preliminary investigation;
* The information provided at the first disciplinary meeting;
* The team members awareness regarding expectations for conduct and work requirements;
* The severity of the infringement or under performance;
* The frequency and nature of the problem;
* Previous relevant and active disciplinary action;
* Their work record to-date including length of service and overall job performance;
* Precedence – how similar cases have been handled in the past; and
* Any extenuating factors, for example, personal problems, or provocation.

**Further Investigations**: If you identify that further information is required or other additional information has been provided you may need to conduct further investigation and then repeat the process from Notification of First Disciplinary Meeting.

**Notification of Preliminary Decision**: You must notify the team member, in writing, of the decision, and if the decision is to take disciplinary action, the second disciplinary meeting, giving 24 hours’ notice and advising of:

* The nature of the meeting and the reason for it; and
* Their right to have representation at the meeting.

If you conclude that there is no case to answer and therefore no further action required you will need to provide written confirmation but not hold the second disciplinary meeting unless requested by the team member. A copy of the Preliminary Decision Letter is in [Appendix 33](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C33-%20Disciplinary%20Preliminary%20Decision%20letter.doc).

**Second Disciplinary Meeting:** At this meeting outline your decision and proposed disciplinary action and reasons. Then ask your team member to provide feedback regarding the preliminary decision and make any representations they feel appropriate.

**Adjournment:** To determine if a final decision can be made immediately

or if more time is required adjourn the meeting for approximately 10 minutes.

**Final Decision:** During the adjournment consider any further representations that have been made. If no further representations have been made and/or a decision can be made at the time, following a 10 minute adjournment, reconvene the meeting and inform the team member of the final decision including the disciplinary action and sanctions being imposed.

Alternatively you may need more time to consider what has been discussed and to reach a final decision. In this event reconvene the meeting, advise the team member that more time is needed to make a final decision and arrange for a further meeting, within 48 hours. A final decision will then need to be made within 24 hours.

**Notification of Final Meeting:** Notify the team member in writing at least 24 hours prior to the meeting and advise of:

* The nature of the meeting and the reason for it; and
* Their right to have representation at the meeting.

A copy of the notification of Final Meeting Letter is in [Appendix 34](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C34%20-%20Disciplinary%20Notification%20of%20Final%20Meeting%20letter.doc).

**Final Disciplinary Meeting:** Advise the team member of the final decision including:

* The level of disciplinary warning being imposed;
* The date the warning will take effect;
* The length of time the warning will remain active;
* Any other sanctions or requirements being imposed; and
* That further disciplinary action may be taken if these standards/expectations are not met or for further acts of misconduct.

## 9.8 Disciplinary Action

### 9.8.1 Statement

The levels of disciplinary action that may result from the disciplinary process are:

* **No Action:** If it is concluded that there is ‘no case to answer’ no further action will be taken.
* **Oral Warning:** Generally used in instances of minor infringements of our practices, policies and procedures and in some instances of poor performance.
* **Written Warning:** Used in cases of definite breaches of our practices, policies or procedures or continued/severe poor performance.
* **Final Written Warning:** A final written warning may be given for serious breaches of our practices, policies or procedures or further poor performance. The final written warning indicates that any further instances of similar misconduct or poor performance may lead to dismissal.
* **Dismissal:** Dismissal may be appropriate where the staff member again transgresses after formal warnings have been issued. In cases of serious misconduct, dismissals can occur when no written warnings have been issued. In the event of a severe breach of serious misconduct you may be dismissed instantly.

When disciplinary action is considered, the following factors are taken into account:

* Your awareness regarding expectations on conduct and work requirements;
* The severity of the infringement;
* The frequency and nature of the problem;
* Previous relevant and active disciplinary action;
* Your work record to-date including length of service and overall job performance;
* Precedence – consider how similar cases have been handled in the past; and
* Extenuating factors, for example, personal problems, or provocation.

### 9.8.2 Actions

***All***

If disciplinary action is taken you will be advised of the:

* Level of the warning imposed;
* Date it was imposed and how long it will remain active;
* Performance improvement or standard of behaviour required or that there are to be no further instances of any acts of misconduct; and
* That further disciplinary action may be taken if these standards/ expectations are not met or there are further acts of misconduct.

***Managers***

When dealing with a misconduct or performance issues there are four levels of disciplinary action that can be issued against a team member:

* Oral Warning;
* First Written Warning;
* Final Written Warning; and
* Dismissal.

For first instances (that reach the disciplinary process) of misconduct or performance issues it is standard practice to issue an oral warning, which should be sufficient to resolve the matter and prevent any further occurrence.

However, any further instances of the same offence, repeat the process and if disciplinary action is deemed suitable, the next level of warning should be issued. This process can be repeated up to and including dismissal.

If the team member, after being issued with disciplinary action, commits a different act of misconduct any disciplinary action issued should be done as if it is the first offence. This applies even if a higher level of disciplinary warning has been issued for the separate offence.

More Serious Cases of Misconduct: If an incident of serious or gross misconduct has occurred then it may be appropriate to issue a higher level of warning for a first offence. [Refer Types of Misconduct policy 9.4](#_9.4_Types_of).

**Confirmation of Disciplinary Action:** Confirmation of the disciplinary outcome must also be provided in writing. The confirmation can be issued during the final disciplinary meeting or within 24 hours. The confirmation must state the:

* Level of the warning imposed;
* Date it was imposed and how long it will remain active;
* Performance improvement or standard of behaviour required or that there are to be no further instances of any acts of misconduct; and
* That further disciplinary action may be taken if these standards/ expectations are not met or further acts of misconduct.

A copy of the confirmation of Disciplinary Letter is in [Appendix 36](file:///%5C%5C172.29.14.227%5CCompany%5C1National%20Documents%5CHR%20Policies%20Handbook%5CHR%20Policies%20Appendicies%5C36%20-%20Confirmation%20of%20Disciplinary%20letter.doc).

**File Documents:** Copies of all letters, statements, meeting notes and other written documents used through the procedure need to be placed on the team members’ employment file, thereby creating a permanent record of the disciplinary investigation/action

**Monitor the Team Members Performance:** The team member’s performance should be monitored following the disciplinary action for the time the warning remains active.

**Breach and New Procedure:** If the team member’s performance does not improve within the specified timeframe, or if further acts of misconduct occur (this can be misconduct related or unrelated to the previous incident) a new disciplinary procedure will need to be undertaken.

If imposing further disciplinary action as a result of further poor performance or similar acts of misconduct then it is normal practice to impose the next level of warning. For example, if a written warning for a period of unauthorised absence has been issued, and a further disciplinary procedure demonstrates repeated misconduct it may be appropriate to issue a Final Written Warning. This process can be repeated up to an including dismissal.

**Dismissal:** The disciplinary procedure resulting in the dismissal of a team member is the same procedure as the other levels of disciplinary action. Where dismissal is a likely outcome it is important to ensure that the correct procedure has been followed and a thorough investigation has been undertaken.

There are two forms of dismissal; dismissal (with notice) and instant dismissal. Instant dismissal means that a team member’s employment will be terminated with immediate effect and they will not be entitled to a notice period. It may be appropriate to instantly dismiss a team member in cases of gross misconduct such as theft, sexual harassment or violence.

Dismissal (with notice) means that their employment will be terminated following their notice period (alternatively they can be paid in lieu of notice). It may be appropriate to use dismissal (with notice) in cases of repeated misconduct or serious acts of misconduct.

If undertaking a disciplinary procedure that may result in dismissal you need to inform your Regional or National Manager and the Chief Executive prior to any final decision being taken.

## 9.9 Notification and Records of Meetings

When being notified that you are required to attend a disciplinary meeting you will be given at least 24 hours’ notice of the meeting and advised of:

* The nature of the meeting and the reason for it;
* Your right to have representation at the meeting; and
* The possible outcome of the disciplinary investigation.

If you or your support person are not available at the date and time set for the meeting you should notify the investigating manager immediately and advise them of when you are available, preferably within a week of the proposed meeting time.

Records – Detailed minutes of each meeting will be taken to ensure that there is an accurate record of the investigation. You may be requested to sign the minutes as acknowledgement that the discussion has occurred and the minutes are accurate. These minutes along with a copy of the letters issued to you and any further evidence obtained will be kept on your employment file. If you refuse to sign the minutes, this will be noted on the minutes and another manager or senior staff member will be asked to countersign the minutes.

## Parties involved in a Disciplinary Investigation

The following parties may be involved in a disciplinary investigation:

* **Investigating manager:** is responsible for conducting the investigation and meetings. Depending on delegations the investigating manager may make the final decision as to any disciplinary action that may be imposed. However, if they do not have the delegation they may need to make a recommendation to the appropriate Regional or National Manager on a suggested action to take. In the case of dismissals, they must make the recommendation to the Chief Executive;
* **Note-taker**: responsible for taking the minutes of the meeting to ensure an accurate representation of the meeting is recorded;
* **You** the team member; and
* **Your representative or support person**: This is often a trusted colleague, friend, family member or a union representative; the involvement of this party is at the discretion of the team member.

## 9.11 Serious misconduct leading to prosecution

### 9.11.1 Statement

If you are prosecuted or subjected to a criminal investigation for any reason, whether it is connected with your employment at CCS Disability Action or not, we may conduct an internal investigation and take disciplinary action as appropriate and place you on suspension, with or without pay pending the outcome of the internal or criminal investigation.

If you are prosecuted through the civil or criminal court system:

* The suspension may continue until the court has delivered a decision, and where appropriate until subsequent appeals have been dealt with
* And are sentenced by a court in a way which prevents you from performing some or all of your duties at work, you may be dismissed
* Regardless of the outcome of the criminal process and subject to the internal policies, you may face dismissal.

### 9.11.2 Actions

***Managers***

If one of your team members is prosecuted or subjected to a criminal investigation for any reason, whether it is connected with their employment at CCS Disability Action or not, as their employer you may need to conduct an internal investigation and take disciplinary action as appropriate.

## 9.12 Support Person

### 9.12.1 Statement

You are entitled to bring a support person or representative to every formal meeting. It is entirely your choice. The support person can be anyone of your choosing but in most cases it is a:

* Colleague;
* Family member or whanau; or
* Union representative.

The support person is entitled to:

* Talk and participate at any point during the meeting;
* Respond to any questions on behalf of the team member;
* Make statements or representations on behalf of the team member; and
* Make requests on behalf of the team member.

### 9.12.2 Actions

***Managers***

Your team member is entitled to bring a support person or representative with them to every formal meeting. It is entirely their choice and you should not provide any advice or try to influence their decision.

If the support person is unable to attend the meeting date and time you should re-arrange the meeting to allow them to attend.

# 10. Your Health and Safety

## 10.1 Statement

It is our aim to ensure the health and safety of all team members, people we support and visitors in our work place and create a culture where all team members support, uphold and participate in our Health and Safety policy, procedures and practices, and contribute to their development. We are committed to:

* Providing and maintaining a safe workplace;
* Providing and maintaining facilities for the health and safety of all team members;
* Ensuring that all equipment and machinery in the workplace is designed, made, set up and maintained to be safe for team members;
* Operating an effective hazard management programme to ensure all hazards are identified, controlled and appropriate records maintained;
* Operating procedures for dealing with incidents and emergencies in the work place;
* Complying with all reporting requirements set by the Health and Safety at Work Act
* Undertaking an annual review of the health and safety policy and procedures;
* Ensuring all team members, people we support and visitors are aware of our applicable health and safety practices while within our workplace; and
* Working in partnership with all team members to improve our health and safety practices

For full details on all health and safety policies and procedures you should refer to the [Health & Safety Manual.](../Health%20%26%20Safety/Health%20and%20Safety%20Manual/Health%20and%20Safety%20Manual%202020.doc)

## 10.2 Action

***All***

When it comes to health and safety, all of us have an important role to play in creating and maintaining a healthy and safe workplace. As a team member within our organisation you are responsible for:

* Behaving in a way and taking all reasonable steps to ensure your own safety;
* Ensuring that your actions or inactions do not cause harm to any other person(s) in the workplace;
* Ensuring you have read, understood and are able to follow all health and safety procedures;
* Following all health and safety and wellbeing instructions and directions, including using safety equipment and clothing correctly as required;
* Attending any training sessions as instructed; and
* Providing feedback to the Health and Safety Committee on any aspect of health and safety with a view to improving health and safety within our organisation.

***Managers***

Each manager, alongside the Health and Safety Committee, is responsible for:

* Providing strong leadership in health and safety practices;
* Insisting upon safe practices at all times and integrating health and safety into day to day management practices;
* Complying with all legislative requirements;
* In conjunction with the Health and Safety Committee provide training sessions;
* Monitoring the health of team members to ensure that their work is not having a detrimental effect on them;
* Involving team members in hazard identification and control;
* Ensuring that contractors comply with their obligations under the relevant acts, regulations and codes of practice
* Encouraging team members to accept individual responsibility for health and safety
* Ensure all training is documented.
* Supervise and evaluate team member performance, considering each team member’s safety and health behaviour and work methods.

# 11. Review and Development of Human Resources Policies and Procedures

## 11.1 Statement

Each human resource policy will be reviewed on a biannual basis. The Human Resources Policies has been broken up into 11 sections; up to three sections will be reviewed every 6 months. Along with the policy statements, all relevant forms and templates will be reviewed.

The HR Manager (National Office) is responsible for ensuring that the policy reviews take place. He/she will ensure that selected participants on a HR Policy Review Group receive the relevant policies, forms and templates at the start of each review period, and provide the Review Group with a work plan.

New policies will also be developed to reflect the needs of our organisation and legislative requirements.

Anyone may identify areas where they feel there are gaps in policies. All suggestions will be considered by the HR Policy Review Group.

## 11.2 Action

The review plan for each 6 months will include the following steps;

* HR Manager will review the selected policies, forms and templates and highlight any legislative changes impacting on the policy
* HR Manager to develop a work plan for review of policies
* The Review Group will consist of a National Management Team agreed mix of up to 5 participants based around the country who take responsibility for HR policy review.
* The documents, will be sent to the Review Group along with the work plan
* Feedback collated by the HR Manager and sent to the Review Group
* Teleconference to be held to discuss the feedback with the Review Group
* Further consultation and review to take place as agreed by the Review Group
* Documents sent to National Management Team for review and sign off
* HR Manager reviews any suggested revisions and updates documents accordingly
* Documents sent to CEO for final sign off
* Updated documents placed in the National Documents Folder on the Citrix network
* Communication to all team members of the review and where to locate the documents.

## 11.3 New Policies

New policies may require development outside the normal review cycle. Any identified new policies for development or changes to existing policies outside of the normal review cycle can be managed in a separate process. Changes may come from;

* A team member identifying a gap in policy
* New legislation
* Organisation changes

Any new policy area should be notified to the HR Manager who will then apply the same process as policy review.

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