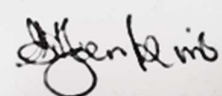


WORKFORCE POLICY

Date approved	27/6/22	Signature by Management representative	
Previous titles	Resolving Conflicts in the Workplace 2015, Staff Management Policy 2010, Staff Grievance Procedure & Appeals 2010		Chairperson, Suzanne Jenkins
Previous versions	19/8/19		



ECS

WORKFORCE POLICY

Internal ECS References	
In S:\0 CURRENT POLICY & PROCEDURES:	In S:\1 CURRENT FORMS:
Organisation Purpose Policy	ECS Team Agreement
Supervision & Appraisal Policy	ECS Timesheet for Staff
Staff Recruitment Policy	ECS Timesheet for Lead Volunteers
People & Communities Policy	Team Worker Information Form
Bullying & Harassment Policy	ECS Application for Leave Form
WHS Policy	Employee Record Card
Financial Management Policy	individual Criminal Check and Working With Children Check
COVID Management Plan	S:\0 current data base
ECS Constitution	
ECS Structure	
Supervision Hierarchy	
Volunteer Recruitment Policy	

External References	
Child Safe Standards at https://ocq.nsw.gov.au/resources	Aged Care Quality Standards at https://www.agedcarequality.gov.au/providers/standards
Social, Community, Home Care and Disability Services Industry Award at https://www.fairwork.gov.au/	

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1. POLICY STATEMENT

ECS values its workforce and is committed to treating all ECS Team members with respect, care, fairness and equity.

1.1 Definitions

ECS workers = anyone who carries out work on behalf of ECS, including staff, volunteers [including management committee members], contractors and students on placement

1.2 Acronyms

ECS = Engadine Community Services

TIL = Time-in-Lieu

2. GENERAL POLICY

ECS recognises the value of its workforce as representatives of the organisation when they engage with clients, funders and other stakeholders. ECS strives to treat all workers - paid staff and volunteers - with respect, care, fairness and equity according to their roles. Consistent rules for behaviour and a clear grievance procedure ensure everyone understands the professionalism expected when working for ECS.

3. RULES FOR BEHAVIOUR

3.1 Code of Conduct

A copy of this Code of Conduct is provided to all ECS workers during their orientation; it forms part of the *ECS Team Agreement* they must sign. Failure to observe it could result in disciplinary action.

When people work for ECS, they agree to:

- Abide by the Vision and Purpose of ECS (**Organisation Purpose Policy**)
- Observe all the rules of ECS specified in the *ECS Constitution* and any others determined by the Management Committee or the membership of the organisation
- Attend quarterly Team Meetings and other mandatory meetings and training
- Complete required external checks and internal forms for ECS systems (detailed in sections below & **WHS Policy**)
- Adhere to all the accounting procedures of ECS (in **Financial Management Policy**)
- Represent ECS in a positive way in person and when discussing it publicly [eg. in social media]
- Not discuss confidential issues of ECS and its clients and workers outside the organisation (in **ECS Confidentiality Agreement**)
- Not take illegal drugs or consume alcohol when on duty or on the premises (in **WHS Policy**)
- Not accept inappropriate gifts from clients
- Not enter into sexual relationships with clients or take them to staff homes
- Follow any grievance procedures set down by the Management Committee to try to resolve any conflicts with other clients, workers or members of ECS
- Not harass in any form clients, other workers or members of ECS
- Not abuse, physically or verbally, clients, other staff or members of ECS (in **Bullying & Harassment Policy**)
- Not give advice to clients outside their professional skills and the requirements of their *specific Job Description*
- Not alienate clients from their family
- Treat clients with courtesy, respect and consideration, act on complaints and provide services to the best of their ability (see **People & Communities Policy**)
- Not take excessive personal phone calls or use social media for non-work purposes during hours they have agreed to work for ECS

WORKFORCE POLICY

3.2 Code of Dress

ECS workers must wear neat clothes appropriate to the type of work carried out, in order to present a professional image and not offend clients. It forms part of the *ECS Team Agreement* they must sign. This includes:

- No bare feet, rubber sandals or thongs
- No clothing with rips or stains [even if this is considered fashionable]
- No clothing bearing political or offensive slogans
- No shoe-string straps or singlet tops without an over-jacket
- No exposed underwear
- No crop-tops that expose the navel or breasts

Workers should check with the ECS Manager if unsure about an item of clothing.

4. GRIEVANCE PROCEDURE

In the event of conflict in the workplace or if ECS workers [staff or volunteers] have a grievance about the conduct or actions of other workers, their employment or engagement conditions, their supervisor or the ECS Management Committee, or for any other reason, the appropriate line of authority must be followed:

Step 1

The worker approaches their direct supervisor [Aged Services Coordinator, Building Communities Coordinator or ECS Manager] for discussion and advice on the issue. The discussion is confidential. If an employee is not comfortable or feels this to be inappropriate, s/he may approach the Staff Liaison on the ECS Management Committee.

Step 2

If the problem is not resolved in Step 1, the worker may put the issue in writing to the ECS Manager or the Chairperson and request that the issue be raised with the Management Committee at their next meeting. The Management Committee will make a decision on the issue and advise the worker within seven (7) days of hearing the grievance.

Step 3

If the problem is not resolved in Step 2, the worker may be invited to attend a meeting of the Management Committee and address that meeting by arrangement. The worker may be accompanied by a support person to assist with communication; they may take notes to verify anything said in the meeting. The person cannot speak during the process, but can assist the worker to formulate questions and to clarify their points. The worker may request that the person with whom they are in conflict not be present while they address the meeting. The Management Committee will make a decision on the issue and advise the worker of their decision within seven (7) days.

Step 4

If the matter is still not resolved to the satisfaction of the aggrieved worker, then an external mediator is engaged to mediate a mutual resolution between the parties. It is the purpose of this procedure that normal work continues while the above is being followed. No party will be prejudiced as to the final settlement by the continuance of work in accordance with the disputes procedure. It should be noted, however, that ECS has funding contracts to meet, and resource allocation must always focus on providing appropriate services to clients.

5. EMPLOYMENT OF STAFF

5.1 Documentation

A HR file is maintained on each paid employee and kept in a lockable filing cabinet and/or electronic files accessible by the PA Officer, Finance Coordinator and ECS Manager.

Files will include:

- *Team Worker Information Form*
- *Employee Record Card*

- *Criminal Check and Working With Children Check*
- The job application (see **Staff Recruitment Policy**)
- A signed *ECS Agreement of Employment*
- The person's specific *ECS Job Description*
- *Supervision Notes* reflecting performance and training attended (from formal performance appraisals and supervision support sessions) (see **Supervision & Appraisal Policy**)
- *Timesheet for Staff and Application for Leave* forms
- Any other relevant information

The *ECS Data Base* contains key facts and dates from the *Team Worker Information Form* for easy access. It includes:

- Home address
- Email
- Home phone and mobile
- Emergency contacts
- CrimCheck and WWCC numbers and renewal dates
- Drivers licence, plates and insurance company [only those who use their cars for ECS work]
- Relevant health information [including COVID information added, as it occurs per **COVID Management Plan**]

5.2	Job Descriptions
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As a part of the *Agreement of Employment*, all staff and volunteers have a job description that specifies their roles and responsibilities. Job descriptions are reviewed at least annually, when a staff member leaves and/or during performance appraisals, to ensure that they are appropriate (see **Supervision & Appraisal Policy**). Updated copies of job descriptions are given to the relevant staff member and held in their HR file. Staff are actively included in the process to change their job descriptions.

If the job description needs to be changed significantly, the *Agreement of Employment* is updated. A new *Agreement of Employment* is then signed in relation to the revised job description. The employee must agree to changes to the job description within a current term of employment.

5.3	Agreement of Employment
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The conditions of employment for ECS staff are specified in the *Agreement of Employment*. This agreement is based on the relevant Awards with some above-Award clauses added following discussions with staff and the Management Committee. The following points apply to the Agreement:

- All staff will have an *Agreement of Employment*, which is to be signed by the employee and the designated Management Committee member within one month of employment
- ECS policies on staff conditions of employment are specified in the *Agreement of Employment*
- All paid staff are given a copy of the *Agreement of Employment* prior to commencing employment

Easy access to a copy of the *Social, Community, Home Care and Disability Services Industry Award* is available for all staff, and updates as changes comes into effect.

5.4	Probation Period
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The initial term of employment for a new worker at ECS is three (3) months. These dates are specified in the *Agreement of Employment*. If the Management Committee is not satisfied with the employee's performance, their employment can be terminated at any stage prior to the day the Agreement expires.

During the Probation Period, the employee receives regular support and supervision. The ECS Manager and a Management Committee representative will complete the three (3) month appraisal and related negotiations in sufficient time prior to the end of the probation period. (If the supervisor is a Management Committee member, then there shall be two Management Committee representatives at that appraisal.) In the event of unsatisfactory performance, termination will be notified in accordance with the current *Social, Community, Home Care and Disability Services Industry Award*.

5.5 Hours of Work

ECS staff are required to work the number of hours set down in their individual *Agreement of Employment* and document their hours of work in the fortnightly *Timesheet for Staff*, which is signed off by the ECS Manager and forwarded to the Finance Officer to do the payroll on alternate Wednesdays.

Staff do not work excess hours unless the Manager has agreed to allow Time-in-Lieu (TIL) or paid overtime agreed to by the Management Committee. Any excess hours worked within the two (2) week period will be considered as unauthorised overtime and will not be remunerated to the employee. The ECS Manager must agree, ahead of time, to changes to the work hours of individual staff, which may include start and finish times within the total paid hours allocated or for attending meetings, training and travel, if this suits both ECS and the worker. The ECS Manager discusses any significant flexible work arrangements with the Management Committee.

The ECS Management Committee expects that staff take the opportunity for personal business and rest on non-work days, and that they are therefore able to complete their agreed hours for ECS. Any unauthorised changes causing a shortage in the expected hours worked by any ECS staff member over the two (2) week period will be considered to be an absence from the workplace; it will be considered to be personal time or recreation leave and will be deducted from the employee's entitlements. If the worker exceeds their leave entitlements under the *Award*, this may be considered failure to present at work [detailed below].

5.6 Leave

All ECS workers' contributions are vital to ECS operations and their absences impact on other workers, clients and ECS systems, including fulfilment of funding contracts. Therefore, the ECS Manager needs to receive applications for leave as soon as possible, in order to have time to cover workforce gaps created by an individual's inability to complete agreed work times or appointments. Staff leave applications must be made by staff as follows:

a) for unplanned leave [eg. illness or emergencies]

- by text to the ECS Manager, as soon as possible [ideally at least two hours before start time]
- on each day, unless a block of leave is approved
- if the worker is unable to formally cancel any scheduled appointments, this should be noted
- requested on *Application for Leave Form* on the next work day
- approved by the ECS Manager before payment by the Finance Officer
- sick leave of more than two consecutive (2) workdays requires a medical certificate for approval by the ECS Manager
- if a person does not come to work when they are expected no call has been received within 30 minutes of their starting time, the relevant Coordinator or ECS Manager will ring the worker and/or their emergency contacts to check on their welfare and safety

b) for planned leave [eg. holidays, religious celebrations]

- blocks of more than two (2) consecutive work days, or the day before or after non-work days, must be lodged on an *Application for Leave Form*
- lodged no less than four [4] weeks prior to the planned leave commencing to allow Management Committee approvals
- staff should not book trips prior to approval, as applications for leave may not be approved

The Management Committee ensures ECS staff receive the leave allocations set down in the current *Award*. Annual Leave is monitored so that an excessive amount does not accrue for any individual staff member [generally no more than two (2) weeks in a financial year]. Failure to present at work without prior notice and approval may be considered a resignation.

5.7 Staff Reporting Procedures

Responsibility for the day-to-day management of ECS has been delegated by the Management Committee to the ECS Manager. This includes duties detailed in specific staff *Job Descriptions*:

- supervise all staff and some volunteers (in *Supervision Hierarchy*)
- resource Management Committee systems, including monthly meetings
- with Coordinators and Officers, assist Management Committee to meet legal compliances
- with the Finance Officer and Auditor, Management Committee to meet financial compliances

The ECS Manager provides the following reports to the Management Committee monthly meetings, and will usually attend such meetings to report verbally:

- monthly written financial reports and a verbal report highlighting any issues for discussion or action (with the Treasurer and Finance Officer)
- correspondence (with the Secretary, Coordinators and Officers)
- organisational issues, including PR issues
- HR information [staff on leave, staff training etc]
- office issues, including a WHS report and related resourcing information
- Coordinators’ reports on service [client attendances, hours by workforce etc]

Staff are required to provide monthly report requested by the ECS Manager for inclusion in the Management Committee report within the first seven (7) days of the next month.

6. ENGAGEMENT OF VOLUNTEERS

6.1 Documentation

A HR file is maintained on each volunteer and kept in a lockable filing cabinet and/or electronic files accessible by the PA Officer, Coordinators and ECS Manager.

Files will include:

- *Staff & Volunteer Information Form*
- *Criminal Check and Working With Children Check*
- *Signed Job Description (see **Volunteer Recruitment Policy**)*
- *Supervision Notes* reflecting performance and training attended (from formal performance appraisals and supervision support sessions) (see **Supervision & Appraisal Policy**)
- *Timesheet for Lead Volunteers and Application for Leave forms*, where relevant
- Any other relevant information

The *ECS Data Base* contains key facts and dates from the *Staff & Volunteer Information Form* for easy access. It is maintained by a Lead Volunteer and includes:

- Home address
- Email
- Home phone and mobile
- Emergency contacts
- CrimCheck and WWCC numbers and renewal dates
- Drivers Licence and plates [only those who use their cars for ECS work]

6.2 Job Descriptions

All ECS volunteers have a job description that specifies their roles and responsibilities. Most are generic to the area in which they work:

- Social Support Volunteer [Group and Individual]
- Toy Library Volunteer
- Reception Volunteer

The generic job descriptions are available to all workers on the ECS website (& in **Volunteer Recruitment Policy**).

Lead Volunteers have specific areas of responsibility within the ECS structure and, like paid staff [above], their job descriptions are reviewed at least annually at appraisal (see **Supervision & Appraisal Policy**). Updated copies of job descriptions are given to the relevant volunteer and held in their HR file. Lead Volunteers are actively included in the process to change their job description and title.

6.3 Probation Period

There is no set probation period for volunteers at ECS; if the ECS Manager and/or relevant Coordinator is not satisfied with the volunteer's performance, their engagement can be terminated at any stage.

6.4 Hours of Work

ECS volunteers agree to work the start and finish times requested by their supervisor, who documents their total number of hours in monthly reports [see above]. There are exceptions:

- some document their hours of work in the fortnightly *Timesheet for Lead Volunteers*, which is signed off by the ECS Manager
- Aged Services Social Support volunteers must inform the Building Communities Coordinator of time spent with ECS clients, either directly [if in the office] or via ECS Worksheets [in the field]

The ECS Management Committee expects that volunteers take the opportunity for personal business and rest on non-work days, and that they are therefore able to complete their agreed hours for ECS. Excessive hours by Lead Volunteers will be identified as issues for discussion with the Management Committee.

6.5 Leave

All ECS workers' contributions are vital to ECS operations and their absences impact on other workers, clients and ECS systems, including fulfilment of funding contracts. Therefore, the ECS Manager and Coordinators need to receive applications for leave as soon as possible, in order to have time to cover workforce gaps created by an individual's inability to complete agreed work times. Failure to present at work without prior notice may be considered a resignation. Volunteers should:

- inform their supervisor or the ECS Manager of unplanned inability to complete agreed work times [eg. illness or emergencies] as early as possible by phoning the office or texting
- inform on each day, unless a block of leave has been notified ahead of time
- Lead Volunteers are asked to complete an *Application for Leave Form* for planned leave

If a person does not come to work when they are expected no call has been received within 30 minutes of their starting time, the relevant Coordinator or ECS Manager will ring the worker and/or their emergency contacts to check on their welfare and safety. Failure to present at work without prior notice and approval may be considered a resignation.