Policy documents

Australian Deer Association
HR Policies
& Procedures
Manual

DECEMBER 2020

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Chapter 1: Recruitment & Selection

Position Descriptions

Position Descriptions are a concise description of the role, duties, knowledge skills and abilities needed to perform a job successfully. Every position has a position description to ensure that you are clear on your expected duties and to help you to perform at your best.

Position descriptions are not a detailed list of your every task and duty but provide you with general guidance in your role.

Writing Style in Position Descriptions

Position descriptions:

- are written in the present tense,
- only include the main, significant, or key duties/responsibilities,
- list the most significant responsibilities in order of importance,
- don't include work undertaken by employees you supervise,
- don't include short-term/temporary or special duties, and
- always include the words "*any other tasks as required*".

Content of Position Descriptions

Position title

Every job has a title that reflects the main duties, or the reason it exists.

Date Reviewed

We include when the position description was last reviewed, so you know how current it is.

Pay rate

In most cases, we include the main pay and conditions on the position description.

Background

We tell you more about Australian Deer Association and how this position fits into the bigger picture of Australian Deer Association.

Hours of Work

Your employment type and hours of work are detailed here.

Reporting Relationships

This tells you who you report to and if any employees report to you.

Primary role

This is a short sentence that summarises the overall role of your position, or the reason it exists.

Duties & Responsibilities

Your main duties, tasks and responsibilities are listed in order of importance.

Skills, Knowledge, Abilities & Attitude Required

This section tells you what you need to know, be able to do, and how you need to act to be successful in the role.

Other requirements

Sometimes jobs need additional things such as the ability to drive manual cars, frequent travel, the requirement to use a personal smartphone or tablet for work-related calls or internet access, or the requirement to drive your personal vehicle for work-related purposes.

If there is a requirement for you to undergo a Criminal History Check (also known as a National Police Certificate check), or to hold a current Working With Children Check clearance, these details will be included here.

Selection Criteria

These summarise the main competencies/ skills/ qualifications/attributes listed in the Position Description and are used to shortlist applications and to assess applicants during the interview process.

Team Member signature

You will be asked to sign your Position Description to say that you have read and understood the contents. A copy will be held on your personnel file.

Recruitment and Selection

We hire the best available people to perform each job. We select these people based on their skills, knowledge, abilities and attitude and make sure there is no discrimination on grounds unrelated to the requirements of the job.

Recruitment

When a position becomes vacant and before posting an advertisement for the position, the Manager:

- reviews the position to see if it is necessary to be filled and on what basis (full-time, part-time, casual, fixed term or contract),
- reviews the position description to ensure it reflects the currently required duties, responsibilities and skills for the role,
- checks the award or industrial agreement that applies to the role,
- checks the classification, pay rate and allowances payable under the award or industrial agreement,

If the position is necessary, the Manager reviews the *Recruitment and Selection Checklist* and then:

- notifies all employees of the vacancy and provides an opportunity for them to apply for the position, and/or
- advertises the position in appropriate media, and/or
- retains the services of a professional recruitment agency to assist in filling the position, and/or
- creates a selection pool for the position from applications held on file.

The Manager sends an "*Applicant Acknowledgement Letter*" to all applicants for positions.

No candidate will be illegally discriminated against based on their application, during their interview or other selection methodology.

Right to Work in Australia

It is a legal requirement that all employees have the right to work in Australia. If you are invited to an interview, you will need to demonstrate your right to work in Australia by providing an original of one of the following documents:

- Australia Passport,
- Australia Citizenship Certificate,
- a certificate of evidence of Australian Citizenship,
- a full Australian Birth Certificate, (the birth certificate must show that at least one parent was born in Australia. If it does not, and you were born after 20 August 1986, you will also be required to provide one parent's current Australia Citizenship Certificate or Permanent Residence Visa), or
- a valid visa with permission to work.

All employees from overseas will have their work visas checked through the **Visa Entitlement Verification Online (VEVO) service**. A copy of your right to work document will be retained for your file if you are successful. If you are subsequently found not to have a legal entitlement to work in Australia, you will be instantly dismissed.

If you get a new Visa or become a permanent resident of Australia, you must notify Payroll as soon as possible, and give them evidence of the change.

Selection

Our selection process is designed to help us identify the best candidate on merit. Ideally, we will have two people on them, with at least one member of each panel trained in appropriate selection techniques. The Manager is part of all selection panels.

Selection panels set the relative importance of selection criteria, assess the merits of candidates against those criteria and assess the candidates' potential or ability to perform other duties.

The selection panel reviews all written applications and determines any applicants that they wish to interview. We assess applicant's suitability based on the key selection criteria and the roles and responsibilities set out in the position description. Questions only relate to the requirements of the job. Where there is only one candidate for a position, and they are assessed as being suitable for appointment, then interviewing the candidate is not mandatory.

Interviews may be conducted face-to-face or over the telephone. Where a phone interview results in the best candidate, the Manager will meet with the applicant before confirming the appointment.

Referees are checked for the preferred candidate(s), to confirm previous roles and responsibilities and employment dates using the *Referee Check Form*.

Where appropriate, a range of selection methods may be used, such as short-listing based on information provided in applications, curricula vitae, resumes and written statements from applicants; structured interviews; role-plays; job simulations; work samples; work performance and job knowledge tests; in-tray exercises; group assessment exercises and activities; and case-study presentations. Psychological testing is not used as part of regular Australian Deer Association selection processes.

The selection panel writes short notes about all interviewed applicants against the selection criteria. The Manager has the final delegation for all appointments.

After the Decision

The Manager contacts the approved candidate:

- offering them the position,
- finalising any contract negotiations,
- checking Immigration Law Compliance (if applicable),
- requesting a copy of their National Police Certificate,
- requesting a copy of their Working With Children Check,
- determining the uniform size,
- ensuring preferred spelling for name badges,
- finalising details for any business cards (if applicable), and.
- where the role has mandatory qualification or registration requirements required to practice in the role, evidence of holding the required qualifications.

We phone all unsuccessful interviewed candidates to inform them of the decision. The Manager arranges for letters to be sent to all candidates who applied but were not interviewed.

All notes and files relating to selection processes are returned to the Manager at the completion of selection processes. They will forward all records to the Payroll Officer for appropriate filing and retention for twelve months, after which time they will be destroyed in accordance with our Privacy Procedures.

The Manager prepares a contract for the approved candidate and arranges for it to be sent to them for signature before commencing with us.

The Manager arranges for the supply of uniforms, name badges, IT access, and business cards as appropriate.

Option 1: Pre-Employment Safety Screening – Police Check

All employees of Australian Deer Association must undergo a National Police Record Check (also known as a criminal history check) before they commence with us. The National Police Certificate is a background check on an individual's name against criminal history records from across Australia from the previous ten years.

The National Police Certificate does not conduct international checks. Overseas candidates should contact the relevant overseas police force to obtain a criminal or police records check. This certificate must be in English or certified translation in English, and not be more than three months old at the time of commencement with us.

Ongoing employment is subject to and conditional upon a satisfactory National Police Certificate. If at any time during your employment you are charged with a serious offence, you are required to immediately notify your manager of the details of the charges you are facing.

We recognise that possessing a criminal record should not preclude a person from obtaining employment and will not discriminate on this basis. In considering any information provided via the

National Police Record Check, including past criminal offences or current criminal charges, consideration will be given as to the nature of the offence and its relevance to the requirements of the position.

If the National Police Certificate reveals a disclosable outcome, then we will assess the details of the matter and consider the impact on your employment with us.

The following types of convictions will result automatically in you not being hired:

- Murder and/or sexual assault.
- Violence in relation to a child.
- An offence relating to child pornography.
- An offence involving child prostitution.
- A child abuse offence, for example, criminal neglect.
- Offences related to cruelty to animals.

The following types of convictions may impact on our employment decision. You will be given the opportunity to respond, to provide additional information and to demonstrate to us that you pose no risk to Australian Deer Association. We will make a final determination after considering your response.

- Sex-related crimes and sexually-motivated offences.
- Violence offences/assault, including any form of assault which has resulted in a sentence of imprisonment.
- Any other offences against a child (including drug offences).
- Dishonesty offences including repeated fraud or theft, or fraud or theft from an employer or vulnerable people.
- Serious drug-related matters.
- Serious traffic offences.

National Police Certificate (Name only) Procedure

All new employees must provide us with a National Police Certificate. New employees are required to apply and pay for their own National Police Certificate – we will reimburse expenses for this.

While most checks take less than 24 hours, a number will require manual processing by the police which may take up to 20 business days. This means that your commencement date may change to a date after the result is known.

If the National Police Certificate reveals a disclosable outcome, then we will assess the details of the matter before determining whether to employ you.

Option 2: Pre-Employment Safety Screening – Police Check & Working With Children Check

All employees must undergo a National Police Record Check and a Working With Children Check before they commence with us. A National Police Certificate (Name only) is different from a Working with Children Check and must be applied for separately.

The National Police Certificate is a background check on an individual's name against criminal history records from across Australia from the previous ten years.

The National Police Certificate does not conduct international checks. Overseas candidates should contact the relevant overseas police force to obtain a criminal or police records check. This certificate must be in English or certified translation in English, and not be more than three months old at the time of commencement with us.

The Working With Children Check helps protect children from sexual or physical harm by checking a person's criminal history, child protection history and professional disciplinary body history to prevent people from working with children whose past behaviour indicates they are not eligible to enter regulated child-related employment.

Ongoing employment is subject to and conditional upon a satisfactory National Police Certificate and Working with Children Check. If at any time during your employment you are charged with a serious offence, you are required to immediately notify us of the details of the charges you are facing.

We recognise that possessing a criminal record should not preclude a person from obtaining employment and will not discriminate on this basis. In considering any information provided via the National Police Record Check, including past criminal offences or current criminal charges, consideration will be given as to the nature of the offence and its relevance to the requirements of the position.

If the National Police Certificate reveals a disclosable outcome, then we will assess the details of the matter and consider the impact on your employment with us.

The following types of convictions will result automatically in you not being hired:

- Murder and/or sexual assault.
- Violence in relation to a child.
- An offence relating to child pornography.
- An offence involving child prostitution.
- A child abuse offence, for example, criminal neglect.

The following types of convictions may impact on our employment decision. You will be given the opportunity to respond, to provide additional information and to demonstrate to us that you pose no risk to Australian Deer Association. We will make a final determination after considering your response.

- Sex-related crimes and sexually-motivated offences.
- Violence offences/assault, including any form of assault which has resulted in a sentence of imprisonment.
- Offences relating to cruelty to animals.
- Any other offences against a child (including drug offences).
- Dishonesty offences including repeated fraud or theft, or fraud or theft from an employer or vulnerable people.
- Serious drug-related matters.
- Serious traffic offences.

National Police Certificate (Name only) Procedure

All new employees must provide Payroll with a National Police Certificate. New employees are required to apply and pay for their own National Police Certificate.

While most checks take less than 24 hours, a number will require manual processing by the police which may take up to 20 business days. This means that your commencement date may change to a date after the result is known.

If the National Police Certificate reveals a disclosable outcome, then the Managing Director/CEO will assess the details of the matter before determining whether to employ you.

Working With Children (WWC) Check Procedure

Because ADA events involve families and minors, all work conducted on Australian Deer Association premises and at official events is considered "child-related".

All new employees must provide evidence of a WWC check before commencing. Payroll will verify your WWC status with the relevant authority before you commence working with us.

Candidates from interstate need to contact the relevant authority in our state for an application form. Each state WWC Checks are only valid in the state they are issued and are not transferable.

Team members are responsible for the costs of the application and ongoing renewal of a WWC Check.

Referee Checks by Other Companies

Only the Manager is permitted to respond to reference check requests by another employer or company for an existing or past employee. The Manager will confirm dates of employment, salary range and position held, responsibilities and accountabilities.

Unsolicited Applications

Occasionally people may send us their resumes in case positions become available in the future. Where this happens, please forward the resume to your Manager, who will deal with the information in accordance with our Privacy Procedures.

Privacy Provisions

Australian Deer Association's *Privacy Statement for Candidates* will be made available to all people considering applying for vacancies with us.

Candidates for vacancies who are not currently employed as employees are not covered by the *Privacy Act* employee records exemption. What this means is that if an external candidate requests access to information and reports about them made during the selection process (including referee reports), they have the right to access and correct the personal information contained in the reports. The only time such access will be refused is if doing so is a breach of the law relating to confidentiality (and under the *Privacy Act,* these cases are extremely limited).

Work Experience & Internships

Australian Deer Association offers limited short-term unpaid work experience placements, vocational placements and internships for students undertaking High School or further education. These roles are intended to benefit the individual more than us, to help them transition from study to work and are one of the ways that we give back to our community.

Placements are designed primarily to provide work experience for the individual and are not designed to fill work gaps or to perform duties that would or might otherwise be done by paid employees. The expectations for these placements are that the individual will observe our employees and gain exposure to a work setting.

Individual Expectations

Individuals on placement are expected to:

- attend the Australian Deer Association workplace on the required days, at times negotiated with their manager,
- observe the rules and regulations of Australian Deer Association,
- ensure that behaviours do not endanger their health and safety and that of fellow employees or others,

- wear appropriate safety clothing and abide by Workplace Health & Safety procedures,
- notify their school/training institution of any grievance or dispute with the placement, and
- notify their school/training institution and their manager of any absence from the workplace before the absence.

Our Expectations

Managers of work experience individuals and interns are expected to ensure individuals are:

- always supervised,
- aware of all Workplace Health and Safety risks,
- inducted to Australian Deer Association's expectations and policies before commencing their placement,
- fully covered by work experience or intern insurance from their relevant educational institution before commencing their placement with Australian Deer Association, and
- provided with meaningful work that exposes them to a wide range of workplace experiences.

Work Trials

We may undertake brief work trials of potential employees. These trials will only be so potential employees can demonstrate a particular skill required for a job (such as how to use a hoist safely) and will always be less than one shift in duration. These brief trials are unpaid.

Individuals required to undertake any work trials for one full shift or longer to assess their suitability for ongoing employment will be paid for all hours worked at casual rates in accordance with provisions of the Fair Work Act, and be subject to all our standard employment terms and conditions.

Induction

We invest time and resources to help each new employee learn about us, and what we do, so they quickly become high performing employees. There is no second chance at a first impression.

We take seriously our obligation to ensure all our employees understand our systems, procedures and safe system of work. This includes all casuals or contractors, even if they are only on-site for one shift.

Before Team Members Commence

The Manager ensures that:

- they notify all employees of the commencement of a new employee,
- appropriate locker or personal item storage facilities are available for the new person,
- if the person is to have a desk, that the desk is clear and stocked with stationery,
- if the person is to have any other equipment, including personal protective equipment, they check that it is available and fully functional,
- organise all forms for induction,
- they have time to complete the person's induction on the first day of employment,
- they have allocated a "*Buddy*" for the person for the first few weeks,
- they have reviewed the *New Employee Checklist*, and
- they have personally read and understood the *Induction Form* and can adequately brief the person on the contents of the checklist.

Casuals & Contractors

All casuals and contractors will receive a brief induction before commencing their first shift.

Managers Guide to Inductions:

Induction Buddies

It's good practice to designate a trustworthy employee to be the new employee's "*buddy*", to help answer some of their questions during the first few weeks. The duty of being a buddy can be rotated among several people, giving the new employee the opportunity to get to know other employees more quickly. Brief the employee who is to be the buddy, on the role you would like them to play and give them specific duties in the induction process.

Day of Commencement

Greet the new employee and take them through the *Induction Form* and the *New Employee Induction Manual*. Have the new employee sign their *New Employee Induction Manual* to say that they have read and understood our *New Employee Induction Manual*.

Ensure all commencement forms are completed and forwarded to the Payroll Officer that day (to ensure the person is entered into the system for pays).

Ensure each employee is handed a copy of *The Fair Work Information Statement* (available from the Fair Work Ombudsman).

https://www.fairwork.gov.au/employee-entitlements/national-employment-standards/fair-work-information-statement

Probation

Probationary Period

All new employees who are under the high-income threshold complete a probationary period of twelve months at the commencement of their employment.

During this time both you and Australian Deer Association work out if there is a good match for the position, if you are happy in the role if your performance and conduct are satisfactory and if employment should be continued.

You will accrue sick leave and annual leave during your probationary period. You are entitled to any public holidays that occur during the probationary period (if you are a full-time or part-time employee).

Probation Performance Reviews

During your probationary period, you will take part in regular Performance Reviews with your Manager. A final Performance Review will be conducted before the end of the probation to assess whether you have successfully completed your probation.

Probation Performance Reviews help to:

- ensure you have been given adequate induction information and are familiar with key aspects of working with us,
- encourage you to critically appraise your work and performance,
- give you constructive feedback on your work and performance,
- identify issues that may be impacting on your ability to perform your job,
- clarify your position description,

- determine any development or support needs,
- set clear performance expectations and goals, and
- give us both the opportunity to review your suitability for the position, and if employment should be continued.

Before the Meeting

Before the meeting, both you and your Manager are to:

- re-read your position description and identify any areas for discussion or clarification,
- think about any matter you want to discuss that you haven't already done so, or where you may you need further clarification, and
- complete a *Probation Evaluation Form* and bring it with you to the meeting.

At the Meeting

Your Manager will ask you to go through your assessment of your performance, and then will share their perspective on your areas of strength and areas for growth.

You will be given the opportunity to discuss any questions you may have about your role or work with Australian Deer Association. Notes will be taken to allow the completion of your *Probation Evaluation Form*.

After the Meeting

You will sign your *Probation Evaluation Form* to agree that it is an accurate reflection of the discussion. This doesn't mean that you need to agree with the assessment, just that you agree with the content of the discussion. Your Manager will also sign the form.

If You Disagree with the Evaluation

If you disagree with your Manager's assessment, you are entitled to attach a note to the form stating that you disagree with the assessment and the reasons why.

You and your Manager will set a time for your next Performance Review and will each keep a copy of the form, with the original being kept on your personnel file.

If your appointment is confirmed at the final review, your Manager will send you a letter confirming your appointment within Australian Deer Association.

Re-hired Team Members

If you are rehired to the same position after a break in service of less than one (1) year, you are not required to serve a new probationary period, unless the break in service occurred during the probationary period of your previous appointment.

If you are hired for a different position after any break in service, or to the same position after a break of one (1) year or longer, you are required to serve a complete probationary period.

Probation Termination

If you are a full-time or part-time employee, at any time during the probationary period, your employment relationship can be terminated without cause by either you or Australian Deer Association with notice of one (1) week or one (1) week's pay instead of notice.

Chapter 2: Conditions of Employment

Employment Type

All employees within Australian Deer Association are employed as full-time, part-time, casual or contract employees. The maximum ordinary hours you will work on any one shift, no matter your employment type will be ten hours.

For precise definitions of the types of employment, see your relevant Industrial Award or Agreement.

Full-time Team Members

Work an average of a 38-hour week over a four-week period, with reasonable additional hours as required. Although the actual hours of work may vary from week to week, with some weeks greater than 38 hours and other weeks less, you will not work more than 152 ordinary hours in any four-week period.

Part-time Team Members

Work less than 38 hours a week on regular shifts. The ordinary hours of work for a part-time employee are set with you when you are hired and will be set between six hours per week and 38 hours per week, averaged over a four-week period. This means that your actual hours of work may vary from week to week, with some weeks greater than 38 hours and other weeks less. However, you will not work more than your number of set ordinary hours in a four-week period.

Casual Team Members

Work on an irregular rostered basis, with shifts of no less than 3 hours' duration. Casuals are not guaranteed regular employment and are not entitled to sick leave or annual leave. They are paid an additional accrual loading to compensate them for these disadvantages (with the loading amount specified in the relevant Industrial Award or Agreement). A casual employee will be engaged to work on an hourly basis at any time and on any day of the week up to a maximum of 38 hours per week.

Casual to Permanent Conversion

Casual employees can convert to part-time or full-time employees at any time if Australian Deer Association and the employee agree.

If you have worked as a casual employee with us for 12 months or more, your roster is regular and ongoing, and your award or industrial agreement allows that you could continue to perform the pattern of hours under the full-time or part-time provisions of your award or agreement, then you can request to be converted to permanent employment.

You need to make your request in writing using the *Request for Casual to Permanent Form* to make sure that we take all factors into account.

We will discuss your application with you and will review your request. We will not unreasonably refuse your request unless:

- it would require a significant adjustment to your hours of work to accommodate you in part-time or full-time employment in accordance with the terms of the applicable modern award, or;
- it is known or reasonably foreseeable that your position will cease to exist within the next 12 months; or
- it is known or reasonably foreseeable that your hours of work will significantly be reduced within the next 12 months; or

- it is known or reasonably foreseeable that there will be a significant change in the days and/or times at which your hours of work are required to be performed in the next 12 months which cannot be accommodated within the days and/or hours during which you are available to work.

We will let you know in writing of our decision within 21 days of your request.

If you are unhappy with our decision. You have rights under your Industrial Award or Agreement to take the matter to the Fair Work Commission.

Contract Team Members

Can be either full-time or part-time and are only employed for a fixed time period or project.

Job-Sharing / Permanent Part-time Work

You may be eligible for job-sharing under our job-sharing policy. Job-sharing is a particular kind of permanent part-time work where one full-time job is divided between two or more people, each of whom works an agreed portion of the job and shares responsibility for the total workload. If parties to a job-sharing arrangement cannot reach agreement on hours to be worked, then we may prescribe the hours.

If you choose to job share, you are a part-time employee and are entitled to all the benefits and conditions available to part-time employees.

The duties and responsibilities for job-sharers may be split either vertically (each job-sharer performing all the duties and responsibilities on a part-time basis), or horizontally (each job-sharer is given defined duties and responsibilities).

Team members sharing a job must be able to work as a team and communicate effectively to ensure the work is performed in an efficient and timely matter.

For the job to be effectively performed, communication between job-sharers, their Manager, and other employees is crucial to ensure that tasks are performed on time and without duplication. Poor communication can result in the arrangement falling apart and may result in poor productivity.

If you are interested in job-sharing, please talk with your Manager to discuss if this is possible, and then both you and your Manager will try to find another interested job-sharer.

Hours of Work & Rosters

We believe in being open and clear about the hours that employees are required to work.

Your hours of work, overtime and public holiday provisions are spelt out in your relevant Award or Agreement. A full copy of your agreement is available on our notice board for you to read through.

Your hours of work are listed on a roster, displayed seven days in advance near the sign-in books. You are required to initial your rostered shift(s) on the roster.

If you work a regular roster or have regular ordinary working hours, we will not change these hours without consulting you. Any changes will only be made after we consider your feedback on the impact these changes will have on you and your family and caring responsibilities.

You will be paid for all hours worked, including opening and closing, team meetings, team training, counselling, mandatory employee functions and orientation sessions.

To assist you in meeting your personal responsibilities, all meetings are scheduled where possible within the hours of 9:00 am and 5:00 pm, Monday to Friday.

Please use your personal days to schedule business, medical, dental and other appointments which conflict with your work schedule. If you need to leave early or arrive late for any reason, you must first

get approval from your Manager. Upon approval, you can either choose to use your Personal Leave, Leave without Pay or agree to make up the lost time within 14 days, provided that this is recorded on your timesheet.

Attendance & Punctuality

Some Australian Deer Association positions require that employees are at their workstation during a specified time. In such cases, being at your workstation during this time is an essential function of your job. Other positions simply require the production or completion of certain assignments to meet a deadline, but there can be flexibility as to when and where the work is produced. The requirements of your specific position will be worked out with your Manager.

Shift Swapping

All requests for days off will be honoured where possible. In these cases, you are to first check with your Manager if you are needed and if you are, then check with other employees if they can swap the shift with you. If they are, then ask your Manager to adjust the roster for you.

If you can't find another employee to take your shift, you will need to give your Manager seven days' notice that you are unable to work the shift that you have been rostered for, so they can organise suitable coverage for you if needed.

If you have given less than seven days' notice that you can't work the shift, and no replacement can be found, then you are required to work your rostered shift.

Timesheets / Time Clocks / Hours of Work Records

Records relating to your hours of work are to include the following:

- If you are a casual or irregular part-time employee, who is guaranteed a pay rate set by reference to time worked, a record of your hours worked.
- For any other type of employee, the record must specify the number of overtime hours worked each day, or when you started and finished working overtime hours (but only if a penalty rate or loading must be paid for overtime hours worked).
- A copy of the written agreement if you and Australian Deer Association have agreed to an averaging of your work hours.

Time Off in Lieu

Some industrial awards and industrial agreements allow for time off to be taken instead of you being paid overtime pay. This is known as time off in lieu of overtime or TOIL.

We offer time off in lieu of paid overtime for eligible employees as an option if you are required to work hours beyond your regular contractually agreed weekly hours.

Any TOIL provisions are spelt out in your relevant Industrial Award or Agreement. A full copy of your agreement is available on our notice board for you to read through.

If your award or agreement permits TOIL,

- TOIL can only be taken at a mutually-agreed time;
- You are required to take any TOIL within six weeks of the overtime being worked. If this does not occur, the TOIL will be paid to you at your overtime rates;

- You need approval for each occasion that overtime is to be taken as TOIL;
- Any accrued, but untaken, TOIL will be paid to you on termination at overtime rates; and
- If you request, we will pay you for any accrued but untaken TOIL entitlement at overtime rates.

Flexible Working Arrangements

We comply with **Division 3 of the National Employment Standards,** which allows certain categories of employees the right to request flexible working arrangements.

You are eligible to request flexible working arrangements if you have been working with us for 12 months or more, and:

- are a parent or guardian of a child who is school age or younger,
- are a carer,
- have a disability,
- are 55 years old or older,
- are experiencing family or domestic violence, or
- are caring for or supporting an immediate family or household member who requires care or support because of family or domestic violence.

You can request changes such as changes in your hours of work, patterns of work or changes to the location of your work.

Options for Flexible Working Arrangements

Flexible work options which may be considered by us include:

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

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

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

Compressed Hours of Work

Compressed hours of work are flexible working arrangements where you can work your standard fortnightly hours in fewer days and have access to a regular accrued day off. For example, you may work 76 hours over nine days, allowing you to take the tenth day off each fortnight as an accrued day off.

Not all positions are suitable for a compressed hour of work arrangement and factors such as your work unit needs; your personal safety and security when leaving late or arriving early; and your family and care responsibilities will be considered before granting any request.

Requesting Flexible Working Arrangements

Flexible working arrangements are assessed on a case by case basis. If you would like to request a flexible working arrangement:

- If you are not a casual employee, you need to have completed at least 12 months' continuous service with us before making your request.
- If you are a casual employee, you need to have been working regular and systematic shifts for at least 12 months before making your request and have a reasonable expectation of continuing employment with us on a regular and systematic basis.

You need to make your request in writing, setting out the details of what you are looking for and the reasons for the change. Make your application using the *Request for Flexible Working Arrangements Form* to ensure all the details have been recorded.

We will then meet with you and discuss your request, and wherever possible we will genuinely try to reach an agreement with you about your request within 21 days of your application.

We will take into consideration your needs, the consequences for you if the changes you are requesting are not made, and our business needs.

In some instances, we may have to refuse your request. Where we refuse your request, we will give you our detailed reasons in writing, outlining:

- our reasonable business grounds for the refusal,
- how these grounds apply in your case, and
- alternatives we may be able to offer to accommodate your circumstances better.

Reasonable business grounds can include:

- your requested arrangements are too costly,
- that other employee's working arrangements can't be changed to accommodate your request,
- it's impractical to change other employee's working arrangements or to hire new employees to accommodate your request, or
- your request could cause a significant loss of productivity or have a significant negative impact on customer service.

If you are unhappy because we have failed to genuinely discuss the matter with you or if we don't give you detailed, written reasons for our refusal, you have rights under your Industrial Award or Agreement to take the matter to the Fair Work Commission.

All requests for flexible working arrangements will be handled with the strictest confidence, and your circumstances will not be disclosed to anyone who does not have a specific need to know.

We will conduct regular progress reviews with you to make sure that the arrangement works for both you and our business.

Pays & Pay Records

We know the importance of pays and pay records, so strive to make them 100% accurate, easy to understand and on time, every time.

All new employees must complete a *Team Member Details Form* on their first day of work.

Wages are paid electronically into your account every Tuesday, in arrears. Deductions can be made from your pay to other accounts if you require. Details of your pay appear on your payslip which is distributed by the Payroll Officer.

Superannuation is paid at the current superannuation guarantee contribution level, to the fund chosen by you.

You can find a full copy of each Industrial Award or Agreement covering our employees on the employee Sharepoint site.

Tax File Numbers

If you do not have a Tax File Number or can't find your Tax File Number, then you should complete a *Tax File Number Application/Inquiry Form* and send it to the Tax Office. Once you have obtained your tax file number, you must then inform your Manager who will forward your Tax File Number to the Payroll Officer.

Unless the Payroll Officer receives your Tax File Number within 28 days from your start date, then tax at the highest tax rate will be deducted. If you have completed the *Tax File Number Application/ Enquiry Form*, please mark it on your *Team Member Details Form*. If you have not provided your Tax File Number and have not completed a *Tax File Number Application/ Enquiry Form*, you will be taxed at the highest tax rate.

Salary-Sacrifice

Subject to meeting all necessary legislative requirements, you and Australian Deer Association may agree to substitute non-cash benefits in lieu of a proportion of your wages. You may apply to Australian Deer Association to have your gross salary reduced by an amount nominated by you as a salary sacrifice contribution for your benefit.

You must complete the application form provided by The Payroll Officer. Your Manager must approve your salary-sacrifice application form before your salary is adjusted for salary-sacrifice contributions.

You will receive your post salary-sacrifice cash salary for periods of annual leave, long-service leave, and other periods of paid leave provided the salary sacrifice contribution is paid.

Should changes occur in tax law or practice, such that Australian Deer Association incurs a cost or expense under or in respect of salary sacrifice agreements, such agreements will cease to apply on Australian Deer Association giving one month's notice.

If other changes occur which affects your salary-sacrifice, you may, upon one month's notice in writing, terminate or vary the salary sacrifice agreement.

Payroll Processing

Your new employee contract, employment forms and your tax declaration must be completed and submitted to the Payroll Officer before the pay cut-off time – **otherwise, your pay will be delayed until the next pay cycle**.

Your timesheet must be signed by your Manager and given to the Payroll Officer by 10 am on Wednesday mornings of the pay week.

NOTE: There are legal requirements for all companies to keep accurate and complete records of all time worked. Therefore, your pay will be delayed until you have submitted a timesheet that correctly records the time you worked during the pay period.

Payroll Queries

If you have any questions about your pay or your payslip, first raise them with your Manager.

Claiming Work-Related Expenses

If you have a work-related expense for which you want to claim reimbursement, these expenses need to be detailed on an *Expenses Form* and authorised by your Manager.

You need to attach all relevant receipts to the *Expenses Form*.

The completed *Expenses Form* is to be handed to your Manager for processing.

Records for Team Members (Fair Work Act Regulations)

Industrial Relations legislation requires that the following records must be kept for each employee (for a period of seven years):

- basic employment details such as the name of the employer and the employee,
- commencement date,
- the nature of your employment (e.g. part-time, full-time, permanent, temporary or casual),
- pay,
- overtime hours,
- averaging arrangements,
- leave entitlements,
- superannuation contributions,
- termination of employment (where applicable), and
- individual flexibility arrangements and guarantees of annual earnings.

What is Included in Your Pay Slip?

Australian Deer Association issues you with a payslip that includes:

- Our legal name,
- Our Australian Business Number
- your name,
- the pay period to which the pay slip relates (beginning and end dates),
- the date on which the payment to which the pay slip relates was made,
- the gross amount of the payment,
- the net amount of the payment, and
- any amount paid to you that is a bonus, loading, allowance, penalty rate, incentive-based payment or other separately identifiable entitlement.

If an amount is deducted from the gross amount of the payment, your payslip will also include the name, or the name and number, of the fund or account into which the deduction was paid.

If you are paid at an hourly rate of pay, your payslip will also include:

- the rate of pay for your ordinary hours (however described),
- the number of hours in that period for which you were employed at that rate, and
- the amount of the payment made at that rate.

If you are paid at an annual rate of pay, your payslip will include the rate as at the latest date to which the payment relates.

If we have made any deductions for you, we will include the name of the deduction, or the name and number of the fund or the account of each deduction.

We issue a payslip, either electronic or on paper, containing the above information to you within one day of the payment of wages.

Leave Records

If you are entitled to leave, your records will include both:

- leave taken (if any), and
- the balance of your entitlement to that leave.

If we both have agreed to cash out an accrued amount of your leave, we will keep a:

- a copy of the agreement to cash out the amount of leave, and
- a record of the rate of payment for the leave cashed out and when the payment was made.

Superannuation Contributions Records

If we have made superannuation contributions for your benefit, we will keep records of:

- the amount of the contribution made,
- the dates on which the contribution was made,
- the period over which the contributions were made,
- the name of any fund to which a contribution was made,
- the basis on which we became liable to make the contribution, including a record of any election you made (including the date) to have your superannuation paid into a particular fund.

Individual Flexibility Arrangement Records

If we both agree in writing to an individual flexibility arrangement under the terms of your award or Industrial Agreement or individual contract, we will keep a record of:

- a copy of the agreement,
- a copy of any notice or agreement terminating the flexibility agreement.

Guarantee of Annual Earnings Records

If we give a guarantee of annual earnings under the *Fair Work Act,* we will make and keep a record of:

- the guarantee,
- the date of any revocation of the guarantee (where applicable).

Termination Records

Where the employment has been terminated, we will keep a record of:

- whether the employment was terminated by consent, by notice, summarily, or in some other manner (specifying the manner), and
- the name of the person who terminated the employment.

Access to Pay Records

Industrial Relations legislation provides for employees and former employees to have access to the time and wages records of their employment.

You are permitted to inspect and copy time and wages records about your employment.

Privacy of Personnel Files & Pay Records

We believe in openness and honesty in our dealings with you. Our Payroll Officer maintains all employee records. No other personnel file is kept without your knowledge and approval.

Team Member Privacy

We treat as private and confidential your employee records, including your health information and personal information relating to your:

- engagement, training, disciplining, resignation or termination of employment,
- terms and conditions of employment,
- performance or conduct, hours of employment, salary or wages, personal and emergency contact details,
- membership of a professional or trade association or trade union membership,
- recreation, long service, sick, maternity, paternity or other leave, or
- taxation, banking or superannuation affairs.

Generally, no-one can access your information other than you, your employer and the Payroll Officer. However, Industrial Inspectors, union officials, law enforcement agencies, investigative bodies or government agencies may be able to access your records (including personal information), to determine if there has been a contravention of laws. We will take reasonable steps to keep personnel files confidential to the extent permitted by law.

Personal information may also be disclosed where it is considered necessary to prevent or lessen a serious and imminent threat to life or health of an individual or another person.

Except for routine verifications of employment dates and most recent job title, no information from your personnel file will be released to the public, including the press, without a written request for specific information or your specific approval.

Storing Personal Information

We will take all reasonable steps to ensure that we hold and store your personal information in a secure environment to protect it from loss, unauthorised access, modification, disclosure or other misuse.

No copies of your personal information will be kept or stored locally or by your manager if there is no direct business need for the information.

However, no data transmission over email or the internet can be guaranteed to be 100% secure. While we strive to protect your personal information from misuse, loss and unauthorised access, we cannot guarantee the security of any information you transmit to us or receive from us over the internet or via email. These activities are conducted at your own risk. Once we receive your transmission, we make our best effort to ensure its security.

Retaining Your Information

We will only store your personal information for as long as the information is required to support the reason it was collected or to ensure compliance with legislative requirements (e.g. minimum retention requirements under Industrial Relations and Taxation legislation).

When your information is no longer needed, it will be destroyed safely and confidentially (whether in digital, paper or another format).

Outsourcing & Contracting Services

We use external contracting agencies to provide services such as payroll, recruitment, health and medical, training, superannuation and human resource management services. All external contracting

agencies are required to fully comply with our privacy policies about use, access, disclosure, copying, retention, ownership and disposal of records and files.

Accessing Your Personnel Files & Records

Team members and former employees have a right to access personal information held about them by us.

Supervised access will be granted upon request unless:

- it is determined that access would pose a serious threat to the life or health of any individual,
- access would breach the privacy of another individual,
- access is not permitted by any law or court order,
- it is determined that access would prejudice enforcement activities breaches of law, or
- it is determined that access would prejudice investigations and dispute resolution proceedings.

If your request for access is refused, we will provide you with written reasons for the decision.

Updating Your Personnel Files

It is your responsibility to notify the Payroll Officer of any change to your:

- address,
- telephone number,
- email address,
- number and names of dependents,
- emergency contact details,
- essential licensing details (e.g. driver's licence if required for work, trade licence)
- bank details, and
- any critical health information potentially impacting on your employment.

Privacy Complaints

Complaints relating to the management of your personal information should be made using our grievance procedures.

Privacy & Confidentiality

We respect your privacy and the privacy of our clients. We require you to sign a confidentiality clause in your agreement as a condition of employment, due to the possibility of gaining access to information which is confidential and/or intended for Australian Deer Association use only.

You are required to maintain such information in strict confidence. This protects the interests of Australian Deer Association in the safeguarding of confidential, unique and valuable information from competitors or others.

If you are unsure of your obligations under this policy, it is your responsibility to consult with your Manager. Failure to comply with this policy could result in disciplinary action, up to and including termination.

You can help protect confidential information, which may include trade secrets, customer lists and Australian Deer Association financial information, by taking the following precautionary measures:

- discussing work matters only with other Australian Deer Association employees who have a specific business reason to know or have access to such information,

- not discussing work matters in public places,
- monitoring and supervising visitors to Australian Deer Association to ensure that they do not have access to company information,
- being cautious of wearable devices inadvertently (or deliberately) recording or capturing information,
- shredding hard copies of documents containing confidential information that has not been filed or archived, and
- securing confidential information in desk drawers and cabinets at the end of every business day.

The protection of confidential business information and trade secrets is vital to the interests and success of Australian Deer Association. Such confidential information includes, but is not limited to, the following examples:

- wages details,
- financial information,
- marketing strategies,
- pending projects, tenders and proposals,
- proprietary production processes,
- personnel/payroll records,
- new inventions or processes,
- business award nominations or successes, and
- conversations between any persons associated with the company.

Your cooperation is particularly important because of our obligation to protect the security of our clients and our confidential information. Use your judgement and common sense, but if at any time you are uncertain as to whether you can properly divulge information or answer questions, please ask your Manager.

Intellectual Property

Any materials, products or research produced during your employment with Australian Deer Association, including any program, strategy or system you develop during your employment, remain the property of Australian Deer Association. Any copyright or merchandising rights to such work is the sole and exclusive property of Australian Deer Association.

This also means that you cannot use, take, replicate or share company resources or information for personal gain or private use.

Outside Employment

We believe that while at Australian Deer Association you will give 100% of your best endeavours and skill to your job. You shall not, directly or indirectly, engage in any outside employment or financial interest, which may conflict with the best interests of Australian Deer Association or interfere with your ability to perform your assigned job functions.

Examples include but are not limited to, outside employment which:

- is conducted during your regular work hours,
- uses Australian Deer Association telephones, computers, supplies or any other resources, facilities or equipment,
- is employed by a firm that has contracts with or does business with Australian Deer Association, and
- may reasonably be perceived as a conflict of interest.

Outside employment that constitutes a conflict of interest is prohibited. You may not receive any income or material gain from individuals outside the organisation for materials produced or services rendered while performing your job functions.

If you are engaged in outside employment which conflicts with the requirements of this section, you must either resign from such outside employment or your employment will be terminated upon refusal to resign.

Criminal History Assessments

You must undergo a National Police Record Check (also known as a criminal history check) before you commence with us. (You can find the details of this in our Recruitment and Selection Policy).

Once employed by us, you are required to have an annual National Police Record Check if your role involves regular contact with clients or working in close proximity with clients on a regular basis.

If your role involves supervision or management and does not include regular contact with clients or working in close proximity with clients, you are required to have a National Police Record Check every three years.

You are required to apply and pay for your own annual National Police Record Check. You will be reimbursed for expenses associated with this.

The following types of convictions will result in dismissal:

- Murder and/or sexual assault.
- Violence in relation to a child.
- An offence relating to child pornography.
- An offence involving child prostitution.
- A child abuse offence, for example, criminal neglect.
- Offences relating to cruelty to animals.

The following types of convictions may impact on your continuing employment with us. You will be given the opportunity to respond, to provide additional information and to demonstrate to us that you pose no risk to Australian Deer Association. We will make a final determination after considering your response.

- Sex-related crimes and sexually-motivated offences.
- Violence offences/assault, including any form of assault which has resulted in a sentence of imprisonment.
- Any other offences against a child (including drug offences).
- Dishonesty offences including repeated fraud or theft, or fraud or theft from an employer or vulnerable people.
- Serious drug-related matters.
- Serious traffic offences.

Leave

We understand that you need to have regular breaks throughout the year to keep you refreshed. We also understand that things happen in life, which means you may need to take unexpected time away from work.

Annual Leave

Every employee (other than a casual employee) is entitled to annual leave on full pay as outlined in your relevant Industrial Award or Agreement.

One-month notification, in writing, is required to take annual leave.

It is our policy that we prefer that leave is taken in the year in which it falls due. Annual Leave should not accrue beyond a total of eight weeks (10 weeks for shift workers).

If your manager agrees, you are entitled to access your annual leave in advance of accruing it. However, if you leave Australian Deer Association before you have accrued your entitlements back, we will deduct the amount still owing from your final pay.

We will wherever possible, consider your wishes when determining the dates for annual leave. However, if you accrue more than eight weeks accrued leave, we can require you to take accrued holidays at any time.

In those cases, we will meet with you first to discuss your accrued leave with you, advise you of the need to take your leave and then agree on a time for you to take some of your annual leave. If we can't reach agreement on a suitable date, we can direct you to take some leave and will give you at least eight weeks' notice of the start and end of your leave.

During your annual leave, you will continue to be paid on the same pay cycle as you currently are paid unless you specifically request payment of your leave up front before your leave starts.

Cashing Out Annual Leave

If your award or registered agreement allows, you may cash out a portion of your annual leave (be paid the amount you would be entitled to instead of taking the leave). You are only entitled to cash in no more than two weeks leave every 12 months.

To apply, use the *Cash Out Leave Application Form* available from your manager. When applying, you need to ensure that you still have a minimum of four weeks' annual leave leftover after you have cashed in your entitlements.

Personal Leave (Including Sick Leave, Carer's Leave, etc.)

The term 'personal/carer's leave' effectively covers both sick leave and carer's leave. Personal/ Carer's leave is:

- paid leave (Sick Leave) taken by you because you are unfit for work because of a personal illness, or personal injury affecting you (including pregnancy-related illnesses), or
- paid or unpaid leave (Carer's Leave) taken by you to provide care or support to a member of your immediate family, or a member of your household, who requires care or support because of:
    - a personal illness, or personal injury, affecting them, or
    - an emergency affecting them.

You are entitled to:

- 10 days each year if you are a full-time employee
- pro rata 10 days each year if you are a part-time employee.

Your entitlement to paid personal/carer's leave accumulates progressively during your year of service, based on your ordinary hours of work. The entitlement to 10 days of personal/carer's leave is calculated as 1/26th of your ordinary hours of work in a year.

Personal/care's leave accumulates from year to year.

Personal/carer's leave continues to accrue when you take paid personal/carer's leave or paid annual leave. Personal carer's leave and compassionate leave does not accrue on unpaid leave unless it is community service leave or it is provided for in an award or agreement.

Further details of the provisions of Personal Leave are outlined in the **National Employment Standards** or your relevant award.

Applying for Leave

All absences from work must be recorded and submitted on the *Leave Application Form* available from your Manager. Applications for leave must be forwarded to the Payroll Officer through your Manager in sufficient time to allow for roster coverage if necessary. You must apply for annual leave a minimum of four weeks before taking the leave unless there are special circumstances.

In the event of an urgent matter, you must personally inform your Manager by phone no later than one hour after the start of work indicating the reasons and your expected period of absence (e.g., you can't have your mother, father or friend call unless you are in the hospital). If the leave has been approved, a *Leave Application Form* must be submitted when you return to work.

If it appears that a pattern is developing of your absences falling mainly on Mondays and Fridays, your Manager will meet with you to discuss your reasons why your absences seem to occur on those particular days.

Documentary Evidence Required

If Sick Leave either exceeds two (2) working days or is on the day before or after any public holiday, you are required to present either:

- a medical certificate from a registered health practitioner, or
- if it is not reasonably practicable for you to give your Manager a medical certificate – a statutory declaration made by you.

If Carer's Leave either exceeds two (2) working days or is on the day before or after any public holiday, you are required to present either:

- if the care or support is required because of a personal illness or injury to your immediate family or household, a medical certificate from a registered health practitioner, or
- if the care or support is required because of an emergency affecting your immediate family or household – a statutory declaration made by you.

A *Leave Application Form* must be completed immediately upon your return to work. Failure to provide such documentary evidence may result in the non-payment of the working days in question.

Study Leave

Australian Deer Association encourages you to develop your knowledge and skills further and will grant you a maximum of two days' study leave (one day for preparation and one day for examinations) per year for a work-related study that has been approved by your Manager. This leave is fully paid. Any additional leave required must be taken as annual leave.

Compassionate Leave

You are entitled to two days of compassionate leave for each occasion when a member of your immediate family, or a member of your household:

- contracts or develops a personal illness that poses a serious threat to their life, or
- sustains a personal injury that poses a serious threat to their life, or
- dies.

Compassionate leave is unpaid leave for casuals. For more information, see your relevant Industrial Award or Agreement.

Eligible Community Service (Including Jury Duty & Voluntary Emergency Management)

You are allowed leave to attend Jury Duty or when carrying out voluntary emergency management activities (such as the SES or Country Fire Authority) as detailed in the National Employment Standards.

For Jury Duty (and if you are not a casual), you are paid the difference between the jury fees received and your ordinary time earnings as if you were working (capped at ten days).

To be paid, you need to provide proof of:

- your requirement to attend Jury Duty,
- actual attendance, and
- jury fees received for such service.

You are required to give your Manager notice of the requirement to attend Jury Duty as soon as practicable after receiving the notification to attend for Jury Duty.

If you are absent due to Voluntary Community Service activity, please phone your Manager as soon as you can, to let us know where you are and how long you expect to be away. On your return, we will need some form of evidence such as a note from the SES leader or Country Fire Authority leader.

For more information, see your relevant Industrial Award or Agreement.

Cultural/Ceremonial Leave

At Australian Deer Association, we have employees from a culturally diverse background. We understand that you may need to meet cultural obligations, or otherwise wish to participate in culturally based occasions, ceremonies or activities that need time away from work. Some examples of this could include Greek Orthodox Christmas, Ramadan, Eid-ul-Adha (Islamic "Feast of Sacrifice"), Chinese New Year, Chanukah, or the funeral of an Indigenous person's extended family member or respected community representative (e.g. Chairperson, councillor or community elder).

Unless your award or registered agreement otherwise specifies, where possible, we ask that you use your annual leave entitlements to attend to these obligations and occasions. Where you do not have any paid annual leave entitlements remaining, then you may apply for cultural/ceremonial leave without pay which may be granted by your manager depending on operational requirements.

Leave Without Pay

You may request leave without pay. Approval of such leave only occurs in unusual circumstances and is generally of short duration. Generally, you are required to have exhausted all your other leave entitlements before leave without pay will be granted. Any extended periods of leave without pay are solely at the discretion of your Manager.

Long-Service Leave

Long service leave is a period of paid leave granted to employees in recognition of a long period of continuous service with Australian Deer Association. You are entitled to long service leave in accordance with the relevant legislation.

Public Holidays

You are entitled to a day off on public holidays, and if you would usually have worked on that day, you are entitled to be paid for your ordinary hours of work on that day.

You may be reasonably requested to work on a public holiday. Before we request you to work a public holiday, we will consider the nature of work you perform, your personal circumstances (including family responsibilities) and how much notice we gave you. You are entitled to refuse to work if our request is unreasonable or if our reason for refusing your request is unreasonable.

Christmas Closedowns

Australian Deer Association closes for the period between Christmas and New Year's Day. All employees will be required to take annual leave during this period. This period of leave will be deducted from your accrued leave entitlement.

If you have not yet accrued sufficient leave to cover the closedown, you can choose to either:

- be credited with annual leave in advance. You will then be required to take the advanced leave during the closedown, or
- take unpaid leave (remembering that you cannot be directed to take unpaid leave).

Where a Public Holiday falls on a day you would ordinarily have worked during the Christmas close; you will not be paid annual leave for that day. Instead, you are entitled to be paid your base rate of pay for ordinary hours that would have been worked.

Parental Leave

Full-time and part-time employees who have had at least 12 months' continuous service are entitled to 12 months of unpaid parental leave (which includes adoption leave and special maternity leave).

Also, long-term casual employees (i.e. casual employees who have been engaged by Australian Deer Association on a regular and systematic basis for at least one year), are entitled to take parental leave and special maternity leave.

Casual employees who are not long-term casuals are not entitled to parental leave or special maternity leave.

For full details of Parental Leave requirements, see your relevant Industrial Award or Agreement and the Fair Work Ombudsman.

https://www.fairwork.gov.au/how-we-will-help/templates-and-guides/fact-sheets/minimum-workplace-entitlements/parental-leave-and-related-entitlements

You must notify the Payroll Officer of any changes to your contact details, including your address while on parental leave.

Parental Leave (Maternity / Paternity / Adoption leave)

Parental leave is unpaid leave and includes:

- leave for the birth of a child to a pregnant employee,
- leave for the birth of a child of employees spouse, and
- leave for the adoption of a child.

Parental leave is unpaid leave and is available for you to be the child's primary caregiver.

Applying for or Varying Parental Leave Applications

You apply for Parental Leave using the *Parental Leave Notification Form*.

If you want to extend your leave beyond the period originally agreed, you need to lodge your request form at least four weeks before the end date of your original period of leave.

If you need to reduce or extend a period of parental leave within the initial 12 months from the time your leave began, you can do so using the *Parental Leave – Application to Vary Leave Within the Initial 12 Months Form*. You can also use this form if you have already commenced your leave but need to cancel it due to stillbirth or infant death.

If you are on unpaid parental leave, you are entitled to extend your unpaid parental leave to a total of 12 months. Managers cannot refuse your first request to extend your parental leave. You can make additional requests to extend your parental leave within the first 12 months with your manager's approval.

You can also request an additional 12 months of leave using the *Application to Request to Extend Leave Beyond Initial 12* Months Form. Approval of this is additional term needs your manager's approval. It will only be refused if there are reasonable business grounds for doing so, and the manager has discussed your request with you.

During Parental Leave

Even though you may be on Parental Leave, you will continue to be protected against discrimination as an employee under the terms of our Discrimination Policy.

We respect that some employees do not want any contact while on leave, and others do. Your manager should discuss you what sort of communication you would like while on leave, and record this agreement.

While you are on unpaid parental leave, Australian Deer Association will ensure that you are considered and kept informed of significant changes that may occur in the business.

Where a decision will have a significant effect on the status, pay or location of your pre-parental leave position, Australian Deer Association will take all reasonable steps to inform you and discuss the effect of the decision. During any restructures, employees on parental leave will be treated no less favourably than other employees and will be kept informed of the process.

If you have applied for less than 52 weeks' unpaid parental leave, you can extend the period of leave once to take the total leave up to a maximum of 52 weeks. You must give at least four weeks' notice before the end date of the original leave period. A period of unpaid parental leave may be reduced by agreement between us.

You can resign while on parental leave, but you must give the required notice of resignation as set out in your award or Industrial Agreement.

You should not undertake any activity during leave which is inconsistent with your employment contract, including other employment, and you should remain responsible for the care of your child.

Your position may be filled on a temporary basis while you are on leave. We will notify the replacement employee that their employment in this role is temporary and that you have the right to return to the position.

Special Maternity Leave

Female employees who are eligible for parental leave can take special unpaid maternity leave if they can't work because:

- they have a pregnancy-related illness, or
- their pregnancy ends for a reason other than the birth of a living child within 28 weeks of their expected due date.

Unpaid special maternity leave continues until your doctor certifies that you are fit to return to work. Special maternity leave does not affect your ability to take parental leave.

Paid Parental Leave

The Paid Parental Leave scheme is a scheme administered by the Services Australia. It provides a maximum of 18 weeks' government-funded Parental Leave Pay paid at the National Minimum Wage for working parents who become a primary carer through birth or adoption.

Working parents who are full-time, part-time, self-employed, casual, contract, and seasonal employees, have access to Parental Leave Pay if you meet the eligibility criteria.

You may be eligible for Parental Leave Pay if you:

- are the birth mother or primary carer of a newborn child or the initial primary carer of a recently adopted child,
- are an Australian citizen or permanent resident,
- have received an individual adjusted taxable income of $150,000 or less in the financial year before the date of birth or adoption, or date of claim (whichever is earlier),
- are on leave or not working from the time you become the child's primary carer until the end of your Paid Parental Leave period, and
- meet the work test.

To meet the Paid Parental Leave work test, you must have:

- worked for at least 10 of the 13 months before the birth or adoption of your child,
- worked for at least 330 hours in that 10-month period (just over one day a week) with no more than an eight-week gap between two consecutive working days.

A working day is a day you have worked for at least one hour or paid leave such as sick leave, annual leave and paid maternity leave.

There are some exceptions to the work test if you cannot meet it due to pregnancy complications and/or premature birth.

You do not need to be working full-time to be eligible for Parental Leave Pay. You may meet the work test even if you:

- are a part-time, casual or seasonal employee,
- are a contractor or self-employed,
- work in a family business such as a farm,
- have multiple employers,
- have recently changed jobs or left a job, or
- have worked overseas

Talk to the Services Australia to find out if you are eligible for Parental Leave Pay and to make a claim for Parental Leave Payments.

What does the Paid Parental Leave scheme mean for Australian Deer Association?

While Parental Leave Pay is government-funded, in most cases, the money will be paid to you by Australian Deer Association through our payroll system, and you will be paid on your regular paydays.

Payments will be taxed at the appropriate rate, but superannuation guarantee contributions are note required to be made in respect of Parental Leave Pay.

We provide Parental Leave Pay to an eligible employee who:

- has a child born or adopted from 1 July 2011,
- has been our employee for 12 months or more before the expected date of birth or adoption,
- will be our employee for the Paid Parental Leave period,
- is an Australian-based employee, and
- is expected to receive eight weeks or more of Parental Leave Pay. (If you are eligible for less than eight week's pay, or you have been with us for less than 12 months, then the Services Australia will pay you directly).

The Paid Parental Leave scheme provides Parental Leave Pay that can be received before, after, or at the same time as your paid leave, such as annual leave and/or maternity leave.

However, you can't get income from JobKeeper Payments and Parental Leave Pay at the same time.

The Paid Parental Leave scheme provides payments and is not a new entitlement to leave. It doesn't affect your accrual of any leave entitlements (for example, annual or long service leave).

If you are on a type of paid leave where you would accrue additional leave entitlements, the usual leave accrual rules apply (even if you are getting Parental Leave Pay at the same time).

You can nominate when you want to receive your Parental Leave Pay. You can split your Parental Leave Pay so you can take it over two periods within two years.

The first block is a fixed period of 12 weeks (60 payable days) and needs to be used within 12 months of the birth or adoption of a child.

The second period is a flexible period:

- Of up to 30 days
- Usually starts after the first period has ended
- Can be used in flexible periods negotiated between your and your manager
- Has to be used within 24 months a child's birth or adoption.

To receive the full 18 weeks of Parental Leave Pay, your nominated start date needs to be within 34 weeks of the birth or adoption of your child.

For more information about the Parental Leave Scheme and to make a claim, contact your nearest Services Australia Office.

Keeping in Touch Days

To help you return to work after parental leave, employees may participate in paid work activities for up to ten Keeping in Touch Days between the time you become your child's primary carer and the end of your Parental Leave period.

You cannot take part in a Keeping in Touch Day within the first two weeks following the birth or adoption of your child.

Keeping in Touch Days are designed to help you:

- transition back into the workforce,
- refresh your skills,
- become familiar with new or updated processes, or
- be involved in planning discussions or a meeting that may affect your role.

All work performed on a Keeping in Touch day counts as service and is paid through our payroll system.

Dad & Partner Pay

If you are an eligible working dad or partner, you are entitled to up to two weeks of government-funded pay at the rate of the National Minimum Wage when you are on unpaid leave from work or are not working.

To be eligible for Dad and Partner Pay, you need to be one of the following:

- the biological father of the child,
- partner of the birth mother,
- adopting parent,
- partner of the adopting parent,
- parent in a surrogacy arrangement,
- partner of a parent in a surrogacy arrangement,
- same-sex partner of:
- the birth mother,
- the biological father, or
- the adopting parent.

And you:

- are an Australian resident,
- provide care for a child born or adopted from 1 January 2013,
- have an individual taxable income of $150,000 or less in the financial year either before the date of your claim or the date your Dad and Partner Pay period starts (whichever is earlier),
- meet the work test, which requires you to have worked for:
- at least 10 of the 13 months before the birth or adoption of your child,
- at least 330 hours in that 10-month period (just over one day a week) with no more than an eight-week gap between two consecutive working days, and
- are on unpaid leave or not working during your Dad and Partner Pay period.

For more information about the Dad and Partner Pay Scheme, or to make a claim, contact your nearest Services Australia Office.

Pregnancy

Advising of Pregnancy

We encourage you to inform your manager of your pregnancy as soon as possible. However, we respect that you may not wish to advise us of your pregnancy earlier than the minimum notice period.

We also respect your wishes regarding when it is appropriate to tell colleagues about the pregnancy.

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

Harassment While Pregnant

We are committed to ensuring the safety of pregnant employees and consider harassment, bullying and discrimination to be unacceptable behaviour and subject to our discipline provisions.

Safety While Pregnant at Work

We understand pregnancy to be a healthy and natural process and recognises that women have different experiences. When you notify your manager that you are pregnant, the manager will ask you to let them know if you experience any changes to your work capacity during the pregnancy. You and your manager will then discuss what is needed to keep you safe at work and adjustments will be made where possible.

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

Transfer to a Safe Job

If you are pregnant and it is not safe for you to do your regular job, you will be transferred to an appropriate safe role on your identical rates of pay and hours. With your agreement, we may also agree for you to work different hours.

If you would like to request a transfer to a safe job:

- You need to make your request in writing, setting out the details of what you are looking for and the reasons for the change.
- You need to attach a copy of your medical certificate stating that you are fit to work but can't perform the functions in your regular role.

If there is no safe job suitable, and you are eligible for parental leave, you are entitled to paid "no safe job" leave at your regular base rate of pay until the end of your medical certificate or until your pregnancy ends. If you are not eligible for parental leave, you are entitled to unpaid "no safe job" leave.

Working Until the Birth

You may work until the expected date of birth of your child.

If you wish to continue working in the last six weeks of your pregnancy, you will need to provide a medical certificate confirming you are fit to work.

If the medical certificate indicates you are not fit for work, you may be required to start parental leave or take a period of unpaid leave.

Return to Work

If you have agreed to contact during your leave, then towards the end of the leave period, your manager will be in touch to confirm your intention to return on the agreed date. You may also want to discuss any requests for flexible work arrangements at this time.

You need to provide four weeks' notice if you want to extend your leave beyond the return date that was initially advised.

You have the right to return to the job you held before going on leave. If that position no longer exists, you will be given another available position of similar status and remuneration to the position you held before going on leave.

If you were placed in a safe work position before your leave, you are entitled to return to the position you held immediately before the safe work position.

If your pre-parental leave position no longer exists, we will follow our redeployment and redundancy procedures to determine if a suitable alternative position is available.

Breastfeeding at Work

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

Please discuss your needs with your manager and Australian Deer Association will endeavour to make a private space available or other arrangement made by agreement. Depending on your duties, this may include cover while you are away from your workplace.

Family Friendly Provisions

We believe in the importance of work/life balance for our employees, so we:

- consider your family responsibilities when rostering,
- recognise the impracticality of working excessive overtime,
- allow reasonable personal phone calls where appropriate,
- are receptive to requests for leave during school holidays, and
- meet reasonable expenses for additional child/family care arrangements made necessary if you agree to work hours in excess of ordinary hours, overtime, or during previously approved leave.

Friends & Family Visits

Visits by friends and family to you at work should be minimised. Try and arrange any visits to coordinate with scheduled breaks. Under no circumstances are friends or family members permitted behind the counter or in non-public work areas.

Children at The Workplace

We understand the need to balance the needs of our employees to manage their family responsibilities, while also ensuring that we take reasonable steps to protect our work environment and the safety of our employees and clients.

We recognise that there may be unforeseen or exceptional circumstances where you require dependent children to accompany you to work.

Before bringing children to our workplace, we need you to:

- make all reasonable attempts to arrange alternative childcare, or take advantage of our flexible working arrangements or leave options,
- request approval from your manager before you arrive at the workplace,
- not bring sick/ill or infectious children to our workplace so as not to expose other employees or our clients to potential illness.

If you are permitted by your manager to bring your child to the workplace, you need to supervise your child at all times and ensure that your child does not cause significant disturbance to other employees or the workplace.

You are not to give your child access to "restricted areas" or areas that are dangerous such as workshops, places where machinery is used.

If your child becomes disruptive or is not being adequately supervised, we may ask you to take appropriate leave, and remove your child from the workplace.

Disability & Reasonable Adjustment

We are committed to building and maintaining a diverse and inclusive workplace which includes encouraging and supporting people with disabilities to apply and work with us.

Research shows that people with disabilities have the same productivity levels at work, better than average safety record and lower rates of sickness absence.

We support reasonable adjustments to remove barriers and facilitate full participation in all aspects of employment with us.

Reasonable adjustments are changes that allow people with a disability to participate in the recruitment process or safely perform the genuine and reasonable requirements of the job.

Recruitment and Selection

We encourage applications from candidates with a disability and will make reasonable adjustments where possible at all stages of the recruitment process.

Managers are not expected to make adjustments where they do not know, or could not reasonably be expected to know, that an applicant has a disability. All applicants are invited to advise us if they need any special arrangements for their interview,

Examples of reasonable adjustments for applicants can include:

- re-scheduling the timing of an interview to suit the applicant's needs,
- arranging the meeting in a different location if the premises are hard to access, or a hearing loop is required,
- adjusting the layout of the interview room for easier access,
- reserving a parking space near the entrance to the interview premises, and
- providing an employee to meet a candidate who is vision impaired to escort them to the interview.

Recruitment to Australian Deer Association is based on merit, and discussions about reasonable adjustments are made separately from considerations of the candidate's suitability for the role.

Retention

We undertake, as far as is reasonably practical, to ensure employees who become disabled or who have a change in their impairment or health condition, are able to remain in their role.

We work to ensure that employees with disabilities have equal access to career progression and development opportunities to maximise their professional and personal potential.

Examples of reasonable adjustments for employees can include:

- reviewing and, if necessary, adjusting the performance requirements of the job,
- arranging flexibility in work hours to accommodate medication or to ease travel,
- training or retraining,
- providing essential information in suitable formats,
- seating the employee in a quiet area away from distracting noises,
- modifications to equipment or the supply of specialised equipment, furniture or work-related aids such as providing telephone typewriter (TTY) phone access for employees with hearing or speech impairments; screen reading software for employees with vision impairment; desks with adjustable heights,
- approving more regular breaks for people,
- redeployment to a different role if the employee cannot continue their current role.

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

In some cases, we can discriminate based on disability, if:

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

How to Request Reasonable Adjustment

Applicants and employees should contact the relevant manager to discuss their reasonable adjustment needs.

Transgender Team Members

Australian Deer Association embraces diversity in our workforce and does not discriminate against employees based on gender identity. This policy refers to transgender employees, meaning employees whose gender identity is different from the physical sex assigned to them at birth.

Our provisions for transgender employees are aimed at protecting confidentiality, providing appropriate support and preventing discrimination.

Some transgender people will decide to live completely as a member of their preferred gender. This is referred to as transitioning. Transgender people may or may not also take steps to align their body with their gender identity.

Do not make assumptions about a transgender employee's sexual orientation or personal relationships. Gender transitioning is about their core sense of their gender and not their sexual identity. Transgender employees may identify as heterosexual, gay, lesbian or bisexual.

For an employee who is transitioning, having their gender identity fully recognised at their place of work is a crucial part of living as their preferred gender. However, making the transition from one gender to another can be an extended process that can be challenging for both the employee and their work colleagues. Managers and colleagues have a responsibility to respond sensitively.

Transgender employees and co-workers of the employee can access our Employee Assistance Service for confidential counselling and support.

If You Are a Transgender Team Member

If you are a transgender employee, you have the right to choose whether you disclose details of your personal circumstances and to whom.

Where possible, we encourage you to discuss the matter with your manager as they will usually need to be involved in developing any practical arrangements needed to support you such as arranging leave, making workplace adjustments or preparing a transition plan.

Workplace Transition Plan

Once an employee has notified their manager that they are transitioning, a plan will be developed in consultation with the employee to support them and prevent discrimination from occurring. The content of the plan will be developed through discussions between management, the employees and any other support people the employee would like to attend.

Transition plans are developed using the Transition Checklist and include information relating to name changes, dress code, and the use of toilets and other facilities.

If the employee does not wish to develop a formal transition plan, managers should still have a management plan in place to facilitate the employee's transition. This plan will include strategies for managing other employees as well as support strategies for your transgender employee.

Privacy & Confidentiality

Transgender employees undergoing or who have undergone transition, have the right to privacy and confidentiality regarding their transition and gender. No personal information about an employee's gender identity or transition will be disclosed without discussing it with the employee first.

Information that you disclose will be kept confidential. All written information you produce will be kept in a secure file separate from your personnel file. Access to this information will be on a strict need-to-know basis.

Team members are not to ask intrusive or intimate personal questions that they wouldn't ask another employee, or they wouldn't want others to ask of them.

Team members should not assume that the transgender employee should automatically be willing to discuss transgender-related issues with them, or expect them to be an authority on such topics.

Names & Pronouns

Transgender employees are to be treated with respect and referred to by their preferred name and pronouns that reflect their preferred gender.

You should always ask transgender employees what name and pronoun they wish to use and when they wish to start using it. You should also ask transgender employees if there are other terms they identify with or which cause offence. If you are not sure of the correct pronoun or name, ask.

When writing about the transgender employee, do not put their preferred name or pronoun in quotes or italics as this belittles their identity.

Team members are not to tell other people about a person's transgender status. When a person transitions, they describe themselves in terms of their preferred gender (e.g. as a man or as a woman) and not as a transgender person.

Personnel Records

Current personnel records and all other records, letters, log in details, emails, identification cards and documents will be amended to reflect the employee's preferred gender and name, and will not refer to the previous name or gender.

If records are legally required to retain a reference to the gender of the employee at birth, then access to those records will be restricted to only those employees who require such details to perform their specific duties.

Use of Toilets & Facilities

Transgender employees are entitled to use toilets and other facilities that are appropriate to their preferred gender. It is not appropriate to ask transgender employees to use disabled toilets, as being transgender is not a disability.

Any employees who have concerns about the use of toilets and facilities should raise these concerns with their manager. Managers will meet with employees to discuss their concerns and attempt to resolve the issue, while also reminding them of their legal obligations to prevent discrimination, which includes allowing transgender employees to use the appropriate facilities.

Uniform & Dress Code

Transgender employees can wear a uniform and comply with the dress code requirements of their preferred gender.

Leave

Transgender employees undergoing transition may access their leave to attend medical appointments, counselling and to undertake and recover from any surgery in the same way other employees access leave for their medical appointments.

References

If giving a reference for a transgender employee moving to a new job, managers must use the name used by the transgender employee and not refer to a former name or gender identity.

Discrimination

All provisions of our Anti-Discrimination Policy apply to transgender employees. Examples of discrimination based on gender identity include:

- Deliberately using incorrect names or pronouns (such as 'he' instead of 'she').
- Invasive, inappropriate questioning about a person's physical characteristics or their sex life. This may also constitute sexual harassment and be dealt with under the Sexual Harassment policy.
- Any forms of harassment or bullying, including ridiculing, gossiping, joking, making sexual innuendos or ignoring the employee because of their gender identity.
- Denying an employee training or promotion opportunities because of their gender identity.
- Changing the nature of an employee's job, such as taking them off customer service duties, because of their gender identity.

Appearance & Uniforms

Projecting a positive and professional image through our employees is important to us.

Uniforms

You are required to wear uniforms and be well presented during your shift. Uniforms are supplied upon commencement.

You are responsible for laundering your uniforms during employment. Your uniform is to be professionally laundered upon cessation of employment and returned to Australian Deer Association in good condition. If you do not return your uniform, the cost of the uniforms will be deducted from your final pay.

You are welcome to purchase additional items from the range at your own cost. Any alterations to uniforms are at your cost.

Once uniforms have been supplied, it is mandatory that uniforms are worn for all shifts. Failing to wear a full uniform will be viewed as a breach of the Code of Conduct and will result in disciplinary action ranging from a verbal warning to a written warning for repeated breaches.

Until uniforms are supplied, you are to wear appropriate neat clothing.

Uniforms should be worn in full, and be neat, clean, wrinkle-free and in good condition. Name badges are to be worn at all times during working hours. You are to remove your name badge and cover your uniform before smoking in public areas surrounding the office.

Where lifting is necessary, safety footwear is required. When entering the workshop, office employees should wear a high visibility safety vest. All workshop employees must wear high visibility clothing at all times.

General Appearance & Hygiene

- You need to maintain a physically clean and well-groomed appearance.
- Hair should be neat and clean.
- Minimal jewellery should be worn.
- Make-up should not be excessive.
- Perfume should not be overpowering.
- Closed-in toe and heel footwear need to be worn to comply with Workplace Health and Safety Regulations. Shoes are to be clean, polished, non-skid, low-heeled and in good repair.
- You should not eat or chew gum in an area that is visible to the public.
- Actively strive to avoid or address problems of offensive body odour.
- Keep cuts and abrasions covered.
- You are not permitted to wear wearable technology devices such as smart glasses in the workplace.
- Clothing and garments worn to comply with religious or cultural requirements are acceptable provided they do not pose a workplace health and safety risk.

Tattoos, Piercings, Brandings & Dermal Implants

We believe that what is most important in our business is how you perform the duties and responsibilities of your job. We understand that tattoos other forms of body adornment are a personal choice and generally will not affect your ability to perform the duties of your role.

However, we do impose limits if we believe your choice affects the safety of yourself or others in the workplace, or your choice negatively impacts on our clients or could be seen to be in breach of our legal responsibilities as an organisation.

You need to comply (and continue to comply while you work with us) with these policies. Failure to comply will be treated as a breach of our Code of Conduct.

- No visible tattoos or brandings that are offensive, explicit, reflective of illegal drugs or drug implements, gang-related, inciting of hate or racism, or celebrating crimes.
- No visible tattoos or brandings on the face except for medical, cultural or religious reasons.
- Dermal piercings, stretchers and skin implants can increase the risk of personal injury depending on the location and style of piercing and the work that is performed. In this situation, your safety and the safety of others overrides all other considerations, and you may be requested to remove the piercing, stretcher or implant.

Staff Discount

One of the great things about working at Australian Deer Association is that you are entitled to purchase Stoney Creek Merchandise at wholesale rates. See your Manager for more information.

Car Parking

Free car parking is available to you in the areas designated by your Manager. If you need to attend work after hours and need to park in a paid parking facility, you will be reimbursed the cost of your car parking.

Travel

General

You may be required to travel as part of your work with Australian Deer Association. We remind you that when you are still covered by our Code of Conduct and Workplace Health and Safety Policy while travelling away from your workplace.

Your manager will ensure that if a risk assessment on your planned itinerary is completed before approving your travel.

Travel Expenses

If you travel as part of your work with Australian Deer Association, we will ensure you are not out-of-pocket for all reasonable expenses.

Use of Private Vehicle

If you are required to use your private vehicle for Australian Deer Association business, you are entitled to be reimbursed for kilometres travelled, using the rates set out by the Australian Tax Office.

Travel on behalf of Australian Deer Association

If you are required to travel on behalf of Australian Deer Association, or to travel away from your usual place of work to cover for another employee or to undertake special duty, you can either:

- claim reimbursement for actual expenses incurred, or
- claim a travel allowance (per diem allowance) in respect of accommodation, meals and incidental expenses. The travel allowance rate you may claim is based on the rates published by the ATO each year as the reasonable rates for domestic and overseas travel allowance expenses.

You may claim all reasonable expenses, including:

- baggage (no more than two bags),
- taxi to or from the airport,
- foreign current charges,
- Visa charges,
- Hotel internet fees,
- Travel vaccinations,
- Postage or copier fees for business purposes.

Claims for reimbursement can only be made after you have incurred the relevant expenditure. You need to keep receipts to substantiate your claim.

A claim for travel allowance must be made before the commencement of the travel, or as soon as practicable after the commencement of the travel.

For the purposes of this policy, you are considered to be travelling if you are required to travel 100km or more from your usual place of work, or the nature of your duties requires you to stay overnight in temporary accommodation.

Minimum Standards of Accommodation

You will be provided with accommodation that is at least consistent with the 3-star rating used in RACQ/ NRMA/RACV etc. accommodation directories, except where this standard is not available in a location.

Limits on Meals

You are limited to actual and reasonable meal costs, provided the meals are not excessive.
You are not entitled to expenses or meal allowance for meals that are provided at Australian Deer Association's expense or as part of a fare, such as meals on a plane.

You are not entitled to claim the cost of any mini-bar contents.

Incidental Expenses During Travel Away from Home

Australian Deer Association will pay official telephone calls, faxes, internet access and postage costs.

Other incidental expenses such as newspapers, magazines, coffee, etc., private telephone calls or personal items necessary for travel will be covered through the payment of an incidental allowance of $10 per day. This amount is payable in respect of any day on which you travel as part of your work.

You are not entitled to claim the cost of movies/videos or spa treatments. You can only claim the cost of laundry services if you are away on business for more than four nights.

Expenses Forms

You must claim reimbursement of expenses using an *Expenses Form* and attach copies of any receipts. In some instances, it may not be possible to obtain a receipt, in which case it is acceptable to submit an alternative form of documentation.

If the expenditure is less than $20, it is acceptable to write a note **at the time the expenditure was incurred** that details the nature of the expenditure. This note must be signed and submitted with the reimbursement claim.

Entitlement amounts will be within limits set by the Australian Taxation Office for reasonable travel allowances, and will not appear on your pay advice or PAYG Payment Summary (Group Certificate).

Overseas Travel

If you are travelling overseas, you are responsible for:

- Checking travel health warnings for your planned destination through SmartTraveller https://www.smartraveller.gov.au/ before leaving.
- Subscribing for travel advice updates for your destination from Smart Traveller.
- Obtaining the address, phone number and opening hours of the Australian Embassy or consulate for the country you are travelling to.
- Obtaining necessary vaccinations and immunisations, as well as advice on first-aid requirements and any restrictions on medications you may be currently be taking before travel.
- Obtaining information on climate, culture, local customs and any local security conditions or cautions to be aware of.
- Having a valid passport and all visas that comply with entry criteria.
- Arranging adequate travel insurance before leaving.
- Ensuring details of your itinerary and accommodation are given to your emergency contacts and manager.

- Ensuring your mobile phone has coverage at your destination or sourcing an alternative.
- Reporting and incident/accident to your manager and the appropriate local authority while you are away.

Termination of Employment

At some stage, everyone will leave Australian Deer Association. Termination of employment is the permanent end of a working relationship or loss of employment from Australian Deer Association. Termination may be initiated by you through resignation; may come about through the regular course of events, as with retirement or the expiration of a contract; or may be initiated by Australian Deer Association.

It is our policy to retain the services of all employees who perform their duties efficiently and effectively. However, it may become necessary under certain conditions to terminate employment.

Involuntary separation may occur due to, but not limited to, poor quality of work, misconduct, or willful negligence in the performance of the job duties. Nothing in policy affects our right to dismiss you without notice for serious misconduct, and if you are so dismissed you shall only be entitled to be paid for the time worked up to the time of dismissal and any entitlements accrued to such time.

You will never be dismissed because of your:

- race, colour, sex, sexual preference, age, physical or mental disability, marital status, family or carer's responsibilities, pregnancy, religion, political opinion, national extraction or social origin,
- temporary absence from work because of illness or injury,
- trade union membership or participation in trade union activities outside working hours, or with our consent, during working hours,
- non-membership of a trade union,
- seeking office as, or acting as, a representative of employees,
- being absent from work during maternity leave or other parental leave,
- temporary absence from work to participate in a voluntary emergency management activity, or
- filing a complaint, or participating in proceedings, against an employer.

To learn more about the termination of employment due to unsatisfactory work performance, go to *Chapter 3 – Unsatisfactory Work Performance*. To learn more about general dismissal provisions, go to *Chapter 4 – Discipline.*

If the termination is due to a change in our organisational structure, your Manager will be alerted as early as possible in the process to permit alternatives to be reviewed for both you and Australian Deer Association.

Notice by Australian Deer Association

We may terminate your employment at any time by giving you the required period of notice specified below.

Years of Service	Required Notice
Probation	1 week
Not more than 1 year	1 week
More than 1 year but not more than 3 years	2 weeks
More than 3 years but not more than 5 years	3 weeks
Over 5 Years	4 weeks

If you are 45 years or over and have completed at least two years' continuous service with us, you will receive one additional week's notice.

Instead of providing the specified notice, we may choose to make payment to you in lieu of notice.

Notice by the Team Member

You are required to give notice in writing, in accordance with the period specified in your Industrial Award or Agreement.

If you fail to give adequate notice, then forfeiture of some wages may occur. The amount that we can withhold for failing to give adequate notice is detailed in your award or industrial agreement. In general:

- we cannot withhold any pay if you are under 18,
- we can only withhold a maximum of one week's pay,
- we can only withhold monies from your wages and not your benefits,
- the deduction is not unreasonable in the circumstances.

Once a resignation is accepted, you cannot withdraw your notice without the agreement of your Manager.

Managers have the right to accept resignations immediately rather than wait for the expiration of the notice (and pay you for the period of notice).

Voluntary Resignation / Retirement

Most employees end their employment by advising Australian Deer Association in writing of their intention to resign or retire. A resignation must be a voluntary decision of yours. The notice of resignation must indicate your proposed date of resignation or retirement. The notice must be submitted to your Manager, who will forward the notice to the Payroll Officer for processing.

Team Members Exit Procedures

If you resign voluntarily, you will be asked to participate in an exit interview. The exit interview helps Australian Deer Association understand the facts behind why you are leaving.

Your Manager will meet with you on your final working day to collect any company property which may have been issued, using the *Team Members Exit Checklist*.

Your Manager is required to send your final timesheet to the Payroll Officer on the day that you leave. Legally, we are obliged to make final payments within seven days of you leaving. If any uniforms are not returned, or your accounts not paid, these costs are deducted from your final pay.

You will be offered a copy of your *Certificate of Service*.

Casual Team Members

The employment of a casual employee may be terminated by the giving or receiving of one (1) hours' notice.

Termination of Probationary Employment

Your probationary appointment may be terminated at any time during the six (6) / twelve (12) month probationary period by giving one (1) days' notice or payment/forfeiture in lieu, by either party. In the case of instant dismissal, payment/forfeiture in lieu shall not apply.

Abandonment of Employment

Abandonment of employment occurs in cases where there is a clear act by you (other than a deliberate and intended resignation) that indicates the employment relationship is at an end.

If you are absent from duty for five (5) sequential working days, without being excused or giving proper notification to your manager, or without apparent good cause, we will send a certified letter to your last known address. We will also send a copy of the letter to your last known email address. The letter will ask you to explain to us your unauthorised absence and will highlight the potential consequences (i.e. termination of employment) if you do not get in touch.

We may send the certified letter earlier than five days if we suspect that you may have abandoned your employment.

If there is no response within ten working days, you will be considered to have abandoned your employment, and you will then be deemed to have resigned.

You are responsible for returning all property, materials, or written information issued to you or in your possession upon termination of the employment.

Redundancy or Retrenchment

Redundancy or Retrenchment is dismissal based on Australian Deer Association's commercial or economic decision regarding the management of Australian Deer Association. In all cases, the employee is dismissed through no fault of their own. In a redundancy situation, it is the position that is no longer required by Australian Deer Association – not the person.

Provisions relating to redundancy or retrenchment are contained in your Industrial Award or Agreement.

Death of Team Members

On receipt of advice that an employee has died, the Manager will:

- convey condolences in writing to the immediate family,
- advise the Payroll Officer and assist them in calculating outstanding salary and leaving entitlements from the last known working day, and
- advise the relevant Superannuation Fund of the employee's details (date of death, name and address of next of kin, and name and address of person handling estate).

Certificate of Service

Team members and former employees may apply for a *Certificate of Service* which confirms the period of their employment with Australian Deer Association.

Upon receipt of your written, signed request, the Payroll Officer will issue a certificate which provides details of your service and the position/s held during your employment with us.

Chapter 3: Performance, Learning & Development

We believe all employees want to perform to the best of their ability, and we believe we have a duty to help each employee succeed.

Performance Review

Australian Deer Association requires all Managers to conduct a formal written Performance Review at least annually with all their employees, both permanent and casual. We believe that Performance Reviews assist you in reaching your potential and in developing your skills.

Performance Reviews are one communication tool between you and your Manager and forms part of your personnel file.

Performance Reviews help to:

- encourage you to critically review your work and performance,
- give you constructive feedback on your work and performance,
- identify issues that may be impacting on your ability to perform your job,
- clarify your job description,
- determine any development or support needs, and
- set clear performance expectations and goals.

Performance Reviews are also an opportunity for you to have your say about the work you do with us.

Salary reviews are discussed at a separate meeting after your Performance Review, but generally, do not form part of Performance Review discussions.

Who Completes the Performance Review & How Long Will It Take?

Managers will conduct the Performance Review with you. Most Performance Review discussions take approximately ½ - ¾ hour.

Is a Performance Review Used for Disciplinary Action?

If you are failing to meet the expectations of your role, then this will be addressed before formal disciplinary procedures for unsatisfactory work performance are commenced.

Performance Reviews are confidential documents which, by themselves, will not be used for disciplinary action. If unsatisfactory work performance is identified as part of this process, you will commence an Unsatisfactory Work Performance process, which is separate to the Performance Review process.

Preparing for Your Performance Review:

Before the meeting, you and your Manager are to:

- Book a time for the discussion, ensuring the location is private.
- Re-read the position description and identify any areas they/you would like to discuss or clarify.
- Think about any matter you want to discuss that you haven't already done so, or for which you need further clarification.
- Collect relevant information about your performance (examples include records of work quantity and quality, client feedback, incident reports, records of disciplinary interviews & previously agreed on performance goals and objectives).

- **First, you complete the form where it states, "Team member to complete".** This section relates to how you view your achievements, duties, issues or problems, position description, career aspirations and learning and development.
- **Hand the form(s) to your Manager at least 24 hours before the meeting.**
- Your Manager then completes the section of the form headed "*Manager to complete*" before the meeting. This section addresses roles and responsibilities, procedures and practices, strengths and contributions, your approach to the role and overall assessment.

At the Meeting

Your Manager will request you to go through your assessment of your performance, and then they will clarify from their perspective, your areas of strength and areas for growth.

You will be given the opportunity to discuss any questions you may have about your role or work with Australian Deer Association. Discussion will also occur about your training and development needs.

Your Manager will then discuss their assessment of your work performance and any comments they have made.

Agreed actions, goals and learning and development priorities will be discussed. Notes will be taken to allow the completion of the *Performance Review Form*.

After the Meeting

You and your Manager sign the *Performance Review Form* if you agree that it is an accurate reflection of the discussion. This does not mean that you need to agree with the assessment, just that you agree with the content of the discussion. If you disagree with the assessment, you are entitled to attach a note to the form stating your disagreement with the assessment, and the reasons why.

You and your Manager will keep copies of the form, with the original being kept on your personnel file.

Any agreed actions must be actioned.

Learning & Development

We believe learning is a lifelong event. We can always learn better ways to do our current jobs or future roles.

Learning & development covers both development and training. Training focuses on skills and knowledge directly connected to a position or occupation, whereas development refers to learning or the acquisition of skills that may or may not be related specifically to your current duties.

Types of Development

Your development activities can be categorised according to the needs they meet:

- *Organisational needs*: inducting new employees, promoting links between employees in different locations, recognising excellent employees, preparing employees for change, training employees for new duties and positions, learning from external experts, legislative requirements, and preparing employees to carry out more complex levels of responsibility in Australian Deer Association.
- *Occupational needs:* skills and knowledge connected with performing the duties of a specific position, maintaining professional expertise in the relevant occupation or discipline, extending

professional expertise to encompass new developments in the area, and maintaining current professional registration.
- *Individual needs:* job satisfaction, skill development and professional career paths.

Australian Deer Association aims always to provide quality service to our clients. Due to the nature of our industry, you may need to attend regular and compulsory training.

If training is considered mandatory for the successful completion of your role, then this time will be counted as time worked. If training is considered optional or for personal development needs only, then you have the choice of whether to attend the training, and any attendance will be unpaid.

Your development needs will be identified as part of the Performance Review process. As part of this process, you and your Manager will discuss whether attending training or development is mandatory for the effective performance of your roles and responsibilities (and therefore attendance is paid), or desirable (and therefore unpaid).

Training Not Included in the Training Plan

If you have a request for a specific training course, you first need to discuss your request with your Manager, preferably as part of your Performance Review process. Your Manager will assess your request.

From time-to-time, additional courses or seminars may become available, over and above those identified as part of your Training Plan. Managers need to:

- consider opportunities that may arise (e.g. a supplier offers training on a new product),
- determine whether the training is needed and/or appropriate,
- review the Training Plan, and make any adjustments,
- plan and record the training, and
- identify new training needs that may arise (e.g. a new employee).

Roles and Responsibilities

Australian Deer Association recognises that responsibility for performance and development lies with the individual employee and their Manager.

Your responsibilities are to:

- take ultimate responsibility for your career,
- seek and use opportunities for development and learning,
- develop training and development goals that meet Australian Deer Association's and individual needs, in consultation with your Manager, and
- assist as required, with workplace training and development initiatives, which may involve coaching other colleagues through on-the-job training.

Your Manager's responsibilities are to:

- ensure equity in the management of employees' development,
- discuss development needs with individual employees,
- influence performance with coaching and support,
- provide feedback on performance and potential for career development,
- through the Performance Review process, identify training and development needs, in consultation with employees, and

- ensure that relevant information arising from audits, grievances and disciplinary procedures are, in consultation with employees concerned, incorporated into training needs identification.

Australian Deer Association's responsibilities are to:

- ensure the effective implementation, coordination and monitoring of this policy, including the provision and distribution of resources to support employees' development, and
- maintain records relating to external training activities, including the cost and duration of the training.

Managers Guide to Learning and Development:

Training Plans

In identifying training needs, Managers may choose to:

- identify the classes of products and services in which employees require training,
- identify the main procedures where employees need training,
- identify any specialist areas where there are limited numbers of trained employees, and where there would be a significant impact on Australian Deer Association if any of the trained employees left,
- identify obvious training times or required timeframes (for example – quieter times of the year or just before a major project commences), and
- develop an annual Training Plan, starting with training that links to obvious timeframes, and then add the training on a priority basis.

Plan & Deliver the Training Sessions

Managers are to:

- review the Training Plan monthly, considering the training scheduled for the coming month(s),
- determine what the training needs to cover,
- determine who can best provide the training and where it should be delivered,
- develop the training content (in-house) or confirm the training outcomes required if the training is to be outsourced,
- advise employees of the proposed training. Make any adjustments to employees' rosters to ensure standards are maintained during any absences while employees attend training,
- arrange any training materials and/or equipment (in-house),
- deliver (or attend) the training, and
- record details of the training on the individual training records for employees.

Continuing Professional Development (CPD)

Some professional roles require you to undertake ongoing CPD as a condition of your maintaining registration, accreditation or membership of your professional association.

The objective of CPD is to maintain and improve your professional skills and knowledge, develop your career and to manage public risk.

The CPD credits/points/hours you must spend each year on learning activities can be found in the Registration Standards for your profession, or published on the relevant professional association website.

Your CPD needs will be identified as part of the Performance Review process and your learning goals documented as part of your learning and development plan.

You are responsible for your own professional development, for actively pursuing learning opportunities, and for maintaining clear and accurate records of CPD activities undertaken throughout the year.

You are also responsible for ensuring you complete all required CPD credits/points/hours each year to maintain your registration/accreditation/membership.

We are responsible for supporting your learning and development, and assisting you to consider all appropriate CPD options, including both formal and informal learning.

If a course/conference is agreed as mandatory for the effective performance of your role, then we will pay for the cost of your participation.

If a course/conference is considered desirable, then we may support your CPD activity costs through granting work time to attend and/or contribution towards any course/conference costs.

Unsatisfactory Work Performance

Sometimes employees do not perform at expected levels. When this happens, our emphasis is always on early intervention and informal resolution of a problem, as opposed to a more formal intervention later.

These procedures do not replace the regular responsibility of a Manager to discuss work or conduct issues with you, to ensure that you have a clear understanding of the work and conduct expected of you, and to provide appropriate feedback on your performance.

Natural Justice

In managing instances of unsatisfactory work performance, misconduct or serious misconduct, the principles of natural justice will underpin all actions undertaken by the Manager.

- All parties have the right to be heard and judged without bias.
- All issues are investigated thoroughly and justly.
- The standards of conduct or job performance required will be made clear to you by documentation or during interviews.
- You will be made aware of the likely next steps if satisfactory performance or conduct is not maintained.
- You will be afforded the right to be accompanied at discussions or interviews at any level of the discipline process.
- When a complaint about performance or conduct is brought to your Manager's attention by a third party, the substance of the complaint will be verified before any action is taken on the matter.
- Where you are identified as not performing to an acceptable standard, you will be placed on Unsatisfactory Work Performance. This identification can occur as part of a Performance Review process or as part of another process.

Guidance

If you are not performing to acceptable standards, you will receive guidance from your Manager. This will commonly take the form of an informal interview as soon as possible after a problem has been identified, to discuss the matter with you and consider ways in which you might improve.

Reference will be made to your position description to ensure that there is clarity about role

expectations and responsibilities. There is no requirement for such meetings to be formally documented although your Manager may make a personal diary note of the interview.

A follow-up meeting will be held, even if there is no longer an issue, as this enables both parties to acknowledge the issue has been resolved.

Performance Counselling

If your performance does not improve, then your Manager will undertake a performance counselling interview with you. This will not be left until the annual review under the Performance Review procedure. It will be done as soon as it becomes evident that guidance interviews have not brought about any improvement.

Your Manager will clearly identify, and document, the gap between your actual and required performance. At the interview, your deficiency in performance will be clearly explained by your Manager. Reference will be made to your position description to ensure that there is clarity about role expectations and responsibilities.

It should be made clear that a failure to improve can result in the implementation of formal procedures for Unsatisfactory Work Performance and potentially in dismissal.

After the interview, your Manager will document the interview using the *Unsatisfactory Work Performance Memo* and send a copy to the Managing Director/CEO. A copy of this report must be provided to you. You are entitled to respond to the report. Any response must be filed with the report on your personnel file.

Unsatisfactory Work Processes

If your work performance still does not improve, despite guidance and performance counselling, then you will be placed on Unsatisfactory Work Performance processes.

At all stages of Performance Counselling and Unsatisfactory Work Performance processes, you are entitled to be accompanied by a support person of your choosing whose role is to provide support for you and act as a witness to proceedings. Unless the person is a Union Delegate, their role is not to advocate on your behalf.

Dismissal for Unsatisfactory Work Performance

We will give you a reason why you are at risk of being dismissed. The reason will be a valid reason based on your conduct or capacity to do the job.

You will be warned in writing, that you risk being dismissed if there is no improvement.

We will provide you with an opportunity to respond to the warning and give you a reasonable chance to rectify the problem, having regard to your response.

Rectifying the problem might involve us providing additional training and ensuring you know our job expectations.

In discussions with you in circumstances where dismissal is possible, you can have another person present to assist. However, the other person cannot be a lawyer acting in a professional capacity.

Managers Guide to Performance Management:

Reasons for Under-Performance

There are many reasons why employees perform poorly. Some of the common reasons include:

- an employee doesn't know what is expected because goals and/or standards or workplace policies and consequences are not clear (or have not been set),

- interpersonal differences,
- there is a mismatch between an employee's capabilities and the job they are required to undertake or the employee does not have the knowledge or skills to do the job expected of them,
- an employee has not had counselling or feedback on their performance,
- lack of personal motivation, low morale in the workplace and/or poor work environment,
- personal issues such as family stress, physical and/or mental health problems or problems with drugs or alcohol,
- cultural misunderstanding, and
- workplace bullying.

Things to Consider in Relation to Under-Performance

The following questions will help prompt you to cover all information required in a performance discussion:

- What is the performance "gap" (i.e., the difference between the required standards of performance and the actual performance)?
- How large is the gap?
- Is it increasing?
- What are the consequences of this gap?
- How serious are they?
- Has the employee's performance been acceptable in the past?
- Does the employee have the skills required to perform the job to the required standards?
- If not, are they capable of obtaining and using the skills?
- What additional training/support can be provided?
- In general, is the employee capable of performing the job?
- How important to the employee is performing the job well?
- Does the employee benefit in some way from unsatisfactory work performance (e.g., trying to prove a point, having a hidden agenda, etc.)?
- Are there barriers preventing the employee from performing to the required standards, that are within their control?
- Are there barriers preventing the employee from performing to the required standards, that are within the organisation's control (such as resource issues, communication problems, recruitment, training, position descriptions, etc.)?
- What is required to remove these barriers?
- Is it feasible to do so?

Unsatisfactory Work Performance

If the provision of guidance or performance counselling does not elicit improvement, then the following procedures must be followed.

Managers should:

- First, check with the Managing Director/CEO to discuss the process and determine who should attend as the management witness to the discussion.
- Check to ensure that the employee has been made aware of the required standards of performance and they have been given a reasonable time for improvement (get a copy of the notes made from the performance counselling meeting).
- Ensure you have:

    - ensured the employee knows what to do and that they have the skills, resources and tools to do the job,
    - previously offered additional training and support to develop their skills,
    - clear evidence or examples to demonstrate that the employee's performance is unsatisfactory, and
    - prepared yourself to remain objective to effectively counter the employee's possible negative reaction.
- When approaching the employee about the need to meet:
    - do not make the employee feel threatened,
    - approach the employee respectfully and discreetly making sure that they do not lose face in front of work colleagues,
    - let the employee know the purpose of the meeting, and
    - invite them to bring a support person who may be a union representative with them.

At the meeting:

- Hand the employee a letter informing them that Australian Deer Association is contemplating the termination of their employment. Invite them to offer any mitigating circumstances in writing within three working days as to why their employment should not be terminated.
- The employee must be told in clear and precise terms exactly what the problem is; Why it is a problem; how it impacts the workplace and why this is a concern. It is not sufficient to make broad statements such as, "*we are not happy with your performance*" or "*your attitude will need to improve*".
- It is important that the employee reads and understands this letter. Request that the employee signs a copy of the letter and return it to you, or you could follow up with the employee to make sure that they received it and keep a note that you have done this. Remember, the employee is under no legal obligation to sign the letter.

After the meeting:

- Consider any responses before making the final determination on the matter.
- Complete the *Small Business Fair Dismissal Code Checklist* and file a copy with the relevant personnel file.
- Australian Deer Association is required to provide evidence of compliance with the Code if an employee claims unfair dismissal to the Fair Work Commission, including evidence that a warning has been given (except in cases of summary dismissal). Evidence may include a completed checklist, copies of written warning(s), a statement of termination or signed witness statements.

Chapter 4: Behaviour & Code of Conduct

We believe if we clearly state our expectations regarding behaviour, that employees will be able to understand their boundaries and manage their behaviour and personal responses to people and situations.

Code of Conduct

To ensure the best possible services to our clients, the public and to provide a positive work environment, we expect you to follow rules of conduct that will protect the interests and the safety of our clients, the public, fellow employees and us.

We expect you to always treat other employees, clients and suppliers with the utmost respect and courtesy. Personal contacts with the above need to be congenial, professional and conducted with a "*client service*" attitude.

The following are acts that we consider unacceptable. Any employee found engaging in these will be subject to disciplinary actions including reprimand, warning, suspension or dismissal.

Respect for the Law & Lawful Instructions

Examples include but are not limited to:

- Not complying with any Professional Codes of Conduct or Ethics.
- Not complying with any laws relating to work undertaken by Australian Deer Association.
- Not complying with Australian Deer Association policies and procedures.
- Refusing or failing to carry out any reasonable and lawful instructions of a Manager.
- Violating or causing others to violate health and safety regulations.
- Possessing illegal drugs or drug paraphernalia of any kind on company property.

Respect for Persons

Examples include but are not limited to:

- Failing to treat clients and employees with dignity and respect, including using threatening, obscene, profane or abusive language, gestures or behaviour.
- Physical and/or verbal violence toward clients or employees.
- Engaging in horseplay or disorderly conduct.
- Unlawfully discriminating against a client or employee.
- Harassing or bullying clients or employees.
- Victimising any employee or client who reports a breach of this Code of Conduct.
- Failing to wear uniforms where they are supplied or clothing conforming to standards set by Australian Deer Association where not supplied.

Integrity

Examples include but are not limited to:

- Failing to declare any real or perceived conflict of interest.
- Failing to report any attempted bribery.
- Disclosing any confidential or official information.

Diligence

Examples include but are not limited to:

- Smoking contrary to established policy.
- Failure to be in the workplace, ready to work, at the regular starting time.
- Failure to personally "clock on" or "clock off" at the beginning or end of your shift.
- Ignoring work duties or wasting time during working hours.
- Coming to work under the influence of alcohol or any illegal drug, or bringing alcoholic beverages or illegal drugs onto Australian Deer Association property.
- Accessing or sharing pornography, hate websites or illegal websites using company equipment or BYOD.
- Posting offensive, defamatory, threatening, discriminatory, bullying, inappropriate, false, sexist, derogatory or malicious comments or materials online or in social media.
- Failure to advise your Manager of completion of jobs or delays.

- Uncooperative attitude.
- Using mini hand-held electronic devices such as smartphones, music headsets, wearables and hand-held games at work.

Economy & Efficiency

Examples include but are not limited to:

- Not taking proper care of, neglecting, or abusing Australian Deer Association equipment and tools.
- Wilfully damaging, destroying, or stealing property belonging to fellow employees or Australian Deer Association.
- Intentionally giving false or misleading information to obtain a leave of absence.
- Taking unexcused absences from work.
- Using Australian Deer Association equipment, property or consumables for private purposes, without prior authorisation.

Conflict of Interest

You must avoid any interest, influence or relationship which might conflict or appear to conflict with the best interests of Australian Deer Association. You must avoid any situation in which your loyalty may be divided and promptly disclose any situation where an actual or potential conflict may exist.

Examples of potential conflict situations include:

- having a financial interest in any business transaction with Australian Deer Association,
- being in a close personal relationship with another employee if you are, or are likely to be, in a supervisor/subordinate relationship, or some other role where you can make decisions that materially affect the other employee,
- owning or having a significant financial interest in, or other relationship with, an Australian Deer Association competitor, customer or supplier, or
- accepting gifts, entertainment or another benefit of more than a nominal value from an Australian Deer Association competitor, customer or supplier.

If you have a conflict of interest, you must disclose it to your Manager and remove yourself from negotiations, deliberations or votes involving the conflict. You may, however, state your position and answer questions when your knowledge may be of assistance to Australian Deer Association.

Anti-Discrimination

Australian Deer Association is committed to the principles of Equal Employment Opportunity and supports the creation of working conditions to ensure that all employees have an equal chance to seek and obtain employment, promotion, training and the benefits of employment. Australian Deer Association is an equal opportunity employer.

All employees are treated on their merits, without regard to race, age, sex, marital status or any other factor not applicable to the position. Team members are valued according to how well they perform their duties and their ability and enthusiasm in maintaining the expected standards of service.

We do not tolerate any form of discrimination. We believe all employees have the right to work in an environment free of discrimination and harassment. Discrimination undermines proper working relationships and may cause low morale, absenteeism and resignations.

Under Federal and State anti-discrimination laws, discrimination against employees, clients or suppliers on the following grounds is against the law:

- sex,
- relationship or parental status,
- race,
- religious belief or activity,
- political belief or activity,
- impairment,
- trade union activity,
- lawful sexual activity,
- pregnancy,
- breastfeeding needs,
- family responsibilities,
- gender identity,
- sexuality, or
- age.

It's also against the law to treat an employee or client unfairly because they are linked to someone from one of these groups.

Unlawful discrimination occurs when someone is treated less favourably because of one of their personal characteristics listed in the legislation. Discrimination may involve:

- offensive "jokes" or comments about another employee's racial or ethnic background, sex, sexual preference, age, disability or physical appearance,
- display of pictures, computer graphics or posters which are offensive or derogatory,
- expressing negative stereotypes of particular groups for example, "*married women shouldn't be working*",
- judging someone on their political beliefs rather than their work performance,
- using stereotypes or assumptions to guide decision-making about a person's career, or
- undermining a person's authority or work performance because you dislike one of their personal characteristics.

Managers will ensure that all clients and employees are treated equitably and are not subject to unlawful discrimination. They will also ensure that people who make complaints, or who are witnesses, are not victimised in any way. Any reports of discrimination or harassment will be treated seriously and investigated promptly, confidentially and impartially.

Disciplinary action will be taken against anyone who unlawfully discriminates against a co-worker or client. Discipline may involve a warning, counselling or dismissal, depending on the circumstances.

Workplace Bullying & Harassment

Australian Deer Association is committed to ensuring a healthy and safe working environment, free from hostility, offensiveness, intimidation and harassment, and any form of unlawful discrimination. These forms of behaviour within the workplace are unacceptable will not be tolerated.

Bullying or harassment may cause the loss of trained and talented employees, and damage employee's morale and productivity. This policy reflects the belief that all employees should be able to work in an environment free of intimidation and harassment.

You are responsible for your own behaviour. If you think your behaviour may offend, then don't do it.

Definition of Workplace Bullying

Bullying occurs when:

- a person or group of people repeatedly behaves unreasonably towards an employee or a group of employees at work, and
- the behaviour creates a risk to health and safety.

Bullying does not include reasonable management action taken in a reasonable way by Australian Deer Association in connection with your employment.

Detailed below are examples of behaviours that may be regarded as bullying behaviour if the behaviour is repeated and unreasonable and which create a risk to health and safety. Examples include:

- aggressive or intimidating conduct,
- belittling or humiliating comments,
- spreading malicious rumours,
- teasing, practical jokes or 'initiation ceremonies',
- exclusion from work-related events,
- unreasonable work expectations, including too much or too little work, or work below or beyond an employee's skill level,
- displaying offensive material, or
- pressure to behave inappropriately.

Definition of Sexual Harassment

Sexual harassment is any form of unwelcome sexual attention. It has nothing to do with mutual attraction or friendship between people, which is natural and positive. Sexual harassment involves humiliation or offence to the victim. It's not fun, flattering or flirting. Sexual harassment can happen to anyone, and it's against the law wherever and whenever it occurs.

Sexual harassment could be:

- unwelcome physical touching, hugging, massaging or kissing,
- sexual or suggestive comments, jokes, taunts or name-calling,
- unwelcome requests for sex,
- insinuations about a person's private or sex life, or sexual preference,
- offensive gestures or staring,
- sending SMS messages or emails,
- unwelcome or uncalled for remarks or insinuations about a person's appearance,
- posting of inappropriate comments, pictures, video's or blogs on websites, or
- the display or circulating of clearly sexual material (such as photos, pin-ups, screensavers or pictures) or reading matter (such as emails, faxes, social media links or letters).

Sexual harassment doesn't have to be repeated or ongoing to be against the law. Some actions or remarks are so offensive that they're clearly sexual harassment, even if they're not repeated. Other incidents, such as an unwanted invitation or compliment, are probably not harassment if they are "one-offs".

The harassment doesn't have to be deliberate. It can also occur in cases where a reasonable person would have expected that the behaviour was going to be offensive.

Some sexual harassment matters, such as sexual assault, indecent exposure and stalking are also criminal offences.

Actions That Are Not Bullying or Harassment

Legitimate and reasonable management actions and business processes are not considered to be bullying or harassment, provided these actions are conducted in a reasonable way.

This includes:

- performance management processes,
- disciplinary action for misconduct,
- informing an employee about unsatisfactory work performance or inappropriate work behaviour,
- asking an employee to perform reasonable duties in keeping with their job, or
- maintaining reasonable workplace goals and standards.

Effects of Bullying or Harassment on People and Australian Deer Association

Bullying or harassment have detrimental effects on people and Australian Deer Association. It can create an unsafe working environment, resulting in a loss of trained and talented employees, the breakdown of teams and individual relationships, and reduced efficiency. People who are bullied or harassed can become distressed, anxious, withdrawn, depressed, and can lose self-esteem and self-confidence.

Our Strategies to Eliminate Bullying and Harassment

We will take the following actions to prevent and control exposure to the risk of workplace bullying or harassment:

- provide all employees with workplace bullying and harassment awareness training,
- develop a code of conduct for employees to follow,
- introduce a complaint handling system and inform all employees on how to make a complaint, the support systems available, options for resolving grievances and the appeals process, and
- regularly review the workplace bullying and harassment prevention policy, complaint handling system and training.

Responsibilities of Team Members

We require all employees to behave responsibly by complying with this policy, to not tolerate unacceptable behaviour, to maintain privacy and confidentiality during investigations and to immediately report incidents of workplace bullying or harassment to your Manager.

If you believe you have seen behaviour towards another employee, which you consider amounts to workplace bullying or sexual harassment, you are encouraged to discuss the matter with your Manager.

Responsibilities of Managers

Managers must ensure that employees are not exposed to workplace bullying or harassment. Managers are required to personally demonstrate appropriate behaviour, promote the workplace bullying and harassment prevention policy, treat complaints seriously and ensure where a person lodges or is witness to a complaint, that this person is not victimised.

Vicarious Liability

Under the Anti-Discrimination legislation, employers can be held liable for the actions (including sexual harassment) of their employees or agents. This is called vicarious liability and employers need to take reasonable steps to ensure that they protect their employees from sexual harassment and

other types of discrimination and vilification, and to try to make sure their workplaces are free of this type of behaviour.

An employer or organisation can't avoid their liability under the act, simply because they were not aware of the sexual harassment done by their employees.

Commitment to Promptly Investigate

Any reports of workplace bullying or harassment will be treated seriously and investigated promptly, fairly and impartially. A person making a complaint and/or who is a witness to workplace bullying or harassment will not be victimised.

Consequences of Breach of Policy

Disciplinary action will be taken against a person who harasses or bullies a co-worker, client or supplier or who victimises a person who has made or is a witness to a complaint. Complaints of alleged workplace bullying or harassment found to be malicious, frivolous or vexatious may make the complainant liable for disciplinary action.

Discipline may involve a warning, counselling or dismissal, depending on the circumstances.

Review of Policy

This policy and the actions outlined above will be reviewed by January 2023 unless required earlier because of changes to the risk profile of the workplace or relevant legislation. If necessary, further changes and actions may be introduced to ensure that workplace bullying and harassment is prevented and controlled.

Racial Vilification

We value the difference that people of varied racial backgrounds bring to our society and our business.

Several pieces of legislation (e.g., The *Queensland Anti-Discrimination Act* and the *Victorian Racial and Religious Tolerance Act*) promote fairness by protecting people against a range of unfair treatment. One sort of unfair treatment is called vilification, (the others are discrimination and sexual harassment), and the legislation includes two types - racial and religious. These laws cover people both while they are in the workplace and outside of work.

What is Racial Vilification?

At its simplest, vilification is a public act of racial or religious hatred, and the law says that such acts may be unlawful.

It is also a criminal offence to incite racial and religious hatred of others by threatening physical harm towards a person or their property.

Vilification can take many forms, including hate-speech, graffiti, websites, social media postings and other types of written material. The behaviour often:

- Happens in a public place. (In other words, apart from those involved, other people can see it, hear it or read it. If it happened in private, it's not vilification).
- Incites hatred (serious contempt or severe ridicule) towards people or groups because of their race or religion.

Examples of the types of things that might be against the law are:

- Racial or religious hate graffiti in public places, including churches or places of worship.
- Public speeches that incite racial and religious hatred.
- Public abuse that incites others to hate people because of their race or religion.
- Remarks in the media or social media that incite hatred of others because of their race or religion.
- People wearing badges or clothing with slogans that incite hatred.
- Internet sites with pictures or words that incite people to hate others.
- Public gestures which incite others to hate people.
- Posters or stickers in a public place that incite this hatred.

The law allows for free speech to be protected, so it says that the following things are not vilification:

- A fair report by TV, radio or newspaper of someone else's act of hatred (unless the extra material has been added which is vilifying).
- Discussions or debates about racial or religious issues, done "*reasonably and in good faith*".
- Material used in parliament, courts, tribunals or other government inquiries.

Vicarious Liability

Under the Anti-Discrimination legislation, employers can be held liable for the actions (including racial vilification) of their employees or agents. This is called vicarious liability and employers need to take reasonable steps to ensure that they protect their employees from racial vilification and other types of discrimination and harassment, and to try to make sure their workplaces are free of this type of behaviour.

An employer or organisation can't avoid their liability under the act, simply because they were not aware of the racial vilification done by their employees.

Commitment to Promptly Investigate

Any reports of racial vilification will be treated seriously and investigated promptly, fairly and impartially. A person making a complaint and/or who is a witness to racial vilification will not be victimised.

Consequences of Breach of Policy

Disciplinary action will be taken against a person who participates in racial vilification or who victimises a person who has made or is a witness to a complaint. Complaints of alleged racial vilification found to be malicious, frivolous or vexatious may make the complainant liable for disciplinary action.

Discipline may involve a warning, counselling or dismissal, depending on the circumstances.

Review of Policy

This policy and the actions outlined above will be reviewed by January 2023, unless required earlier because of changes to the risk profile of the workplace or relevant legislation. If necessary, further changes and actions may be introduced to ensure that racial vilification is prevented and controlled.

Alcohol & Drugs

Illegal or non-prescription drugs

While working, operating company property (including company cars), on meal breaks or rest pauses, or while conducting company business, Australian Deer Association strictly prohibits its employees from:

- using or being under the influence of illegal or non-prescription drugs of any kind,
- being in possession of illegal or non-prescription drugs or drug paraphernalia of any kind,
- soliciting, selling, manufacturing or distributing illegal or non-prescription drugs.

Any illegal drugs or drug paraphernalia will be turned over to the police and may result in criminal prosecution.

Breaching these provisions can result in dismissal or disciplinary action.

Alcohol and Prescription Medicine

The consumption of alcohol during work hours (including meal breaks and rest pauses) is not permitted.

You will not be permitted to perform your work duties while you are taking prescription drugs that adversely affect your ability to safely and effectively perform your duties. If your medication impacts on safety, then you may be required to access your sick leave.

Breaching these provisions can result in dismissal or disciplinary action.

Out of Work Hours Consumption

We do not support the use of alcohol or drugs outside working hours, where the effects of these substances may result in impaired work performance. If you arrive at work under the influence of drugs or alcohol, you will be sent home for the day without pay. Repeated instances of arriving at work under the influence of drugs or alcohol may result in termination.

Smoking

We have a non-smoking policy in the workplace. Smoking is not permitted in any part of Australian Deer Association, including lunchrooms, storage areas, and restrooms or within 4 metres of entries. Smoking is also prohibited in any vehicle owned, leased or operated by Australian Deer Association.

Smokers who need to take breaks should do so in their allotted breaks (no more than 2 per day in addition to their lunch break). These breaks must be limited to 10 minutes from leaving the workplace to recommencing work.

You may smoke during unpaid meal breaks and before or after shifts if this does not occur in sight of the front door or windows of Australian Deer Association and you cannot be identified as an employee of Australian Deer Association (e.g., uniform, name badge, etc.).

All smoking products must be properly disposed of in the cigarette bin provided.

Excessive smoking breaks will be regarded as absenteeism and performance improvement action may be taken.

Anti-Bribery and Corruption

Australian Deer Association takes a zero-tolerance approach to bribery and corruption and is committed to conducting our business with integrity and high ethical standards. Bribery and corruption are a breach of our Code of Conduct and will not be tolerated.

Bribes

Australian Deer Association employees are not permitted to give, offer, promise, accept, request or authorise a bribe, to or from any person in order to influence them corruptly or improperly in the exercise of their duty.

Gifts and Hospitality

Giving and receiving gifts or hospitality is a regular and important part of developing and maintaining business relationships. However, all gifts and hospitality should be reasonable and given in the ordinary course of business.

Lavish or unreasonable gifts or hospitality, whether these are given or received, are unacceptable and can create the impression that we are trying to obtain or receive favourable business treatment by providing individuals with personal benefits.

Team members must declare and report gifts and/or benefits, either offered or accepted and valued at $100.00 or more, in the *Gift and Entertainment Register* held by the Payroll officer.

Team members should notify their manager of the fact that they have received the gift or benefit and must make the entry within five working days of receiving/being offered the gift or benefit. If it is known in advance, the receipt of the gift or benefit should be discussed with your manager before acceptance. Gifts should not be accepted on a re-occurring basis or broken down into parts of less than $100.00.

Gifts and genuine hospitality and entertainment expenditure that is reasonable and proportionate is allowable provided it complies with the following:

- *Made for the right reason* – it should be clearly given as an act of appreciation or common courtesy associated with the standard business practice.
- *No obligation* – it does not place the recipient under any obligation.
- *No expectation* – expectations are not created by the giver or an associate of the giver or have higher importance attached to it by the giver than the recipient would place on such a transaction.
- *Made openly* – if made secretly and undocumented, then the purpose will be open to question.
- *Reasonable value* – its size is small and in accordance with general business practice.
- *Appropriate* – its nature is appropriate to the relationship and circumstances. For example, we may give and receive gifts at Christmas time.
- *Timely* – all gifts/hospitality should be given and received at an appropriate time.
- *At "arm's length"* – all transactions/gifts should be at an "arm's length" basis with no special favours and no special arrangements.
- *Legal* – it complies with relevant laws.
- *Documented* – the expense or gift, if valued at $100.00 or more, is fully documented in the *Gift and Entertainment Register*.

These are never acceptable:

- Gifts in the form of cash and/or cash equivalent vouchers or gift certificates.
- "Quid pro quo" (a benefit or advantage offered for something in return).
- Gifts or hospitality offered or accepted from any clients or suppliers if we are involved in a tendering or contracting/negotiation process with them.
- Entertainment of a sexual or similarly inappropriate nature.
- Making incomplete, false or inaccurate entries in the Australian Deer Association's books and records, e.g. *Gift and Entertainment Register.*

Acceptable Gifts and Hospitality

Team members may:

- Accept token gifts/benefits where the gifts/benefits are offered in business situations or to all participants and attendees (e.g. seminars, conferences, trade and business events). These items

are not given as a personal gift for use outside the business environment, and a reasonable person would not perceive token gifts as items designed to influence or win favours. Token gifts could include pen, cap, stationery, coffee mug, stress ball, mouse pad, corporate umbrellas and memory sticks. You do not need to declare and report token gifts on the *Gifts and Entertainment Register*.

- Accept a gift/benefit for presenting at a conference, seminar, and/or business event. You must declare and report the gift/benefit on the *Gifts and Entertainment Register* if a reasonable person would value the gift over the amount of $100.00.
- Accept a ceremonial gift from another organisation on behalf of Australian Deer Association. Ceremonial gifts belong to Australian Deer Association. You must declare and report the item on the *Gifts and Entertainment Register* and arrange to display the item in the Australian Deer Association office where appropriate.
- Accept a gift/benefit given in gratitude when hosting business events or overseas delegations only where refusal would be unreasonable and unnecessarily offensive. You must declare and report the gift/benefit on the *Gifts and Entertainment Register*.
- Accept light refreshments (e.g. tea, coffee, water, juice) or a modest meal during a meeting or as a participant of a working or networking group. This is considered a basic courtesy, and under similar circumstances, Australian Deer Association would reciprocate by providing similar light refreshments/modest meals to attendees at meetings or working or networking groups hosted by the Australian Deer Association. You do not need to declare and report basic courtesy on the *Gifts and Entertainment Register.*
- Travel, accommodation and living expenses sponsored by private organisations or groups either while the employee is working or on leave, needs to be approved by the Managing Director/ CEO before being accepted. In general, sponsored travel will only be rarely approved.

Facilitation Payments

Facilitation payments are payments, no matter how small, given to an official to increase the speed at which they do their job. All facilitation payments are prohibited.

Political Contributions

Australian Deer Association does not make political donations to any political party, politician or candidate for public office unless the donation has been approved in advance by the Board.

Attendance at party-political functions is permitted where there is a legitimate business reason. The Managing Director/EO must approve attendance at these functions.

Australian Deer Association engages in the debate on policy and shares its view on policy matters which relate to Australian Deer Association's business and activities. This activity may only be done by authorised managers.

Charitable Contributions

Charitable support and donations are acceptable whether of in-kind services, knowledge, time, or direct financial contributions. However, employees must be careful to ensure that charitable contributions are not used as a scheme to conceal bribery.

We only make charitable donations that are legal and ethical under local laws and practices. In Australia, this means that an organisation must have deductible gift recipient status with the Australian Taxation Office. This status makes the organisation entitled to receive income tax-deductible gifts and deductible contributions.

Insider Trading

In addition to our general obligation to observe the law, one of the most important responsibilities of all Australian Deer Association employees is to protect the company's reputation for ethical and honest dealing. Our reputation could be irreparably damaged if inside information is inappropriately disclosed such that it affects the stock price of our company or that of a client or any other company with whom we have a relationship. Bearing this in mind, you are forbidden from sharing or disclosing company information in any way that could be deemed insider trading or give the appearance of such conduct.

Consequences

Any breach of this policy is a serious matter which will be investigated and addressed by Australian Deer Association.

Disciplinary action will be taken against anyone who breaches this policy. Disciplinary action will depend on the severity of the breach but may include:

- reprimands;
- formal warnings;
- demotions;
- dismissal.

Matters may also, depending on the circumstances, be referred to the police and result in jail, fines and criminal convictions.

Reporting Concerns

Australian Deer Association is committed to ensuring that our employees can speak up with confidence if they have any concerns or need to ask for help. If you suspect or observe anything you suspect may be bribery or corruption, raise your concerns with your manager, or report your concerns under our Whistleblower policy.

Grievance Procedures

Australian Deer Association is committed to providing a harmonious work environment and will listen seriously to complaints and resolve them quickly if possible. The resolution procedures ensure that you can air legitimate complaints, knowing that ad-hoc, vindictive or arbitrary action will not be taken against you or the employees complained about.

Most routine complaints and grievances are best resolved informally by talking them through with your Manager. All grievances and issues need to be confidential. This means only talk them through with us or the person directly involved with the issue. Dealing with grievances in this way can often lead to a speedy resolution of problems.

Where the grievance cannot be resolved informally, it should be dealt with under the formal grievance procedure outlined in your relevant Industrial Award or Agreement.

Discipline

Summary Dismissal

It is fair for us to dismiss you without notice or warning when we believe on reasonable grounds that your conduct is sufficiently serious to justify immediate dismissal. Serious misconduct includes theft, fraud, violence and serious breaches of Workplace Health and Safety procedures. For a dismissal to

be deemed fair, it is sufficient, though not essential, that an allegation of theft, fraud or violence be reported to the police. Of course, we must have reasonable grounds for making the report.

Procedural Matters

In discussions with an employee in circumstances where dismissal is possible, the employee can have another person present to assist. However, the other person cannot be a lawyer acting in a professional capacity.

We will be required to provide evidence of compliance with the Code if the employee claims unfair dismissal to the Fair Work Commission, including evidence that a warning has been given (except in cases of summary dismissal). Evidence may include a completed checklist, copies of written warning(s), a statement of termination or signed witness statements.

Minor faults may be dealt with on an informal basis. However, where the matter is more serious, then the discipline procedure will be used.

Degrees of discipline are generally progressive and are used to ensure that you understand the issues and can correct your performance. There is no set standard of how many verbal warnings must be given before a written warning or how many written warnings must precede termination. Any step or steps of the disciplinary process may be skipped at the discretion of Australian Deer Association after investigation and analysis of the total situation, past practice and circumstances.

Factors which will be considered are:

- the number of different offences involved,
- the seriousness of the offence,
- the time interval and your response to prior disciplinary action(s), or
- your previous work history.

Verbal Warning

If your conduct does not meet the required standard, you will usually be given a verbal warning by your Manager. An additional representative will also be present as a management witness.

You may be given more than one verbal warning if this is considered appropriate. A note of any verbal warnings may also be kept on your personnel file.

Written Warning

If the issue is a serious one or, if after issuing a verbal warning, further instances of the inappropriate conduct have occurred, Managers may progress to a written warning.

Following the meeting, and within three working days, we will provide you with a letter confirming the matters discussed. You are required to sign a copy of the letter to indicate receipt and that it is a true and accurate record of what was discussed. If you disagree with the content of the document or wish to make additional comments, you may provide a written statement in response. The letter of confirmation and your statement, if any, will be placed in your personnel file.

Team members may be given more than one written warning if this is considered appropriate.

Final Written Warning

If there is a failure to improve conduct or performance after a written warning has been issued, or if the issue is sufficiently serious to warrant only one written warning, a final written warning may be given to you – in effect, both a first and final written warning using the *Discipline Meeting Memo* template.

Such a final written warning will set out details of the issue and will also warn you that dismissal will result if there is no satisfactory improvement. The final warning makes it very clear that no further warning shall be given, the next step is dismissal and the nature of the next infraction which could result in your dismissal (e.g., any further incidents of misconduct).

A copy of any final written warning will also be kept on your Personnel File.

Suspension

A suspension is a period, not exceeding three (3) working days, during which time you are relieved of your job because of alleged serious misconduct. You may be placed on investigative suspension when it is necessary to make a full investigation to determine the facts of the case, (e.g., a fighting, insubordination, or theft incident.)

If after the investigation:

- Termination is warranted, you will not be paid for the period of investigative suspension. Your termination is effective on the date of the termination interview.
- If no misconduct is determined, you will return to work within the prescribed period and be paid for the time lost because of the investigative suspension.

Summary Dismissal

If your conduct or performance is unsatisfactory, and you do not reach the required performance standard, despite receiving verbal and/or written warnings, or if the issue is one of serious and wilful misconduct (this is discussed in more detail below), you will be asked to show cause why you should not be terminated.

Serious & Willful Misconduct

Serious misconduct is when you:

- cause serious and imminent risk to the health and safety of another person or the reputation or profits of Australian Deer Association's business or
- deliberately behave in a way that's inconsistent with continuing your employment.

The following are examples of behaviours which are regarded as serious and wilful misconduct justifying the summary termination of your employment – that is, immediate termination, without formal warnings and without notice or any payment in lieu of notice. This list is not exhaustive.

- Fraud including:
    - forgery of documents (cheques, timesheets, contracts, purchase orders, budgets, etc.),
    - misrepresentation of information on documents, misappropriation of funds, supplies, or other assets,
    - improprieties in handling or reporting of financial transactions,
    - authorising/receiving payments for goods not received or services not performed, or
    - violation of Federal, State, or local laws.
- Being under the influence of illegal drugs or alcohol during work hours or while operating a company vehicle.
- Breach of duty regarding non-disclosure of confidential information.
- Deliberate damage to company property or that of other employees.
- A serious act of insubordination.
- Fighting on company premises or threatening physical violence.

- Gambling on Australian Deer Association property (other than approved competitions, sweeps or raffles).
- Sale or possession of illegal drugs on Australian Deer Association property.
- Serious breach of Workplace Health and Safety rules.
- Dishonesty, including theft.
- Possessing firearms or explosives on Australian Deer Association property.
- Serious neglect of duty.
- Misrepresentation of key facts in seeking employment.

Managers Guide to Discipline & Dismissal:

(Use for verbal & written warning processes)

Managers should:

- First, check with the Managing Director/CEO to discuss the process and determine who should attend as the management witness to the discussion.
- Check to ensure that the employee has been made aware of the required standards of conduct. This may have occurred either formally or informally or be an implied aspect of the employee's contract of employment.
- Before addressing a case where an employee is not performing to the required standard of conduct, you should have:
    - clear evidence or examples to demonstrate that the employee's conduct is unsatisfactory, and
    - prepared yourself to remain objective to effectively counter the employee's possible negative reaction.
- When approaching the employee about the need to meet:
    - do not make the employee feel threatened,
    - approach the employee respectfully and discreetly making sure that they do not lose face in front of work colleagues,
    - let the employee know the purpose of the meeting, and
    - invite them to bring a support person, who may be a union representative, with them.

At the meeting:

- Provide the employee with details of the specific allegations and ask for their response to the allegations or their explanation for the events. (e.g., failing to treat Mrs XYZ with courtesy and respect on Saturday 15th August 2020 by calling her an abusive name).
- Ask the employee to respond to each example and carefully record and consider the responses. The responses may require further investigation. If further investigation is required, then conduct those investigations and put all matters to the employee before proceeding.
- Seek to ascertain any underlying cause of the problems. There may be personal or other workplace issues impinging on the employee's capacity to perform to the required standards. In these circumstances seek to address and agree on solutions to these issues, but at the same time reiterate your expectations.
- Take some time out to consider whether the employee's responses excuse the poor conduct and consider any reasons, excuses or mitigating circumstances.
- If the employee's responses are satisfactory, then terminate the meeting and take no further action.
- If you consider the responses unsatisfactory, inform the employee of the following:
    - That in your view, the responses do not justify the poor conduct, and this is a formal verbal warning.

    - In clear terms, the conduct standards that are required.
    - That failure to improve and achieve the required standards of conduct will lead to further formal action.
    - That their conduct will be reviewed within a specified time, or earlier if other serious matters arise.
    - Discuss with the employee any measures that are necessary to improve the conduct, such as, further training.
- Conclude the meeting, ensuring that:
    - The employee clearly understands the issues that have been discussed and what is required of them.
    - A plan of action has been mutually agreed (if possible) that meets your needs and the employee.
    - You have offered your assistance but have not allowed the employee to shift responsibility back to you.
    - You have invited the employee to notify you if they encounter any obstacles or barriers to meeting the required standards.
- Monitor performance on a regular basis and conduct another formal interview at the end of the specified review period, or earlier if other serious matters arise.
- If there is no satisfactory improvement and circumstance warrant it, repeat the process outlined above.

Whistleblowing

Australian Deer Association is committed to the highest standards of legal, ethical and moral behaviour. We will not tolerate unethical, unlawful or undesirable conduct.

This policy outlines our commitment to maintaining an environment in which our employees, contractors and the employees of our contractors, suppliers and the employees of our suppliers, or the relatives or dependants of these people, can report, without fear of retaliatory action, concerns about any serious instances of wrongdoing that they believe may be occurring in Australian Deer Association.

Interaction with Other Policies

This policy is not intended to replace other reporting processes, such as those for dispute resolution, grievances, equal opportunity, discrimination, harassment or bullying; except where the issue is a serious matter where existing reporting systems have failed to process the issue or processed it in an inappropriate, unfair or biased manner.

Whistleblowing Definition

Whistleblowing is defined as:

> *"the deliberate, voluntary disclosure of individual or organisational wrongdoing by a person who has or had privileged access to data, events or information about an actual, suspected or anticipated wrongdoing within or by an organisation that is within its ability to control."*

Wrongdoing includes any conduct that:

- is dishonest, fraudulent or corrupt,
- is illegal, such as theft, drug sale or use, violence, harassment, criminal damage to property or other breaches of state or federal legislation,

- is unethical, such as dishonestly altering company records or engaging in questionable accounting practices, or wilfully breaching Australian Deer Association's code of conduct or other ethical statements,
- is potentially damaging or dangerous such as unsafe work practices or substantial wasting of resources,
- may cause financial loss to Australian Deer Association or damage its reputation, or be otherwise detrimental to Australian Deer Association's interests, or
- involves any other kind of serious impropriety.

Reporting a Matter

Any employee/volunteer/contractor that detects or has reasonable grounds for suspecting wrongdoing is encouraged to raise any concerns with their Manager through regular reporting channels.

The Manager must report the allegation to the Managing Director/CEO, who is responsible for ensuring the matter is properly dealt with; which may include appointing an external investigator to inquire into the allegations.

Where the whistle-blower does not feel comfortable in reporting to their Manager, or where the whistle-blower has previously done so and believes no action has been taken, or where the whistle-blower wishes to remain anonymous, matters may be reported directly to the Managing Director/CEO.

In the case of alleged or suspected wrongdoing involving senior Australian Deer Association management, then the whistle-blower may contact our external whistle-blower officer. The external whistle-blower officer designated to receive reports of alleged or suspected wrongdoing is George McKenzie – contact via 0428 842 536

Investigation of Allegations

All reports of wrongdoing will be thoroughly investigated. The investigation will be conducted in a fair and impartial way, following the principles of natural justice, which means the investigation will be conducted without bias and that any person against whom an allegation is made will be given the opportunity to respond.

At the end of the investigation, the investigator will report their findings to the Managing Director/CEO, who will determine the appropriate response. Australian Deer Association is committed to implementing the findings and recommendations of any investigation to rectify any wrongdoing as far as are practicable in the circumstances.

Where issues of discipline arise, the response will be in line with the Australian Deer Association Discipline Procedures.

Confidentiality of Whistle-blower's Identity & Whistleblowing Reports

If a person makes a report of alleged or suspected wrongdoing under this policy, Australian Deer Association will endeavour to protect that person's identity from disclosure.

Generally, Australian Deer Association will not disclose the person's identity unless:

- the person making the report consents to the disclosure,
- the disclosure is required or authorised by law, and/or
- the disclosure is necessary to further the investigation.

Generally, reports made under this policy will be treated confidentially. However, when a report is investigated, it may be necessary to reveal its substance to people such as other Australian Deer Association personnel, external persons involved in the investigation process and, in appropriate circumstances, law enforcement agencies.

At some point in time, it may also be necessary to disclose the fact and the substance of a report to the person who is the subject of the report. Although confidentiality is maintained, in some circumstances, the source of the reported issue may be obvious to a person who is the subject of a report.

Australian Deer Association will also take reasonable precautions to store any records relating to a report of wrongdoing securely and to permit access by authorised persons only.

The unauthorised disclosure of information relating to a report, the identity of the Australian Deer Association employee/volunteer/contractor that has made a report of wrongdoing, or information from which the identity of the reporting person could be inferred will be regarded seriously and may result in disciplinary action, which may include dismissal.

Communication with the Whistle-blower

Once the investigation is completed, a verbal report will be made to the whistle-blower. This report will explain the findings and actions taken to the fullest extent possible within commercial, legal and confidentiality constraints. Where the whistle-blower chooses to remain anonymous, alternative arrangements may be made for providing a verbal report of the outcome of the investigation to that person.

All whistle-blowers must maintain the confidentiality of all such reports, and not disclose the information to any person.

Whistle-blower Protection

Whistle-blowers that report matters in good faith, and provided they have not been involved in the conduct reported, will not be penalised or personally disadvantaged because they have reported a matter, by any of the following:

- dismissal,
- demotion,
- any form of harassment,
- discrimination,
- bias, or
- threats of any of the above.

A whistle-blower who believes they, or their family, have been the victim of any of the above because of their status as a whistle-blower, should immediately report the issue to the Managing Director/CEO.

Any employee or manager who is found to have dismissed, demoted, harassed, or discriminated against a whistle-blower because of their status as a whistle-blower, may be subjected to disciplinary measures, including dismissal.

Whistle-blower Involvement

A whistle-blower, who has been involved in the reported conduct, may still be provided with immunity from Australian Deer Association initiated disciplinary proceedings by agreement with the Managing Director/CEO. Australian Deer Association has no power to provide immunity from criminal prosecution.

Not Acting in Good Faith or False Reporting

Where it is established by the investigator that the whistle-blower is not acting in good faith, or they have made a false report, then they will be subjected to disciplinary proceedings, including dismissal.

While not intending to discourage whistle-blowers from reporting matters of genuine concern, it is strongly suggested whistle-blowers ensure as far as possible that reports are factually accurate, complete, from first-hand knowledge, presented in an unbiased fashion (and any possible perception of bias of the whistle-blower is disclosed), and without omitting any facts.

Management of a Person Against Whom a Report is Made

Australian Deer Association recognises that individuals against whom a report is made must also be supported during the handling and investigation of the report. Australian Deer Association will take reasonable steps to treat fairly the person who is the subject of a report, particularly during the assessment and investigation process.

Generally, the investigator must ensure that the person who is the subject of any report that is investigated:

- is informed as to the substance of the allegations,
- is given the opportunity to answer the allegations before any investigation is finalised,
- is informed about the substance of any adverse comments that may be included in any report arising from the investigation before it is finalised, and
- has their defence set out fairly in any report.

Where the allegations in a report have been investigated, and the person who is the subject of the report is aware of the allegations or the fact of the investigation, the investigator must formally advise the person who is the subject of the disclosure of the outcome of the investigation.

Review of Policy

This policy and the actions outlined above will be reviewed by *(Note: insert a date two years from today in this section – most policies of this type have a two-year review timeframe)* unless required earlier because of changes to the risk profile of the workplace or relevant legislation. If necessary, further changes and actions may be introduced to ensure that whistle-blowers are protected.

Chapter 5: Safety & Security

Workplace Health & Safety

We at Australian Deer Association believe that a safe and secure workplace is important and that we need to comply with Workplace Health and Safety laws. We aim to provide you with a working environment that does not pose significant risks to your health or safety.

No action or task is so important that you cannot take the time to do it safely. If you do not comply with the rules and procedures, disciplinary action may be taken.

You need to report to your Manager any accidents, incidents or hazards arising during your employment.

If you have any concerns about your safety or the safety of others in the workplace, you are to report them to the Workplace Health and Safety Officer or your Manager who will take all practicable steps to provide and maintain a safe work environment.

Managers

Managers are responsible for all aspects of Workplace Health and Safety, including the following duties:

- Compliance with appropriate legislation, codes of practice and Australian Deer Association policy.
- Implementing Australian Deer Association's Workplace Health and Safety procedures and insisting on safe and environmentally responsible work practices at all times.
- Assisting in the identification and preparation of work procedures.
- Providing and adopting a safe system of work while ensuring safe plant and equipment are used.
- Ensuring clients and contractors are not exposed to risks to their health and safety.
- Monitoring and reviewing compliance with procedures and working conditions on a continuing basis.
- Preparing and participating in Workplace Health and Safety meetings and Workplace Health and Safety programs.
- Ensuring the Workplace Health and Safety of each of Australian Deer Association's employees.
- Ensuring sufficient employees are assigned to carry out the tasks safely.
- The induction of new employees about safe work methods and practices.
- Ensuring employees are competent to carry out the tasks requested of them and training employees in safe operating procedures.
- Providing and maintaining adequate safety equipment and personal protective equipment.
- Assisting the investigation of near misses, hazards, accidents and injuries to ensure identification of hazards and correction of unsafe practices and methods.
- Assessing all risks before work starts on new areas of operation, for example, buying new equipment and setting up new work methods, and regularly reviewing these risks.
- Provide employees and contractors with adequate facilities (such as clean toilets, cool and clean drinking water, and hygienic eating areas).
- Reviewing and actioning Workplace Health and Safety reports and inspections and initiating rectification where necessary.

Australian Deer Association's Workplace Health and Safety Officer

Australian Deer Association's Workplace Health and Safety Officer is responsible for duties including:

- Assisting Managers to develop and implement Workplace Health Safety and Rehabilitation procedures.
- Communicating company safety performance to the Managing Director/CEO.
- Providing advice and assistance on Workplace Health and Safety to all employees.
- Participating in the planning and design stages of new activities or refits to ensure safety considerations.
- Monitoring Workplace Health and Safety legislative requirements.
- Monitoring compliance with safe work procedures.
- Co-ordinating rehabilitation for injured employees.
- Reviewing safety reports and inspections.
- Preparing and participating in safety meetings and programs.
- Facilitating safety training.
- Insisting on correct and safe practices at all times.
- Preparing and conducting safety inductions.
- Investigating and developing new Workplace Health and Safety initiatives.

- Conducting accident/incident investigations.
- Leading by example and promoting Workplace Health and Safety at every opportunity.
- Facilitating the maintenance of all records as required under the Workplace Health and Safety legislation.
- Participating in regular workplace inspections and audits and ensure that any improvements resulting from such an inspection/audits are actioned in the required time frame.

Team members

Your responsibility:

- Working safely and observing all Workplace Health and Safety instructions from Managers, Australian Deer Association policies and procedures.
- Using safety devices and personal protective equipment as directed by your Manager.
- Maintaining safety devices and personal protective equipment in an operational and hygienic condition at all times.
- Promptly reporting to your Manager any work accident, injury or Workplace Health and Safety problem.
- Reporting to your Manager any situation you believe is a work hazard or an unsafe practice.
- Contributing to the health and safety of fellow employees and non-employees at the workplace.
- Not wilfully or recklessly interfering with, or misusing anything provided for Workplace Health and Safety at the workplace.
- Not wilfully placing at risk the Workplace Health and Safety of any person in the workplace.
- Not wilfully injuring yourself.

If You Are In An Accident Or Are Injured

If you have an accident, you are required to notify your Manager and then complete an *Incident Form.*

If you are injured at work, travelling to or from work, or injured while you are travelling for work, you must notify your Manager as soon as possible. If there are medical expenses involved due to the injury or time lost from work, these costs may be recovered by Work Cover upon lodging a claim form. A doctor's certificate is required when Workers' Compensation is claimed.

Manual Handling

Back injuries and strains caused by lifting are a common problem. They easily occur from simple manual tasks such as:

- carrying or holding items,
- lifting, pushing, pulling or holding loads,
- working in a fixed position with a bent back,
- sitting or standing continuously,
- driving vehicles for long periods,
- repetitive tasks such as reaching to lift or lower objects, and
- working in awkward positions involving bending or twisting your body to reach items.

To reduce the risk of manual handling injuries:

- Always ask for help and/or use a trolley if the load is heavy or awkward.

- Place one foot beside the load, and the other slightly behind it.
- Bend your knees, keep your back as straight as possible (not necessarily vertical) and hold the load close to your body with both hands.
- Lift the load to waist level by straightening your knees. Keep your elbows close to your body.
- Don't twist your body while handling the load. Turn by moving your feet.
- Put the load down using the same principles - back straight and bend the knees.
- Use trolleys or other lifting aids appropriate for tasks where possible.
- Load trolleys in a way that minimises the risk of goods falling. Don't overload.
- Push trolleys rather than pulling them toward you. Ensure the load does not obscure the path in front of you.
- Keep aisles clear to avoid falls or trips.
- Reorganise work areas so items are within the waist to shoulder range and you are not repeatedly lifting and lowering objects. Frequently used and heavy items must be stored between mid-thigh and shoulder height and must not require an excessive vertical reach.
- Ensure you are correctly seated at your desk if working for long periods of time – feet supported, chair at the correct height for you with adequate back support.

Mental Health

According to government research, at any given time, one in five Australian employees are likely to be experiencing a mental health condition – most commonly anxiety and depression.

This means that a percentage of our employees will be experiencing a mental health condition at any given time. Like any health condition, anxiety and depression can affect an employee's ability to work. Mental health conditions impact on Australian Deer Association in terms of absenteeism reduced productivity and compensation claims.

Furthermore, our workplace can affect the mental health of our employees, and visa versa. A mentally healthy workplace can improve staff morale and engagement, reduce staff turnover and improve interpersonal relationships among employees, resulting in fewer conflicts and complaints. Workers' compensation claims are also halved in organisations that provide support.

Staying at work can play a vital role in the recovery of someone who has experienced a mental health condition, helping build self-esteem, confidence, coping skills and promote social inclusion. At the same time, Australian Deer Association retains valuable skills and experience, avoiding the costs associated with retraining or hiring new employees.

Legal responsibilities

While a mentally healthy workplace offers many benefits, Australian Deer Association also has a range of legal responsibilities we must fulfil about workplace health and safety and employee rights.

Discrimination

The Disability Discrimination Act 1992 requires us to ensure our workplaces do not discriminate against or harass employees with a disability, which includes mental health conditions. We are also required to make reasonable adjustments to meet the needs of employees with mental health conditions.

Work health and safety

WH&S legislation requires us to ensure (as is reasonably practicable) that our workplaces are both physically and mentally safe and healthy. This legislation also acknowledges that employees have a responsibility for their own health and safety.

We also have additional responsibilities under relevant legislation relating to the return to work process if the employee is involved in a workers' compensation claim.

Privacy

Privacy legislation requires us to ensure personal information about an employee's mental health status is not disclosed to anyone without their consent.

Fair work

We are required under Commonwealth industrial law to ensure our workplace does not take any adverse action against an employee because of their mental health condition.

Signs of Depression and Anxiety in a Workplace

There are some common signs and symptoms of depression and anxiety to be aware of. Also, there are some workplace behaviours to look out for, such as an employee who is:

- finding it difficult to concentrate on tasks,
- turning up to work late,
- feeling tired and fatigued,
- being unusually tearful or emotional,
- getting angry easily or frustrated with tasks or people,
- finding it difficult to meet reasonable deadlines,
- finding it hard to accept constructive and well-delivered feedback,
- having difficulty managing multiple tasks or demands,
- drinking alcohol to cope,
- appearing restless, tense and on edge,
- avoiding certain workplace activities such as team meetings,
- becoming overwhelmed or upset easily,
- finding it hard to make decisions, or
- referring to being constantly worried and appearing apprehensive.

Work-Related Stress

When work-related stress is prolonged or excessive, it can be a risk factor for anxiety or depression. Managers can reduce work-related stress by asking employees about factors that cause stress and acting to reduce or eliminate these so far as is reasonably practicable.

Potential causes of work-related stress include:

- working long hours or overtime, working through breaks or taking work home,
- physically, mentally or emotionally demanding work,
- work that is monotonous and dull and does not utilise a worker's range of skills,
- time pressures, including inadequate time and resources to complete jobs satisfactorily,
- poor support from managers and/ or co-workers,

- lack of role clarity,
- bullying, harassment and discrimination,
- poor communication,
- job insecurity,
- low levels of recognition and reward, or
- poorly managed change.

Managers Guide to Mental Health

Reaching out and being supportive is a key way of looking out for your employees. It is not your role to diagnose or provide counselling to employees with mental health issues. It is your role to assist the person to get help if they need it.

It's essential to speak to the employee if:

- you are concerned about their mental health or well-being,
- their work standards or relationships are being compromised,
- the person is a danger to themselves or others, or
- you hear that they are feeling suicidal or planning to end their life – take this very seriously and encourage them to seek support immediately.

If they don't want to talk about it, respect their choice, but leave the door open for further discussion.

It is important to note that managers are also permitted to enquire about a person's mental health status if the information is required for a 'legitimate' purpose. For example, it might be legitimate to ask an employee questions about their medication if the job involves operating machinery.

Other cases in which questions may be legitimate include:

- determining whether the person can perform the inherent requirements of the job,
- identifying if any reasonable adjustments may be needed, or
- establishing facts for entitlements such as sick leave, superannuation, workers' compensation and other insurance.

Care must also be taken to ensure that any private information collected in the workplace remains confidential, protecting the information against improper access and disclosure.

Supporting a Team Member Return to Work or Stay at Work

Because everyone's circumstances are different, a plan to help someone with mental health issues return to work or stay at work needs to be tailored to the individual, workplace and role.

Some strategies may include:

- seeking written permission from the employee to speak to their treating health professional about how Australian Deer Association can support their recovery,
- exploring the possibility of the employee staying at work before assuming they will need time off,
- developing a work plan together to provide clarity on roles, responsibilities and any reasonable adjustments to support the employee's recovery. Adjustments might include allowing time off to attend appointments, shift or location changes, reducing workload or specific tasks, or modifying the employee's working hours,
- managing absences where required and reviewing the workloads of other employees to ensure they are not unfairly burdened by the change,
- communicating with the rest of the team about why some adjustments have been made, in a way that protects the employee's privacy and meets confidentiality requirements. Discuss with the employee how and what they would like others to be told,

- keeping in touch with the employee during periods of leave and supporting them on their return. This might include a return to work plan, developed collaboratively, and regular problem-solving meetings between you and your employee.

Fire

The safety of our clients and employees is our primary concern in the event of a fire in the building. Ask your Manager the location of your evacuation assembly area.

A fire drill for evacuating the building is conducted by the Manager every six months.

Firefighting equipment must not be moved or tampered with by any person. Only authorised, trained personnel are permitted to handle fire-fighting equipment, except in the case of an emergency.

Firefighting equipment, fire exits, escape routes and fire service points must always be kept clear.

If you use a fire extinguisher, whether it is empty or not, do not hang it back up. Lay the extinguisher on its side and report it to your Manager.

Fire hoses are not to be used for any purpose other than firefighting; they are not to be used for washing down, cooling or other non-fire related tasks.

Procedures in a Fire

Follow these procedures when there is a fire in the building, or if a nearby fire threatens the building:

- Notify the Fire Brigade immediately by dialling 000. Don't assume that because a fire alarm or automatic sprinkler system is operating, that the Brigade knows of the fire.
- Contact your Manager and carry out their instructions.
- Only try to put the fire out if it is safe to do so. Be particularly cautious if the fire is near potentially highly flammable materials, such as perfumes, hairsprays, etc. Use the PASS code when using extinguishers – Pull the pin, Aim the extinguisher at the base of the fire, Squeeze the trigger and Sweep back and forward across the fire.
- Notify clients of the need to evacuate the area - don't use the word 'fire'.
- Guide clients to the most appropriate exit, particularly if it is not in the public area of the building.
- Stress that clients should walk quickly (but not run) to your nominated assembly area.
- Ensure that all clients have been evacuated before leaving the building yourself. Check toilets, meeting rooms, lunch areas, etc. if it is safe to do so.
- Assist mobility-impaired persons to the evacuation area.
- Notify adjoining businesses or buildings of the fire risk.
- Follow building procedures about securing cash, if it is safe to do so.
- Turn off all electrical equipment, if it is safe to do so.
- One person should take the visitors log book to the assembly point and put on the answering machine.
- Evacuate with a minimum of personal material. (In a bomb threat situation, take all your personal material.)
- Where possible close doors and windows on departure. (In a bomb threat situation open all doors and windows.)
- If the room is full of smoke, keep low to the floor when evacuating. Test doors with the back of your hand before opening them in case there is fire on the other side of the door.
- Keep all building exits/entrances clear at all times.
- Obtain statements and/or contact details from any witnesses before they leave the area.

- Help the Manager complete an *Incident Report* as soon as it is possible to do so.
- As far as possible, all employees/visitors should remain in the assembly area until the situation is stabilised. Under no circumstances should employees or clients be permitted to go back into the building for any reason, until advised safe to do so.
- All media enquiries are to be handled by the Managing Director/CEO.
- Stocktake any emergency equipment used and arrange repairs.

Fire Wardens

Fire wardens are appointed by the Manager to implement the agreed emergency procedures as required. Each building requires a minimum of one warden in addition to the Building Warden (which is usually the Manager).

Fire Wardens must attend Emergency Preparedness training every two years.

When appointed, Fire Wardens should:

- Familiarise themselves with the area they represent,
- Note all means of escape from their section,
- Know the locations of hose reels and extinguishers,
- Be familiar with the operation of installed firefighting equipment,
- Instruct section employees in the safe evacuation of persons from the building,
- Conduct employees roll calls at assembly points and report any absences to the Building Warden (if applicable), and
- Never endanger their own life when carrying out Fire Warden duties.

Fire Wardens' duties may include:

- Assuming control in the absence of the nominated Building Warden.
- Raising the alarm, by operating manual break glass alarms, or by contacting the Building Warden.
- When directed, guide occupants to the assembly area.
- Assisting mobility impaired people.
- Operating first-attack fire-fighting equipment (e.g.) fire extinguishers and hose reels, or instigating emergency procedures.
- Ensuring fire/smoke doors are closed properly.
- Searching a floor or area to ensure nobody has been left behind - this includes checking toilets.
- Searching a floor or area for suspicious articles (if a bomb threat).
- If directed, meet Emergency Services personnel on arrival at their floor.

Fire Wardens Duties in a Fire

- Don't panic – remain calm.
- Inform the Building Warden.
- Put your agreed Fire Warden plan into action.
- Put on the Yellow Fire Warden Hard Hat to identify yourself as Fire Warden.
- Commence checking all rooms for immediate hazards and alert people to evacuate to the assembly point using the fire escape exits. Request that they do so in a calm manner. Remember to check all rooms, including offices, meeting rooms, toilets (male, female, disabled), showers, buildings, etc.
- Do not open doors with hot door handles or smoke emitting.
- If the area is smoky – try to keep below the smoke and proceed immediately to the fire exit.

- Isolate the incident by closing all possible doors.
- Attempt to extinguish the fire or control the emergency having due regard to your safety.
- Report to the Building Warden after your area is evacuated, and act on any instructions.
- Do not allow anyone to enter the fire-affected area.
- When the "all clear" is given, take advice from Emergency Services (e.g. you may be required to advise evacuees they may return to the building).

Problems Fire Wardens Might Face

Locked Doors – Knock loudly and announce who you are. If there is no response - consider the room empty and proceed to the next room.

Difficult People – If people refuse to evacuate the building, ensure the person has been clearly advised they are required to evacuate the building because of an emergency. If they still refuse to evacuate, notify the Building Warden who will advise the Officer-in-Charge of the Emergency Service who, at their discretion, may take the appropriate action under the law to remove the person. Move on and continue checking rooms. Report the names of difficult people to the Manager for disciplinary action later.

Injured People – Seek First Aid assistance and/or an Ambulance. Use the closest available means of communication in this instance and give clear location details.

Wardens Absent – If other wardens are unavailable, you may have to check your rostered area as well as their area.

Perceived Risk to Yourself - Never endanger your own life. Take advice from the Building Warden and/or evacuate the building.

Not Currently in Your Rostered Area – You may wish to return to your area to perform your tasks however only do so if it is safe to do so, and if it is on a lower floor than where you are.

Mobility / Other Impaired Persons - On the sounding of the Alert Alarm, mobility and other impaired persons should be advised of the alarm. Nominate other employees to assist the impaired persons if an evacuation is ordered.

Fire Wardens - Non-Emergency Duties

Fire wardens also have non-emergency duties. Fire Wardens are required to regularly review and report to the Building Warden that:

- All passageways and fire exits are clear. No packaging material, furniture, etc. should be stored in such a way as to obstruct an emergency.
- Extinguishers are correctly indicated, mounted and charged.
- Hose reels, hydrants and hoses are in good order.
- Exit signs are illuminated and unobstructed from view.
- All hazardous materials kept in their area are identified, are kept to a minimum and stored correctly.
- That there is a large working torch in each area.
- Excess quantities of combustible materials are not accumulating anywhere on the premises.
- Extra care is taken with the use and maintenance of office/heating equipment.
- Fire and smoke doors are kept shut except during use, and the self-closing mechanism is in operational order. (The door should close automatically, and they should not be held open by wedges, rocks, chairs, etc.).

First Aid

Australian Deer Association is equipped with a First Aid kit and has registered First Aid staff. In a medical emergency, the employee with the most senior First Aid training should take responsibility for any treatment necessary at the scene.

In any accident involving clients or employees:

- Immediately inform your Manager, who will arrange First Aid and call for medical assistance as necessary, including calling an ambulance if required by dialling 000.
- If the person has fallen and cannot rise unassisted, don't try to move them unless staying in the same position will result in further injury.
- Spend time with the victim, being sympathetic and caring. Ask the victim and any witnesses what occurred and note down any comments.
- Do not admit responsibility, apologise or argue about the cause of the accident. Do not suggest Australian Deer Association will take care of medical or hospital bills.
- Don't suggest medical treatment - let the victim decide whether this is required. If the victim is unconscious, an ambulance should be called immediately.
- Stay with the victim until relieved by First Aid or medical assistance.
- Reduce the risk of infection by washing your hands with soap and water or an alcohol-based hand sanitiser before and after administering first aid.
- If blood or bodily substance spillage has occurred, disposable gloves and protective eyewear should be worn to prevent infection. If any part of the body of a person administering first aid is exposed to blood or bodily substances, it should be immediately washed, and the matter reported to the Manager.
- Any items that are soiled with blood or bodily substances should be placed in plastic bags and tied securely. Sharps, including scissors and tweezers that have come in contact with blood or bodily substances, should be disposed of in a rigid-walled, puncture-resistant container.
- Secure the accident scene to prevent further accidents occurring. Inspect the scene for any evidence of the cause of the accident.
- Help your Manager complete an *Incident Report* as soon as possible.
- If the matter is likely to give rise to an insurance claim, notify Australian Deer Association Insurance on 03 9613 1493.
- If an employee has been injured and requires external medical treatment, please contact the Manager as soon as possible to obtain WorkCover forms.
- All media enquiries are to be handled by the Managing Director/EO.
- Stocktake any first aid equipment used and arrange any repairs.

Workplace Rehabilitation

Australian Deer Association recognises that there are substantial benefits from the workplace rehabilitation of injured employees. Workplace rehabilitation assists in the healing process and helps rebuild the employee's function.

Workplace rehabilitation includes the early provision of timely and adequate services, including suitable duties programs, and aims to:

- maintain injured or ill employees at work,
- ensure the employees earliest possible return to work, or
- maximise the employees independent functioning.

Australian Deer Association is committed to:

- Providing a safe and healthy work environment, but in the event of an injury or an illness, making sure workplace rehabilitation is started as soon as possible in accordance with medical advice.
- Ensuring appropriate, suitable duties are made available to injured or ill employees to facilitate their safe and early return to work. These duties must be medically approved and will be time-limited.
- Respecting the confidential nature of medical information and ensuring there is both verbal and written confidentiality.
- Ensuring all employees are aware that, in the event of injury or illness, they will be consulted to ensure a structured and safe return to work that will not disadvantage them.
- Complying with legislative obligations concerning the standard for rehabilitation.
- Adopting a multidisciplinary approach to rehabilitation as required.

The Manager is Australian Deer Association's Rehabilitation Coordinator.

The Role of the Injured Team member

Responsibilities:

- To apply for workers' compensation.
- To advise their doctor about the availability of workplace rehabilitation.
- To ask their doctor to complete a Work Capabilities Checklist (if required).
- To actively participate in workplace rehabilitation.
- To maintain communication with the employer/Rehabilitation Coordinator about relevant issues related to their compensation claim.

Rights:

- To worker's compensation for work-related injuries accepted by the insurer.
- To choose their doctor.
- To authorise our Rehabilitation Coordinator to contact their doctor for advice on suitable duties.
- To confidential, safekeeping of personal information.
- To be provided with suitable duties, if practicable.
- To be consulted in the development of a rehabilitation and/or suitable duties plan.
- To union representation if desired.
- To ask for a review of decisions with which they do not agree.
- To have access to an impartial grievance mechanism, which is accessed in the first instance by raising the grievance with the Rehabilitation Coordinator for resolution or escalation.

The Role of the Rehabilitation Coordinator

- To ensure an efficient system exists for immediate reporting of injuries to enable early employee contact regarding rehabilitation, to comply with employer's duty to report the injury to the insurer and to ensure confidentiality of information received.
- To develop, coordinate and monitor workplace rehabilitation strategies for injured employees (this may include rehabilitation plans and suitable duties plans) and to ensure treating doctor approval for all plans (by the doctor signing the plans and any amendments).
- To educate all employees about the Workplace Rehabilitation Policy and Procedures, and what to expect when an injury occurs. To educate Managers regarding their role and responsibilities for rehabilitation. To ensure education is part of a new employees' induction process.

- To promote Australian Deer Association's Workplace Rehabilitation Program internally to maintain employees' commitment; and externally, to local doctors to build a good working relationship and gain their trust and assistance.
- To keep a file for each employee undertaking rehabilitation, including all documents, correspondence and accounts and to ensure confidentiality of both verbal and written information.
- To keep accurate and objective case notes of all communications, actions and decisions, and reasons for actions and decisions and to sign and date each notation.
- To maintain relevant statistics regarding workplace rehabilitation.
- To ensure currency of the Workplace Rehabilitation Policy & Procedures and their Rehabilitation Coordinator accreditation.
- To provide injured employees with the opportunity to give feedback on the rehabilitation system and to document this feedback.

The Role of Managers / Team Leaders

- To actively assist the Rehabilitation Coordinator in identifying and coordinating suitable duties.
- To adjust workplace procedures and rosters to enable the successful implementation of the plan.
- To monitor the injured employee's progress in relation to suitable duties.
- To offer support and encouragement to any injured employee.

The Role of Co-Team Members

- To offer support and encouragement to injured employees.

Domestic & Family Violence

Australian Deer Association believes that domestic violence is unacceptable and that everyone has the right to live free from fear, violence and abuse in any form.

We acknowledge that while it is mainly women who experience domestic violence, this policy applies equally to men or women and men in same-sex relationships who need advice or support.

We recognise that domestic violence occurs in every part of the community and may affect employees both directly and indirectly in the workplace. Domestic or family violence becomes a workplace issue when it impacts on the work performance, productivity or safety of an employee or their co-workers.

During domestic violence, the perpetrator may make it difficult for an employee to get to work; they may harass them at work or when they arrive or leave, or they may target the person at work to get them fired or force them to resign. The most common forms of domestic violence experienced at work are abusive telephone calls, text messages and emails. The perpetrator may also harass or abuse co-workers or have someone else injure, intimidate, harass or threaten the employee, or damage the employee's property.

Safety & Support

Our paramount consideration is ensuring the safety, health and well-being of our employees and acting to reduce the potential for domestic violence in the workplace.

Our provisions for employees experiencing domestic violence are aimed at protecting confidentiality, providing appropriate support and preventing employees from being treated less favourably if they tell us what is happening.

We understand that domestic violence issues may be difficult to discuss in the workplace. Managers and colleagues have a responsibility to respond sensitively. Information about domestic violence is considered sensitive personal information and may only be disclosed by consent of the employee concerned; or as required by law for example, by a court order or to protect the health and safety of employees or our clients.

Team members experiencing domestic violence, and co-workers affected by their colleagues experiencing domestic violence, can access our Employee Assistance Service for confidential counselling and support.

If You Are Experiencing Domestic Violence

If you are experiencing domestic violence, you have the right to choose whether you disclose details of your personal circumstances and to whom.

Where possible, we encourage you to discuss the matter with your manager as they will usually need to be involved in developing any practical arrangements needed to support you such as arranging leave, making workplace adjustments or preparing a workplace safety plan.

Confidentiality

Information that you disclose will be kept confidential.

To support your application for leave or working arrangements, we may need to request supporting documentation such as a letter from your doctor, counsellor or support staff, or records from police, court or hospitals.

All written information you produce will be kept in a secure file separate from your personnel file. Access to this information will be on a strict need-to-know basis.

Leave

Team members who are experiencing domestic violence may access leave to attend medical appointments and counselling, attend legal proceedings, seek safe housing, visit legal advisors or support agencies, for re-housing or re-organising childcare or for other relevant appointments or matters.

Team members covered by industrial awards are entitled to 5 days unpaid family and domestic violence leave each year, available from their first day of employment with us, under the terms outlined in their award.

You can also take annual leave, sick or carer's leave depending on your situation.

Applications for leave under these provisions will not be unreasonably refused.

If you need to take unpaid domestic and family violence leave, you may need to provide your manager with evidence that the leave was taken for the purpose specified. The type of evidence that is acceptable include:

- Documents issued by the police service.
- Documents issued by a court.
- Family violence support service documents.
- A statutory declaration.

Requests for Changes to Working Arrangements

Team members experiencing domestic violence may request changes to work practices or arrangements which may include but are not limited to:

- **Working times or patterns** — changes to starting and finishing times, reduced hours, part-time work, working from home, compressed work weeks.
- **Work practice changes** — changes to telephone numbers, email addresses, having calls and emails screened and recorded, removal of details from directories.
- **Work duties changes** — changes to specific duties to avoid potential contact with the perpetrator while they are at work if they are a fellow employee.
- **Temporary relocation** — relocation to another workplace or safer location within the workplace.

Workplace Safety Plans

Team members experiencing domestic violence may identify their individual safety support needs in consultation with their manager. Safety plans may include but are not limited to:

- If the employee is absent, arranging an agreed method of communication for managers to confirm they are safe.
- Identifying a work contact and emergency contact if we become unable to contact the employee.
- Alerting reception and the police if the perpetrator enters or attempts to enter the workplace.
- Confirming the employee's arrangements for safely getting to and from home.
- Reviewing the security of personnel records.
- With consent, providing a copy of any existing family violence intervention order and/or a photograph of the perpetrator to the manager and reception area.
- Providing safety planning for managers and colleagues who may be approached by the perpetrator.
- Providing an escort to and from their car or public transportation.
- Locking entries and exits, and using keys or access cards to access employee-only areas.
- Ensuring visitor sign-in procedures are implemented for all visitors and tradespeople.
- Installation of door chimes to notify employees when someone enters the workplace.
- Installation of personal or fixed alarms (either audible or silent).
- Use of CCTV video surveillance and signs alerting visitors to the surveillance.
- Provision of regular security patrols.
- Provision of safe, clear and well-lit car parking spaces close to the entrance.
- Adjusting landscaping to remove places for people to hide.
- Training of employees and managers in how not to reveal the location and movements of the employee.
- Creating an emergency plan with processes for contacting police in case of emergency.
- Creating a reporting process for incidents and potential incidents.

Where the Perpetrator Is a Current Team Member

Australian Deer Association does not condone or tolerate the behaviour of employees who victimise, humiliate, undermine, threaten, intimidate, stalk, harass or use violence against others, including other employees, regardless of their relationship with that person.

Team members who misuse our resources such as phones, email, post and online services to threaten, harass or abuse other people will be dealt with under our Code of Conduct provisions. Their behaviour may also be a criminal offence and/or a breach of a domestic violence protection order and will be dealt with through the legal system.

Where this behaviour comes to our attention, it will be immediately investigated and the perpetrator subject to disciplinary action up to and including termination of employment.

Managers Guide to Domestic Violence

Where a Team Member Discloses Domestic Violence to You

- Take the time to listen and talk with your employee, ensuring discussions are held in a private area and that you respect the sensitivity of the information.
- Believe what the employee is telling you and understand that it is likely to be very difficult for them to talk about it.
- Respond with care, sensitivity and a non-judgemental approach. Avoid intrusive enquiries.
- Ensure that confidentiality is respected as far as possible
- Explore what the employee would like to have happen, and provide information about the support services that are available. Remember that it is important for the employee to remain as much in control of the process as possible.
- Recognise that the employee may need some time to decide what to do and may try many different options during this process.
- Explain that there may be a need to discuss the information with others if criminal activity or a risk to health and safety of the workplace is identified.
- A consequence of domestic violence may be deterioration in attendance and/or performance. Be sensitive to the impact of domestic violence when addressing attendance or performance issues.

If You Suspect Domestic Violence

If you suspect an employee may be abused, but they have not disclosed information to you, then:

- **Recognise**: Let the employee know what you have observed: "I noticed the bruises you had last week, and you look upset and worried today."
- **Respond**: Express concern that the employee might be abused: "I thought it was possible that you are being hurt by someone, and I am concerned about you."
- **Refer**: Make a statement of support: "No one deserves to be hurt by someone else. I have some information and resources that may be of help to you."

Workplace Violence

Australian Deer Association has zero-tolerance for violence and aggression towards our employees. We seek to create a workplace free of aggressive behaviour and violence and take all practicable steps to eliminate, as far as possible, workplace violence risks.

However, despite preventative measures, violence and aggression towards our employees may occur. If a violent incident does occur, we take positive action to minimise the impact of the event.

Escalating Aggression

Violent situations involving clients often follow a pattern of escalating aggression:

- annoyance;
- raised voice;
- verbal threats, physical gestures;
- actual physical violence.

Team members need to recognise these signs and try to de-escalate aggressive behaviour.

Abusive, threatening or harassing telephone calls at work

If you receive an abusive, threatening or harassing telephone call:

- Try to calm the person by acknowledging the feeling of frustration and get them to civilly explain their needs to enable you to provide help and guidance.
- If the behaviour continues, advise the caller that you cannot help them unless they are civil.
- If this does not work, warn the caller that you will hang up are unless they are civil.
- If the behaviour continues, hang up. Immediately notify your manager of the incident and complete any reporting forms or write down the details.
- For each call received, keep a personal log record of the time, details of the conversation and duration of the call, the gender of the caller, approximate age, and any other details such as accent, background noise, etc. The Police will require this information to be reported.
- Report the incident and any further calls to the Police Service for advice. Police have the power to trace the calls if warranted and take further action as required.

Verbal assault or threats from clients in our workplace

If a client threatens you or verbally abuses you:

- Withdraw from the situation immediately. Do not put yourself at risk or make the situation worse.
- Inform your manager immediately.
- Complete any reporting forms or write down the details.
- The manager needs to ensure that the threatened employee is not left alone at work or placed in situations at work where they could be at risk of repeated aggression.
- The manager should ensure that the employee is accompanied home or taken home by taxi if applicable, to reduce the risk of continued aggression away from the workplace. Such protection should be provided as long as there is a reasonable fear of repeated aggression.
- The incident should be reported to the Police (where appropriate).

Physical assault from clients in our workplace

If a client physically assaults you:

- If a duress alarm is in place, activate it.
- Withdraw from the situation immediately if possible. Do not put yourself or others at risk or make the situation worse.
- Take refuge in a safe place.
- Summon help if possible.
- If you cannot withdraw, you are entitled to use reasonable force to protect yourself.
- As soon as you can, withdraw to a safe place.
- If you are injured, seek medical assistance immediately.
- Contact the Police and notify your manager.

Undesirable behaviour from clients in our workplace

If a client behaves undesirably in our workplace:

- If a polite but firm request to cease the undesirable behaviour has no effect, ask the person to leave the building. Use the phrase - "*We would like you to leave the building please*".
- If they refuse to leave the building, call the police immediately.
- Inform the client that the police have been called.
- Inform your manager.
- Do not argue with the client or aggravate the situation.
- Do not touch or interfere with the client unless it becomes necessary to protect other clients or employees.
- If the client leaves the building before the police arrive, don't try to apprehend them. Immediately write down a description of the person, including height, weight, hair and eye colour, type and colour of clothing and any other identifying physical features. Provide this information to the police when they arrive.
- Complete an Incident Report.

Robbery or Hold-up

If you are involved in a robbery or hold-up, your primary concern should be ensuring your safety and the safety of our clients and employees.

Your secondary concern should be to do what you can to aid later identification of the offender - but only where it is safe to do so.

- Stay calm and quiet. Say to yourself "I will remain calm".
- Stand still and keep your hands above shoulders. If you need to lower your hands to follow the offender's instructions, explain your actions. For example, "I need to open this drawer to get the keys to the safe".
- Keep all movements deliberate and precise. Do not make any sudden movements.
- Do everything the offender tells you to do.
- Speak only when spoken to.
- Avoid eye contact and turn your body side on (it makes you seem less aggressive).
- Do not trigger audible alarms while the offender is on the premises. Trigger silent duress alarms only if it is safe to do so.
- Make a mental note of the offender's appearance (build, hair colour, race, age, any scars or tattoos, their speech).
- Note anything they touch.
- Note the height of the offender against the markings by the doors.
- Note the weapon used, and which hand it was held in.
- If safe, observe how the offender gets away - vehicle details, direction. Do not under any circumstances, chase or try to apprehend the offender.
- Immediately close and lock the building once the offender has left.
- Notify police by dialling 000 immediately after the offender leaves the premises.
- Notify the Managing Director/CEO.
- Ask any witnesses to remain at the scene until police arrive. If anyone insists on leaving, try to get their contact details before they leave.
- Team members and any client witnesses should complete a Description of Offender as soon as possible.
- Ensure the incident is recorded in an *Incident Report*.

- Call Australian Deer Association Insurance on 03 9613 1493.
- Call the Employee Assistance Service Australian Deer Association to arrange a Critical Incident Debrief.
- All media enquiries are to be handled by the Managing Director/EO.

Bomb Threats

Most bomb threats are hoaxes. However, until proven otherwise, all threats are to be treated as real.

The threat may be specific or non-specific:

Specific Threat - In this case, the caller will provide a more detailed warning statement, which might describe the type and placement of the device, the reason or motive and/or other additional specific information.

Non-specific threat - In this instance, they may make a simple statement to the effect that a device has been placed. Generally, very little, if any, additional detail is conveyed before the caller terminates the conversation.

If you receive a bomb threat over the phone:

- Take the threat seriously.
- Remain calm - try to record the exact wording of the caller and any distinctive background noises which might be used to identify the source of the call.
- Ask questions to find out:
    - where the bomb is;
    - what it looks like or what it is in;
    - what time it will detonate.
- Report the incident immediately to your manager.
- Assist as instructed to report the incident to the police and evacuate the area. If required to evacuate the building, don't tell clients about any bomb or threat - just advise them that everyone needs to leave the location quickly and quietly for safety reasons.
- Doors and windows should be left open, and employees should be required to remove all personal belongings, e.g. handbags, briefcases, etc. when evacuating. This will facilitate the identification of suspect objects.
- Ensure the incident is recorded in an *Incident Report*.
- Do not allow anyone to enter a bomb threatened building unless it has been authorised by the Building Warden with the Police or Fire Officer present.
- Ensure the incident is recorded in an *Incident Report*.

Riots & Civil Disorder

If you become aware of civil disorder, protest or demonstration occurring inside or near your building:

- Contact your manager.
- Alert members of the fire warden team. This may be by using runners or the telephone.
- Attempt to restrict access to the building or confine the disaffected group to a specific area by locking doors.
- Depending on the event, secure records and other valuable property (if it is safe to do so).
- Withdraw employees from contact or confrontation with the group.
- Remain calm and do not antagonise the group.

What to do after a violent incident

The actions you take after a violent incident depends on the nature and severity of the incident. Be aware that even seemingly minor incidents can cause emotional and psychological trauma, which may not be immediately evident.

- Provide first aid treatment for injured people and/or arrange for medical treatment for any serious injuries.
- Record details of the incident.
- Report the incident to the Managing Director/EO.
- Notify all crimes to the Police. Management cannot override this, nor should it interfere with any victim's wish to report less serious acts of aggression to the Police.
- Support employees and others involved:
    - provide a debriefing to affected employees;
    - allow employees time to recover - this may range from a few hours off work to much longer periods. Do not force employees to "get over it" and continue work. Doing so may place them at risk of further trauma and even another injury because they cannot concentrate on their tasks;
    - offer professional counselling.
- Acknowledge the incident and take steps to prevent a repeat occurrence. This includes investigating the causes of the incident and looking to see why your prevention measures, if any, did not work.
- Report serious violent incidents to relevant Workcover authority.

Environment & Waste Management

We believe in minimising the impacts of our business on the environment.

Environment

We are committed to reducing the impact of our business on the environment by:

- Minimising waste by evaluating our operations and ensuring they are as efficient as possible.
- Reviewing our systems and procedure to minimise the use of hazardous materials and to minimise the generation of waste.
- Driving a culture of continuous environmental improvement with a focus on water, fuel and energy efficiency.
- Understanding and managing our environmental risks to minimise or eliminate those risks
- Considering the full life cycle of our products and any products we purchase – from initial manufacture through to disposal.
- Actively promoting recycling, both internally and amongst our customers and suppliers.
- Complying with all applicable legal and regulatory requirements.

Waste Management

All employees and contractors have a responsibility to:

- Keep waste to a minimum.
- Segregate and dispose of waste correctly, according to its type and storage location (e.g. client information into confidential destruction bins or shredded).
- Use appropriate Personal Protective Equipment when handling waste and safely disposing of the equipment after use.

- Not overfill containers/bins and keep provided lids on containers/bins, except when being filled.
- Ensure that spills are cleaned up using the appropriate spill kits where applicable.
- Always perform tasks with the aim of reducing or minimising the amount or toxicity of waste produced.
- Never dispose of hazardous waste (such as chemicals) down the drain. Always follow the correct waste procedure for the material.
- Hazardous waste must always be labelled correctly and clearly.
- Seek the advice of your Manager if unsure of the correct method of waste disposal.
- Ensure that hazardous waste and combustible non-hazardous waste is stored out of contact with any possible ignition sources.
- Immediately report any hazardous waste conditions, including leaks and spills, to your Manager.

In the Event of a Waste Related Incident / Emergency:

- If safe to do so, act to reduce the amount of waste spillage/leakage.
- Call 000 if required.
- Report all incidents to your Manager.

Safe Disposal of Discarded Needles (Sharps)

There is a risk that employees may discover discarded needles and syringes (also known as sharps) in and around our business.

What to do if you find a discarded needle or syringe

If you find a discarded needle or syringe:

Assess

- Assess if the needle and syringe are in a place where they can easily be removed.
- If you don't want to dispose of the needle and syringe by yourself, or if it is in a difficult to access location, contact your manager for assistance.
- Mark and/or block off the area, so people are not at risk.

Remove

If you decide to remove the needle/syringe yourself:

- Collect a plastic sharps disposal container which is stored near the First Aid Kit, or a thick, hard plastic container with a screw top (e.g. a solid plastic juice or milk bottle). Do not use a metal tin, aluminium soft drink can or glass jar as it may break or may be recycled, creating injuries to waste collectors.
- Wear latex or rubber gloves. While they will not protect you from needlestick injuries, they will help create a clean barrier between you and the needle.
- Don't wear gardening gloves. They can hinder dexterity of picking up small objects, increasing the risk of needlestick injury.
- If there are multiple syringes, carefully separate them using a stick. Don't try to pick them up by a rubbish grabber or tongs as they may flick up.
- Put the sharps disposal container on the ground or flat surface near the needle. Don't attempt to carry the syringe to the container, or to hold the container while you dispose of the syringe.

The container must not be held by anyone when disposing of the syringe to reduce the risk of needlestick injuries.

- Pick up the syringe by the middle of the barrel using your hand.
- Don't touch the needle and keep the sharp end of the syringe away from you at all times.
- Don't attempt to use tongs or to sweep up the syringe with a dustpan and brush as it may cause the syringe to flick up and cause an injury.
- Don't attempt to recap the needle, even if the cap has been discarded near the needle. This is how most needlestick injuries occur.
- Don't attempt to bend or break the needle or syringe, or to detach the needle from the syringe.
- Place the syringe into the container sharp end first.
- More than one syringe can be placed in the container, but don't overfill it.
- Securely place the lid on the container and ensure it is correctly sealed.
- If you did not use a sharps container, secure the lid to the container with heavy-duty tape such as electrical or duct tape.
- Take off your rubber gloves and put them in a plastic bag. Tie a knot in the bag and dispose of the gloves in the rubbish.
- Ring your local council or Needle Clean Up Hotline to arrange for the container to be collected or take the container to your nearest pharmacy that offers a needle disposal program.
- Do not dispose of the syringe or the container in the rubbish, sanitary bins, or flush them down the drain or toilet. It is illegal and may injure other people.
- Fill in an *Incident Report* to record when and where you found the needle/syringe and what action was taken.

What to do if a needlestick injury occurs

Discarded needles are a potential risk for causing needlestick injury. However, it is important to remember that the risk of contracting HIV or other blood-borne diseases from a needlestick injury is very low.

If a needlestick injury occurs:

- Stay calm.
- Encourage the wound to bleed by gently squeezing it. Do not suck the wound.
- Was the area with running water and soap as soon as possible.
- Apply an antiseptic and a Band-Aid.
- Contact your manager as soon as possible.
- Go to your nearest local doctor or hospital emergency department so they can medically assess you and provide any required vaccinations and medications.
- Fill in an Incident Report.
- Access our Employee Assistance Service for free, confidential counselling.

Working From Home

Some roles within Australian Deer Association may be performed from home on a regular or ad hoc basis. If you are to work from home, you are required to:

- Have written approval from your Manager (an email is sufficient or you can complete the *Working From Home Agreement Form*).
- Agree with your Manager the tasks and activities be completed; hours of work, rest breaks, and suitable work to be conducted; and agree on an appropriate level of productivity while you are working from home.

- Ensure you comply with all safety and security arrangements, as well as local and state government regulations.
- Ensure you comply with arrangements to ensure the confidentiality of all office documents and electronic files.
- Ensure you fully comply with the Australian Deer Association computer policy and that you have appropriate licences for software applications on your personal computer (if you will be using it for work purposes), and have adequate current and operational virus protection and firewall protection.
- Ensure you have agreed on processes for checking voicemail and email.
- Ensure you have the necessary equipment and resources to complete the agreed tasks, or agree on the borrowing conditions of any necessary work station equipment required to work from home (e.g. computers, chairs, monitors etc.).
- Discuss with your manager any expense reimbursement for equipment, software or other additional expenses when working from home before incurring the expenditure.
- Maintain regular communication with your Manager and other employees.
- Ensure the impact on employees in your immediate work area, particularly in relation to workloads, is minimised.
- Ensure you are contactable and available for communication with Australian Deer Association during the time home-based work is carried out.
- Understand the potential impacts of working from home on your mental health and wellbeing, and know where to access information to assist you in managing the risks (e.g. Beyondblue).
- Check with your household insurance policy company for any implications for you working from home.

Safety While Working from Home

If you are working from home, you are responsible for ensuring your working environment is in keeping with company safety policies and procedures, and that you:

- Ensure there is adequate lighting, ventilation and airflow.
- Ensure the area is free from excessive noise.
- Don't overload electrical power outlets.
- Use the correct tools and equipment for the job.
- Set up your workspace using sound ergonomic principles.
- Maintain good housekeeping practices and immediately clean up all spills.
- Have a current first aid kit and a working fire extinguisher.
- Cease to use and immediately report to your Manager any unsafe conditions (i.e. broken steps, chairs) faulty equipment, damaged electrical cords, sparking equipment, etc.
- Comply with the company Drug and Alcohol policy during working hours.
- Report any work-related injuries or workplace incidents to your Manager.
- Monitor your mental health and reach out for help if needed.
- Take your regular breaks throughout the day and ensure you effectively disengage from work and log off at the end of the working day. Working from home does not mean working or being accessible 24/7.
- Notify your Manager immediately of any changes to your work environment that may compromise safety and/or compliance with company policies (e.g. new renovations), or to discuss any concerns you may have related to working from home.

We may request an inspection of your home work environment to ensure it meets our health and safety requirements. This may be done through virtual means such as photos or videos rather than through a physical inspection.

Security When Working from Home

You are required to ensure the same level of security and confidentiality of information/documents as if you were within the Australian Deer Association building. You are responsible for ensuring:

- Documents and Australian Deer Association information are kept secure at all times.
- You securely transport documents and information and don't leave them behind on public transport.
- You delete all documents on your system in compliance with our IT requirements. You agree to allow a member of our IT team to access your home-based work site to audit compliance with this requirement.
- You log out of workplace IT systems and not allow your computer or home devices to remember remote access passwords.
- Being cautious of phishing emails and other cybersecurity activity.
- If children or pets damage equipment supplied by Australian Deer Association, then you are responsible for reimbursing Australian Deer Association for the repair or replacement of the equipment.
- All reasonable measures are undertaken to ensure other people do not overhear confidential phone conversations.
- All smart speakers or phones with voice assistants (e.g. Siri, Alexa etc.) are required to be turned off during confidential discussions as many of those firms include a voice review process and can listen in to your conversations.
- No home-based computer remotely accesses the Australian Deer Association network. This is designed to minimise the risk of viruses, Trojans, Malware infecting the network.
- Letterhead is not taken to your home-based office without your Manager's approval.

Child Care

Childcare responsibilities can compromise the safety of the work environment and be the cause of injury or hazardous conditions.

All employees and contractors working from home are not permitted to combine their work duties with personal responsibilities, such as childcare unless they have the written permission of their Manager. Where a pandemic or other emergency impacts childcare or schooling, this permission will not be unreasonably refused.

Expenses

Australian Deer Association will not meet the costs of installing additional phone lines, purchasing furniture such as office desks, chairs, etc., or paying for access to the internet without prior approval of your manager.

Also, Australian Deer Association will not pay for costs such as lighting, heating, electricity, gas, water, rent or wear and tear without prior approval of your manager. You may be able to claim a tax deduction for these expenses so check your eligibility with your tax accountant.

The cost of phone calls will be reimbursed provided you keep accurate records of work-related calls.

Working From Home During a Pandemic

We understand that working from home during a pandemic is different from working from home during regular times.

We accept that during these times, all employees will be working on their best efforts basis and not on a business as usual basis.

We will focus more on overall results and less on time taken, speed or being present as we understand that employees may be juggling caring responsibilities with their work. We are happy to discuss options such as changing your regular working hours, leave or other options to help you manage your work/life situation.

We also understand that working from home during a pandemic carries additional mental health stresses and will work with you to help reduce the risks and provide support where we can.

Office Security

Entry to Australian Deer Association's premises during and/or outside of our business hours is by way of keys/security pass.

It is your responsibility to ensure that your key/security pass is kept in safe custody. It must be returned on demand and when you leave the company.

If your key/security pass is lost or misplaced, you must notify your Manager immediately.

Personal Belongings

Please ensure that your personal belongings and valuables are locked away and secured at all times. Personal property is not covered by Australian Deer Association's insurance.

Opening & Closing the Building

When opening or closing the Australian Deer Association building, we need to ensure the security of the building and our employees.

Opening Procedures

- Check the outside of the building for signs of a break-in.
- If all is clear, enter the building (ideally have two employees enter the building). Lock the door behind you and deactivate the alarm. Check inside the building to ensure there are no unauthorised people on the premises.
- Allow other employees to enter when the check is complete. Lock the door immediately after their entry until the scheduled opening time.
- Open the building at the scheduled time.

What to Do in The Event of a Break-In

If there has been a break-in:

- Immediately notify the police – do not enter the building.
- Notify your Manager of the situation.

- Wait for the police before entering the building. Do not enter the building alone or without police authorisation.
- Once authorised to enter the building, you may shut off alarms or security systems, but do not touch anything else.
- Ensure the incident is recorded in an *Incident Report*.
- Call Australian Deer Association Insurance on 03 9613 1493.
- Call the Employee Assistance Service to arrange a Critical Incident Debrief if required.
- Assess the damage, making a list of what has been taken or damaged, and forward this to your Manager.
- Complete insurance claims processes.
- All media enquiries are to be handled by the Managing Director/CEO.
- Stocktake any emergency equipment used and arrange for any required repairs.

Closing Procedures

- Close and lock all public entrances after the last client has left the building.
- Display the 'Closed' sign.
- Search the building to ensure no clients are remaining on the premises (including checking all toilets and closed areas).
- Check that all doors, windows, skylights, roller doors, etc. are closed and locked (from the inside).
- Team members leaving the building before final close should leave by a single designated exit, preferably the most public. An employee should scan the surrounding area for loiterers before unlocking the door and lock the door immediately after the employee departs.
- Lock all cash into the safe.
- Leave empty cash registers open to discourage smash-and-grab thieves.
- Check that all non-essential electrical equipment has been turned off at the power point.
- Leave interior and exterior security lighting illuminated.
- Set the building alarm and leave the building, locking the door behind you.
- Check the building surrounds before exiting.
- Where possible, have at least two employees involved in the final exit.

After Hours Access

Team members that have access to the building outside trading hours are to act according to Australian Deer Association policies at all times when within the building.

Team members are to use their security code to disarm building alarms. Security codes and/or access keys are not to be given to any other employee without the express permission of the Manager.

Team members are not to access any area containing monies, or client/business records after hours without the express permission of the Manager. A breach of any of the above may result in a further investigation resulting in a written warning. Depending on the seriousness of the offence, instant dismissal may be issued, and police action commenced.

Receiving Goods Loss Prevention

Our suppliers and their employees are generally honest in their dealings with us. However, at times errors may occur either inadvertently or through less than honest dealings. These procedures help us to minimise the following potential problems with our suppliers:

- short deliveries or incomplete quantities in cartons,
- used goods delivered as new,
- goods removed after delivery,
- unsupervised suppliers stealing other goods or cash, or
- false invoices.

Receiving Stock Procedures

When you receive stock from suppliers or couriers, check the delivery and its accompanying documentation for accuracy and to check that the delivery is for our building. Do not sign for delivery until you have checked the documentation for the products delivered.

Check the cartons/boxes for any sign of tampering. If tampering is evident, check the content to ensure that:

- correct numbers of the product are within the carton, and
- products delivered are not damaged.

If you find a discrepancy, notify your Manager.

Team members are required to supervise the activities of suppliers or couriers while they are in the building. Under no circumstances is a supplier or courier to be left unattended in any area of the building.

Workplace Surveillance

Several State Acts deal with the surveillance by employers of their employees. These include:

- Workplace Surveillance Act 2005 (NSW)
- Surveillance Devices Act 1999 (Victoria)
- Surveillance Devices Act 1998 (Western Australia)
- Surveillance Devices Act 2007 (Northern Territory)
- Listening and Surveillance Devices Act 1972 (South Australia)
- Listening Devices Act 1991 (Tasmania)
- Workplace Privacy Act 2011 (ACT)

In general, surveillance of an employee, independent contractor, work experience person or intern, means surveillance of an employee by any of the following methods:

- *Camera surveillance,* which is surveillance using a camera that monitors or records visual images of activities on-premises or in any other place.
- *Computer surveillance,* which is surveillance using software or other equipment that monitors or records the information input or output, or other use, of a computer (including, but not limited to, the sending and receipt of emails and the accessing of Internet websites).
- *Tracking surveillance*, which is surveillance using an electronic device, the primary purpose of which is to monitor or record geographical location or movement (such as a Global Positioning System tracking device).
- *Wearable surveillance*, which is surveillance using camera or recording device in a wearable technology item such as smart glasses.

No surveillance will ever be conducted in Australian Deer Association:

- change rooms,
- toilet or bathing facilities,

- parent or nursing rooms,
- prayer rooms,
- sick bays, and
- first aid rooms.

Also, we will never:

- Undertake surveillance when an employee is not at work, except in cases of computer surveillance where the employee is using equipment and/or resources supplied by Australian Deer Association.
- Block the delivery of emails unless notice (a prevented delivery notice) has been given to the employee, or where the incoming communication is perceived to be spam or a threat to the security of Australian Deer Association's systems or contains potentially menacing, harassing or offensive material.
- Prohibit or prevent delivery of an email or access to a website merely because it has been sent by or on behalf of an industrial organisation of employees or contains information about industrial matters.

Consultation

- Before implementing any notified surveillance measures, Australian Deer Association will consult with employees in good faith about the proposed workplace surveillance.
- All employees may discuss the conduct of surveillance at Australian Deer Association with their Manager at any time.
- Nothing in this policy prohibits the use of a Magistrate approved covert surveillance arrangement to establish whether an employee is involved in any unlawful activity at work.

Security Cameras

We operate security cameras both within and without all our buildings. This is to ensure the safety and security of employees, clients, visitors and Australian Deer Association's premises and facilities.

Cameras are not used for the surveillance of any persons, but camera footage may be accessed and used as evidence where an act (e.g. assault of a person, damage to facilities) has occurred that warrants investigation by Australian Deer Association. Such records may also be required by law to be provided to other parties such as a Court or the Police.

Notices that Australian Deer Association's buildings are monitored by cameras are located at each of the entrances to Australian Deer Association's buildings. Security cameras are located in and around facilities requiring security monitoring for the safety or security and individuals or property and are not disguised or secreted.

Security cameras are in place as at the date of approval and promulgation of this policy. Camera security monitoring is continuous and ongoing.

Mobile Telephone Cameras

Cameras in mobile telephones, tablets or other electronic equipment supplied by Australian Deer Association are not to be used to record images of any persons without their knowledge or consent.

Computer Surveillance

Our computer policy governs the use of Australian Deer Association's computers and associated systems.

In accordance with that policy, authorised employees or contractors may access our computers, computer logs and other system records, databases and backups to ensure the security, confidentiality, availability and integrity of our systems.

From time to time, we may investigate alleged breaches of the law or our policies by employees using our IT systems and facilities, and this can involve accessing the employee's computer and electronic records. For employees, such investigations may involve misconduct or serious misconduct with adverse consequences including discipline or dismissal.

We monitor your use of computers and IT systems in the following areas:

- Our workstations, servers, email and network services, printers, network-connected devices, and connections to the internet.
- We retain logs, backups and archives of computing activities, which may be audited. Such records are our property, are subject to State and Federal laws and may be used as evidence.
- Monitoring may include but is not limited to: storage volumes, download volumes, breaches of intellectual property laws, suspected malicious code or viruses.

Computer surveillance is intermittent but ongoing and is in place as at the date of approval and promulgation of this policy.

Email & Internet

Your email is not routinely read or monitored. However, emails are records of ours and should be managed accordingly and will be accessible in that context. An email may also be the subject of an application under privacy legislation.

We may access and monitor your use of our email and internet systems in the following ways:

- We monitor email server performance and retains logs, backups and archives of emails sent and received through the server. Even where the user has deleted an email, we may still retain archived and/or backup copies of the email. Only employees or contractors authorised by the Managing Director/CEO may examine such records.
- We retain logs, backups and archives of all internet access and network usage. These records may be audited, are subject to State and Federal laws and may be used as evidence. While individual usage is not routinely monitored, unusual or high-volume activities may warrant more detailed examination.
- To produce the email in response to a legal requirement or other lawful investigation.
- To determine, as part of an investigation by us, whether there has been unacceptable use of email to abuse or harass other persons.
- To determine whether there has been a breach of our policies in the your of our resources to access the internet.
- To investigate allegations of misconduct or to provide materials to external investigative authorities lawfully investigating possible criminal conduct.

Email and Internet surveillance is intermittent but ongoing and is in place as at the date of approval and promulgation of this policy.

Tracking Surveillance

We currently do not operate any tracking devices of the kind provided for in the legislation. Should we in the future utilise any tracking devices (such as Global Positioning System tracking devices) for our equipment, you will receive a formal notification, and this policy will be updated. The purpose of such tracking devices would be to maintain safety and security and not to monitor your location.

Consequences

Should the surveillance outlined above, bring to light any breach of our policy or wrongdoing, then we may take action against you, including discipline or dismissal action.

Access to Surveillance Records

You have the right to access the above surveillance records, upon lodging a written request with your Manager.

Managers may refuse to grant access if:

- it would cause an unreasonable impact on the privacy of individuals,
- the request for access is frivolous or vexatious, or
- allowing access would be likely to prejudice an investigation of possible unlawful activity.

We will take all reasonable steps to protect all surveillance records we hold from misuse, loss, unauthorised access, modification or disclosure. We also undertake to destroy or permanently de-identify all surveillance records that are no longer required for any purpose.

Team Member Surveillance of Managers or Other Team Members

You are not permitted to record or film managers or other employees without their knowledge or consent.

Pandemics

Our Approach

The health and safety of our employees, clients and suppliers is our primary concern in the event of a health pandemic (e.g. Coronavirus/COVID-19, SARS, etc.).

At all times, we will be guided in our response by directives issued by the Federal and state Departments of Health, Safe Work Australia, Fair Work Australia and local Workplace Health and Safety Departments.

We will comply with our duty of care requirements under Workplace Health and Safety legislation.

We will ensure that all locations are compliant with our responsibilities under Anti-Discrimination and Anti-Vilification legislation which means that we will not make determinations based on race or country of origin.

We will also protect our employees from discrimination, bullying and harassment due to requirements of employees or clients to wear face masks or to socially distance, or due to suspected illness, race or country of origin.

We will maintain the privacy and confidentiality of people with suspected or confirmed pandemic exposure or infections in compliance with legislative requirements.

Planning

If there is evidence of a potential pandemic, we will plan our response to the situation, with the understanding that our plans need to be flexible to respond to varying levels of severity of the outbreak.

Things that we will consider in our response to the pandemic:

- How to reduce the risk of work-related exposure to our employees;
- How to minimise transmission amongst employees;

- How to protect employees, clients or suppliers who are at a higher risk for health complications from the outbreak;
- How to maintain our business operations;
- How to minimise adverse effects on other businesses that we supply goods or services to or do business with.

In working out our plan, we will consider:

- The latest advice from the Departments of Health, Safe Work Australia and local Workplace Health and Safety Departments in terms of risks, control measures and recommended strategies.
- The latest advice and award changes from Fair Work Australia to assist workplace flexibility.
- Any support from State and Federal Governments to assist us in retaining employees while impacted by the pandemic (e.g. JobKeeper).
- Our communication strategies to employees, suppliers and clients on our plans and our response. We understand that pandemics can trigger fear, anxiety, misinformation and rumours, so our communication plans need to be more comprehensive than in regular situations.
- The disease extent and severity in the community where we are located (understanding that this may change over time). For example, if no people in our community are affected, then our initial response will be on prevention and awareness strategies. If many people are affected, then our focus will move to mitigation and business operation strategies.
- Which of our employees are at most risk of exposure. For example, we may consider people who come into close contact with people who could potentially be infected, people who may be exposed to environments, materials or locations that may be infected, or who travel to locations where there are outbreaks.
- The potential for increased employee absence due to illness of employees and their family members, as well as the impacts if schools or day-care centres are closed during the outbreak.
- Any limitations that may exist when accessing healthcare, where we require evidence of sickness. For example, if people are told not to attend their GP or pharmacist in the early stages of illness, we understand that it may be difficult to access a medical certificate. If this is the situation, then a statutory declaration will suffice as evidence.
- What cross-training of employees is required to perform essential operations so that our work can continue to operate even if employees are absent?
- Our critical suppliers and subcontractors and whether an alternative supply source is available if they cannot supply our products/services due to impacts of the pandemic on their workplace.
- If we can extend the use of Human Resource strategies such as working from home, flexible working hours, changing an employee's hours or days of work, or changing an employee's usual duties.
- Increasing the physical distance between employees or employees and clients if health authorities recommend the use of social distancing strategies.
- Our strategies for temporarily changing or closing working locations in particular areas if requested by health officials or to manage business operations.
- How we will review essential and non-essential business-related travel and attendance at any conferences or large work-related meetings or events.
- The current levels of leave available to all employees. We will also review our leave and workplace flexibility policies to ensure they are current and within recommended guidelines by Fair Work Australia.
- Where to place health awareness posters to encourage staying home when sick, cough and sneeze etiquette, and hand hygiene.
- If we have adequate supplies of cleaning products, PPE (personal protective equipment), disposable gloves, tissues, and other supplies on hand to deal with the pandemic.

- The current levels of office cleaning arrangements and if these need to be increased during the outbreak.
- Reviewing our current mental health support arrangements as we understand that pandemics can increase employee's stress levels.
- Any public health requirements to track and monitor employee and client access to our premises to assist contact tracing.

General Response

If you are sick or have symptoms, you should notify your manager and are required to stay home and not return to work until you have received a clear screening test, are cleared by your medical practitioner or have completed the period of self-isolation as required by health officials.

If you arrive for work ill or become sick during the day, you will be separated from other employees and immediately sent home.

You are required to cover your mouth when coughing or sneezing with either a flexed elbow or tissue.

Tissues will be provided for all employees to access in case of illness and should be immediately discarded after use.

If an employee is confirmed to have an infection, fellow employees should be notified of their potential exposure in the workplace. Still, we will maintain confidentiality as required under Privacy Guidelines.

If you suspect an employee of being infected, but the individual refuses to stay away from work, then you should inform the employee's manager who will then discuss the matter with the employee on a case-by-case basis. (e.g. The manager may provide the opportunity to work from home or may require the employee to attend their GP and get a medical certificate that they are fit to work).

Close Contact With a Confirmed Pandemic Case

If you are well but have been in close contact with or have someone staying with you who is ill with the pandemic, you should notify your manager and refer to Health Department guidance on whether or not you also need to isolate yourself.

Hand Hygiene

We will provide hand soap in toilets/kitchen areas, and alcohol-based hand sanitiser in multiple locations to encourage hand hygiene (e.g. reception, conference rooms, and kitchen areas).

You should thoroughly wash your hands with soap and water multiple times throughout the day, including before and after eating, after going to the toilet, when your hands are visibly dirty and after caring for others.

Face Masks

Face masks are required if you are caring for an infected person, or if you are coughing or sneezing as a way to reduce the risk of transmission to others, or if required by public health officials.

If we require you to wear a face mask in the workplace, we will supply disposable masks for you to use.

You may choose to supply and wear your own face masks provided they meet current official health guidelines in terms of their design and manufacture, and that any patterns or designs on the mask

meet our uniform guidelines (e.g. no political messages, hate speech or masks that intimidate other employees or customers).

When you wear a face mask, you need to wear it and dispose of it correctly; otherwise, instead of protecting you, it may become a source of infection.

Before putting on your face mask, you should clean your hands with soap and water or hand sanitiser.

You need to ensure that your mask is correctly fitted and covers the mouth, nose and chin with no gaps between the mask and your face.

You should avoid touching the mask once it is on, and clean your hands if you do touch your mask.

When removing your face mask, remove it from behind using the straps and not by touching the front of your mask.

Immediately discard single-use masks after each use or when it gets damp or humid, and wash your hands with soap and water after removing your mask.

Cleaning

All frequently touched surfaces in the workplace such as workstations, countertops, remote controls, desks, phones and doorknobs need to be regularly cleaned.

You will be provided with additional disposable wipes and disposable gloves so you can wipe down surfaces you use before use as an additional precaution.

Travelling

All employees who are travelling overseas either for personal or business-related travel are required to check travel health warnings through SmartTraveller https://www.smartraveller.gov.au/ before leaving.

Employees are required to ensure they factor any mandated quarantine periods during the travel are facto.

If you are sick or show symptoms of illness, you should notify your manager and not travel.

If you become sick from the pandemic while travelling, you are to notify your manager and call your healthcare provider for advice.

Leave

If you are in quarantine or need to self-isolate because you have been diagnosed, have been in close contact with someone diagnosed, need to get tested or are waiting on the results of the test, are prohibited from leaving home because of a government public health direction or have arrived from overseas or interstate and need to self-isolate because of a government public health direction, you need to contact us to discuss your leave or flexible working options.

If you can't work from home, you may be able to access your sick leave entitlements or take pandemic leave (if included in your award).

If you are caring for someone who is sick, or if you cannot work due to an emergency, you can access your carer's leave entitlements.

If your sick or carer's leave is exhausted, then you may access your annual leave entitlements, any other leave entitlements they have accrued (e.g. long service leave) or take special leave without pay.

Awards may also provide for additional pandemic leave if you have exhausted your leave entitlements. Check your award or industrial agreement for details.

State or Federal governments may also provide support payments (e.g. JobKeeper and Pandemic Leave Disaster Payments) if you have exhausted your leave provisions or if our business has to close, or reduce working hours during the pandemic. Check with the Services Australia for details.

Severe Weather and Natural Disasters

Our Approach

The health and safety of our employees, clients and suppliers is our primary concern in the event of a natural disaster (e.g. flood, bushfire, cyclone, etc.).

At all times, we will be guided in our response by directives issued by the Police and Emergency Services, Federal and State Departments of Health, Safe Work Australia and local Workplace Health and Safety Departments.

We will comply with our duty of care requirements under Workplace Health and Safety legislation, which means you will not be asked to work where it is unsafe or unreasonable to require you to work.

We will comply with all clauses outlined in relevant awards or industrial agreements relating to inclement weather and natural disasters.

Action to be taken when Severe Weather Forecast

Where extreme or catastrophic fire weather conditions, tropical cyclone or storm surges, severe weather warning, or flooding are predicted, then we will initiate our safety procedures and contact the relevant agencies for advice on weather and road conditions in our area.

If the forecasted conditions could impact on some (but not all) of our employees' ability to get to or from work safely, then our business will remain open.

If the forecasted conditions could impact on all (or most of) of our employees' ability to get to or from work safely, then our business will close, and we will evacuate the premises until the danger passes.

We will attempt to notify employees via email, phone, the company website or our social media pages. We understand that despite our best efforts, there may be situations where we may not be able to reach all employees.

Weather alerts issued during work

If the severe weather alert is issued during working hours, we will notify all employees of the alert as soon as possible, and ask all employees to pass on the information to any employee who may not have heard or seen the message.

If our business is remaining open, but the alert could impact on an individual employee, that employee should contact their manager to request permission to leave work so they can safely return home before the natural disaster strikes, to secure their property or to ensure the protection of their family.

If an employee can't get home before the natural disaster strikes, or if our workplace is being evacuated, then we will assist the employee to get to the nearest evacuation centre if required.

Weather alerts issued before work

Unless the weather conditions are such that our business will be closed, employees are to make a reasonable effort to report for work for their rostered shifts.

However, we ask all employees to use common sense and their best assessment of the safety and practicality of the situation. At no time will we pressure you to take unsafe channels or unnecessary risks to attend work.

If you can't report to work because your access is blocked or is expected to be blocked due to severe weather, then you should contact your manager as soon as possible to discuss options such as working from home or accessing your leave entitlements.

Leave

If you need to clean up or repair damage caused by the natural disaster, or if you are unable to attend work as your only route is not accessible, then you may access your leave entitlements.

You can access your personal/carer's leave if you are unfit to work due to illness or injury, or if you need to care and support a family member or household member, due to illness, injury or emergency.

If you can't attend work, or you need to take time off to repair or recover from a natural disaster, you can access your annual leave or long service leave entitlements, or if this is exhausted, then you can request special leave without pay. These requests will not be unreasonably refused.

Temporary Business Closure

If our business is damaged or unable to operate during a natural disaster, we may need to temporarily close the business.

If this is the case, we will contact you to discuss our arrangements. Depending on the situation, this may include:

- requiring you to access your accrued leave during our closure,
- working from home,
- working from a different location, or
- in some circumstances, we may need to stand you down under the Fair Work Act provisions until we can reopen.

Chapter 6 Information Technology

Information Technology (IT)

Email, computers, internet access and other electronic equipment are provided by Australian Deer Association for employees to facilitate the performance of company work.

Email, the internet, smartphones, tablets, computers, photocopiers, scanners and printers are corporate assets and critical components of our communication systems.

Ownership of the equipment, software, programs and files remains with Australian Deer Association. All electronic equipment is listed on the Australian Deer Association Asset Register and is regularly checked against the register.

We reserve the right to enter, search and monitor your computer files, smartphone records, email or printing device records, without notice, for business purposes such as investigating the theft, the disclosure of confidential business or proprietary information, or personal abuse of the system, or monitoring workflow or productivity.

You can't:

- Use email or any IT equipment for personal reasons without prior approval.
- Access, store, send or distribute offensive, pornographic, defamatory, threatening, discriminatory, bullying, inappropriate, false, sexist, derogatory or malicious comments, or images, or materials that violate the privacy of, or incites violence or hatred against, any person or class of persons, or which could give rise to civil or criminal proceedings.
- Add unauthorised or pirated software or files to any machine owned by Australian Deer Association.
- Use disks, USB's, external hard drives or software brought from home or other sources on Australian Deer Association computers (to avoid viruses and violating intellectual property rights).
- "Jailbreak" company smartphones.
- Download, copy or pirate software or other business information on the computer.
- Use computers, smartphones or tablets to commit any form of fraud, including software, film or music piracy.
- Steal, use, or disclose someone else's password without authorisation.
- Share confidential material, trade secrets, or proprietary information outside of the Australian Deer Association.
- Hack or attempt to hack into unauthorised websites or the network.
- Introduce malicious software onto the company network and/or jeopardise the security of the Australian Deer Association's electronic communications systems.
- Forge header information, email source address or other user information.
- Authorise, aid, abet, encourage or incite any other person to do or attempt to do any of the above acts.

Website Monitoring

All websites and downloads may be monitored and/or blocked by Australian Deer Association if they are deemed to be harmful and/or not productive to business.

Data Breaches

Australian Deer Association has legal obligations for data breaches. A data breach occurs when personal information that Australian Deer Association holds is subject to unauthorised access or disclosure or is lost.

A data breach may be caused by a malicious action (by an external or insider party), human error, or failure in information handling or security systems.

Examples of data breaches include:

- loss or theft of physical devices (such as laptops and storage devices) or paper records that contain personal information,
- unauthorised access to personal information by an employee,
- inadvertent disclosure of personal information due to 'human error', for example, an email sent to the wrong person,
- disclosure of an individual's personal information to a scammer, as a result of inadequate identity verification procedures.

Individuals whose personal information is involved in a data breach may be at risk of serious harm, whether that is harm to their physical or mental well-being, financial loss, or damage to their reputation.

Examples of harm include:

- financial fraud including unauthorised credit card transactions or credit fraud,
- identity theft causing financial loss or emotional and psychological harm,
- family violence, or
- physical harm or intimidation.

If you are involved in or suspect there has been a data breach, immediately notify your Manager. If they are not available, immediately notify the Managing Director.

The manager will notify the data breach response team who will act to:

- Contain the breach to prevent any further compromise of personal information,
- Assess the data breach by gathering the facts and evaluating the risks, including potential harm to affected individuals and, where possible, acting to remediate any risk of harm.
- Notify individuals and the Office of Information Commissioner if required. If the breach is an 'eligible data breach' under the NDB scheme, it may be mandatory for Australian Deer Association to notify.
- Review the incident and consider what actions can be taken to prevent future breaches.

Company Supplied Computers, Smartphones, Tablets, Laptops, Wearables & PDAs

Password Protection

All company computers, laptops, tablets and smartphones must have password access enabled. You are responsible for maintaining the security of your password. You should take precautions to prevent unauthorised access to your computer by logging off when possible if your terminal is unattended. Passwords should be regularly changed.

Anti-Virus Software

Every computer is protected by anti-virus software. Regular anti-virus scans are automatically run on each computer with regular updating of virus definitions automatically completed.

All Android smartphones and tablets are required to have anti-virus software installed and maintained.

Positioning of Computers & Tablets

Computer screens and tablets should be positioned so that unauthorised persons cannot see the content of the screens.

Leaving Smartphones, Laptops, Tablets etc

Smartphones, laptops, tablets etc. should not be left on desks overnight unless you have your own lockable office.

They are never to be left unattended in cars or vehicles, or at non-Australian Deer Association locations (e.g. coffee shops).

Computer Back-ups

All Australian Deer Association computers automatically backup overnight to either a removable hard-drive or to another computer.

- Managers are required to take the day's backup drive home with them each day.
- If you suspect that a back-up did not occur (e.g., the backup drive is switched off or if you had a power outage overnight), immediately inform your IT contractor.
- If you have a laptop, tablet or smartphone, you are required to regularly upload your documents and files to the main drive to ensure data is backed up.
- Regular random audits of backup processes and procedures and dummy restores of data are required to be conducted.

Smartphones & Tablets

If you are required to be contactable at all times, or to contact suppliers or clients when in the field, or if clients are required to directly contact you when you are in the field, then you may be supplied with a smartphone or tablet by Australian Deer Association.

Reasonable private use of your device is permitted to ensure work/life balance. If private usage is considered excessive, you will be required to justify your account and reimburse Australian Deer Association.

If you are supplied with a smartphone or tablet, you must:

- Comply with all Australian Deer Association policies about the appropriate use of IT, the internet and email while using your device.
- Immediately report to your Manager if your device is lost, stolen, or believed to be compromised.
- Notify your manager if your device or any accessories are faulty or broken.
- Set a "PIN" consisting of at least four characters that must be entered before accessing the device. It is recommended that the pin is a combination of letters, numbers, and special characters.
- Set the timeout for the PIN to activate at a minimum of 5 minutes. Some devices allow this setting to be adjusted to be more or less than 5 minutes.
- Change your "PIN" every six months.
- Enable encryption on your device. Information such account and password information should always be encrypted.
- Enable remote device wiping.
- Install antivirus software on your device where available.
- Back up any Australian Deer Association data to the network on a regular basis in case your device is lost, damaged or loses battery life.
- Ensure all firmware and operating systems are 100% up to date at all times.
- Not access any premium service including ringtone providers, international calls or text messages to competitions or surveys.
- Leave your device at Australian Deer Association if you go on any periods of leave beyond a few days, and where that smartphone/tablet is required for Australian Deer Association business in your absence.
- Not use your hand-held device while driving a company vehicle or a private vehicle being used for business-related purposes. A hand-held use of a device while driving is a recognised safety risk and is against the law.

- Return the device and all accessories to Australian Deer Association upon the termination of employment. Australian Deer Association will retain ownership of the device's phone number under all circumstances.
- Taking work-related calls or answering emails outside of your allocated working hours is classed as time worked and will be dealt with under the provisions of your award, industrial agreement or individual contract.

Requests to be allocated a smartphone/tablet need to be made directly to your Manager.

Limitations and Warnings

You are required to comply with all requirements contained in the Information Technology, the Internet and Social Media, Email and Mobile Phone policies.

Do not enter or store passwords, safe/door combinations, personal identification numbers; or classified, sensitive, or proprietary information on your device.

You are not permitted to download or transfer sensitive business data to your device. Australian Deer Association reserves the right to seize and forensically examine any BYOD believed to contain or to have contained corporate information where necessary for investigatory or control purposes.

You are not permitted to "jailbreak" your phone, or attempt to undermine, hack into and/or bypass the security mechanisms Australian Deer Association has in place.

You are not to share or give access to the device to other individuals or family members due to the potential for them to access Australian Deer Association information.

BYOD (Bring Your Own Device) - Private Smartphones, Tablets, Laptops, Wearables & PDAs

Team members may use their privately-owned IT equipment such as smartphones, tablets, laptops, wearables and PDAs for work purposes if they are explicitly authorised to do so. Devices that are only for personal use are not allowed to connect to the network.

Team members must agree to the terms and conditions outlined below before they will be permitted to connect their devices to the company network. All devices must be presented to our IT support for proper configuration before it can access the network.

We reserve the right to revoke BYOD authorisation at any time if you do not comply with our company policies and procedures outlined below.

If you use your private device for business-related purposes, you are entitled to claim reimbursement for work-related calls or data used on the device. Use the *Expense form* to claim reimbursement.

Requirements for BYOD approval

You are required to:

- Gain written approval from your Manager BEFORE first connecting your device to the Australian Deer Association network.
- Comply with all Australian Deer Association policies about the appropriate use of IT, the internet and email while using your device.
- Immediately report to your Manager if your device is lost, stolen, or believed to be compromised.
- Set a "PIN" consisting of at least four characters that must be entered before accessing the device. It is recommended that the pin is a combination of letters, numbers, and special characters.

- Set the timeout for the PIN to activate at a minimum of 5 minutes. Some devices allow this setting to be adjusted to be more or less than 5 minutes.
- Change your "PIN" every six months.
- Enable encryption on your device. Information such account and password information should always be encrypted.
- Enable remote device wiping.
- Install Antivirus Software on your device where available.
- Back up any Australian Deer Association data to the network on a regular basis in case your device is lost, damaged or loses battery life.
- Back up any private Apps, music, photos or other content on a regular basis in case your device is lost, damaged or loses battery life.
- Ensure all firmware and operating systems are 100% up to date at all times.
- Supply your own peripheral device equipment such as chargers, charging cables, and adaptors for data transfer or video output.
- Dispose of your device safely. When you are ready to dispose of your device or return it to the vendor, be sure first to remove all sensitive information. The device should be restored to "factory defaults" which can be accomplished by a "hard reset".
- Not use your hand-held phone while driving a company vehicle or a private vehicle being used for business-related purposes. A hand-held use of a mobile phone while driving is a recognised safety risk and is against the law.
- Taking work-related calls or answering emails outside of your allocated working hours is classed as time worked and will be dealt with under the provisions of your award, industrial agreement or individual contract.

Limitations and Warnings

You are required to comply with all requirements contained in the Information Technology, the Internet and Social Media, Email and Mobile Phone policies.

Do not enter or store passwords, safe/door combinations, personal identification numbers; or classified, sensitive, or proprietary information on your device.

You are not permitted to download or transfer sensitive business data to your device. Australian Deer Association reserves the right to seize and forensically examine any BYOD believed to contain or to have contained corporate information where necessary for investigatory or control purposes.

You are not permitted to "jailbreak" your phone, or attempt to undermine, hack into and/or bypass the security mechanisms Australian Deer Association has in place.

You are not to share or give access to the device to other individuals or family members due to the potential for them to access Australian Deer Association information.

Since our IT support does not have the resources or expertise to support all possible devices and software, approved devices will receive limited support on a "best endeavours" basis for business purposes only.

Australian Deer Association's right to control its information and manage BYOD may mean that our support employees may unintentionally gain access to your personal information stored on your device. To reduce the possibility of access, you are advised to keep personal data separate from business data on your device in separate directories that are clearly named (e.g. Private and BYOD).

We reserve the right to remotely wipe your device without notice if your device is lost; stolen; you leave Australian Deer Association employment; or if we detect a data breach, virus or other threat to the security of our data or infrastructure. Australian Deer Association is not liable for the replacement costs of any Apps, music, photo or other content that was on the device if your device is remotely wiped.

Australian Deer Association is not responsible for any loss, theft or damage to your device or data stored on your device.

You are not permitted to acquire or disclose any confidential information through your wearable device or any other BYOD. Any disclosure will be in breach of the Code of Conduct, and you will be liable for penalties up to and including dismissal.

Private Mobile Phones, Instant Messaging, Personal Calls & Personal Mail

We appreciate that people have lives outside work, and we require people to be fully present and focused while at work. This balance can be achieved with some simple rules around the use of mobile phones, instant messaging & personal calls.

No private calls are to be received at work during working hours unless it is an emergency or is required for work/life balance (e.g., a quick check-in call when the children come home from school).

All private mobile phones are to be switched off during working hours. Please use your breaks to check any messages and return any calls in your own time.

Do not use a hand-held phone while driving a company vehicle or a private vehicle being used for business-related purposes. A hand-held use of a mobile phone while driving is a recognised safety risk and is against the law.

Instant Messaging (e.g., Facebook/ Skype Chat) is only to be used for work-related purposes or under similar conditions as for private phone calls.

All mail delivered to the company is presumed to be related to company business. Mail sent to you at the company address will be opened by your Manager and then delivered to you. If you do not wish to have your correspondence handled in this manner, please have it delivered to your home.

MP3/Music Headsets/Hand-held Games

Mini hand-held electronic devices such as MP3 players, music headsets and hand-held games are not allowed during work-time.

The reason for this ban is that it affects yours and other employees' safety, efficiency and concentration. If you are found using one of these devices, you will be asked to remove it from the building. Any repeated offences will be dealt with as a disciplinary offence, up to and including termination.

Internet & Social Media

With the rise of new media, the ways Australian Deer Association employees can communicate are continually evolving. While this creates new opportunities, it also creates new responsibilities.

This policy applies to all Australian Deer Association employees and contractors who use the following social media whether in a private and business capacity:

- Social Networking sites (e.g., Facebook, LinkedIn).
- Micro-blogging sites (e.g., Twitter).
- Video & photo sharing sites (e.g., Instagram, Snapchat, YouTube).
- Weblogs (e.g., Australian Deer Association blogs, Tumblr, personal blogs, and blogs hosted by the media).
- Forums & discussion boards (e.g., Whirlpool, Reddit, Google groups).
- Online encyclopaedias such as Wikipedia.
- Review sites (e.g., Yelp, True Local).

Remember, anything you post is accessible to anyone with a browser and is there forever, irrespective of any attempt to delete the content. Treat everything as if it is public (even if you have set your privacy settings to attempt to limit access to the content). Always assume that the person you would least like to see your post (or photograph or video) will see it. Our first and foremost rule is, "*Think Before You Post*".

Under this policy, you agree that Australian Deer Association shall not be liable, under any circumstances, for any errors, omissions, loss or damages claimed or incurred due to any of your social media postings.

Please be aware that violation of this policy may result in disciplinary action up to and including termination.

What Can You Disclose?

You can disclose anything already in the public domain – which means that if you've read it in the annual report, strategic plan or in a press release, you can talk about it.

Everything you talk about must be truthful, accurate and able to be substantiated.

What Can't You Disclose?

Generally, common sense and our Code of Conduct is your best guide, but here are a few specifics.

You can't disclose:

- Non-public financial information.
- Non-public technical information.
- Personal information about individuals.
- Confidential information of our customers or suppliers.

You also can't discuss:

- Work-related legal proceedings or controversies.

You can't use:

- Our trademark or copyrighted logos in your post unless authorised to do so.
- Other's materials without their express permission.

Other bits you can't do:

- Post offensive, defamatory, threatening, discriminatory, bullying, inappropriate, false, sexist, derogatory or malicious comments, images or materials online (which includes but is not limited to Australian Deer Association, your workplace, your employees or your clients). In other words – do not troll!
- Reference Australian Deer Association negatively in any online social medium or public forum.
- Post information that is defamatory to the company, its products/services, colleagues and/or customers.
- Suggest or imply you are speaking on behalf of Australian Deer Association unless you are authorised to do so.
- Work on your personal blog or social media during work hours.
- Online shopping (unless it's work-related).
- Damage your employment relationship, Australian Deer Association's reputation or commercial interests, or bring Australian Deer Association into disrepute.

It's Not Just What You Say … It's How You Say It

Using social media, it is very easy to put people offside as they miss the face to face social cues. That's why *how* you say what you are going to say is so important.

Remember to:

- Use spell check and proofread each post.
- Disclose you are an Australian Deer Association employee and add a disclaimer "the views expressed in this post/blog are mine and do not necessarily reflect the views of Australian Deer Association." Unfortunately, disclaimers may not be sufficient legal protection if your posts are found to be defamatory, harassing or in violation of any applicable law – so all posts are your legal responsibility.
- Be respectful of all individuals and communities with which you interact online.
- Be polite and respectful of other opinions, even in times of heated discussion and debate.
- Adhere to the Terms of Use of each site, and seek to conform to the cultural and behavioural norms of the social media platform being used.
- Understand and comply when the company asks that topics not be discussed for confidentiality or legal reasons.

Other General Bits & Pieces

- Keep your personal and professional social media accounts separate. Do not use personal accounts for business communications and take care to ensure that you do not imply that Australian Deer Association endorses your personal view.
- Don't feel pressured to "*friend*" or "*follow*" co-workers, vendors or clients unless you want to. If you are uncomfortable with adding a contact – don't add them.
- Ensure your social posting or social video watching does not interfere with your work (particularly the use of Twitter).
- Please don't read personal or non-industry blogs during company time.
- If you leave the employ of Australian Deer Association, you are required to delete all Australian Deer Association proprietary information, customer and supplier details from your social media sites.
- If you make a mistake, be upfront about your mistake and correct it quickly. In a blog, if you choose to modify an earlier post, make it clear that you have done so. Let your manager know about your mistake.
- If something can only be said on the basis that you are saying it "anonymously" or "privately", there is a good chance that it should not be said.
- **If it gives you pause … pause.** If you're about to publish something that makes you even the slightest bit uncomfortable, don't shrug it off and hit "*send*"' Take a minute to review these guidelines and try to figure out what's bothering you, then fix it. If you're still unsure, discuss it with your Manager. Ultimately, what you publish is yours—as is the responsibility. So be sure.

The bottom line is don't say something online that you wouldn't be prepared to say directly to someone's face.

If you have any questions about these guidelines or any matter related to the internet or social media that these guidelines do not address, please contact your Manager.

Emails

When you commence work with Australian Deer Association, your Manager will create an email address for you if required.

Email Signatures

Team members should include a signature on all emails that include:

- Name,
- Position Title,
- Australian Deer Association name,
- Contact phone number, and
- Australian Deer Association Logo.

Talk with your manager to find out the correct font size and colours, and to find out how to set up your email signature in your email program.

Email Security

Unfortunately, not all emails are safe. While most emails that contain viruses and malware are picked up by our security programs, a percentage of malicious emails slip through the net.

Be on the lookout for "phishing" emails where emails attempt to gather your personal information fraudulently. Remember, legitimate businesses NEVER request you to confirm information such as your password or credit card information in an email.

Never click on suspicious links. To find out if the link is suspicious, hover your mouse over the link and check the target address. If it looks strange or doesn't match where the email says it is from, don't click it.

Never open a file, document, PDF, zip file that you are not expecting.

If you are not sure about an email, talk to your manager.

Misuse of Email

Please be aware that violation of this email policy may result in disciplinary action up to and including termination.

The following examples of email misuse are prohibited and include:

- Sending offensive, pornographic, defamatory, threatening, discriminatory, bullying, inappropriate, false, sexist, derogatory or malicious comments, or images, or materials that violate the privacy of, or incites violence or hatred against, any person or class of persons, or which could give rise to civil or criminal proceedings.
- Material that amounts to gossip about colleagues or concerns personal relationships.
- Pretending to be another person or using another person's computer without permission.
- Use of company communications systems to set up personal businesses.
- Distributing company confidential messages to outside locations or non-employees of Australian Deer Association.
- Accessing copyrighted information in a way that violates the copyright.
- Breaking into the system or unauthorised use of passwords/mailboxes.
- Broadcasting unsolicited personal views on social, political, religious or other non-business-related matters.
- Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities.
- Sending emails that breach the Spam Act.

It's Not Just What You Say … It's How You Say It

Using email, it is very easy to put people offside as they miss the face to face social cues. That's why *how* you say what you are going to say is so important.

Remember to:

- Use spell check and proofread each email.
- Understand and comply when the company asks that topics not be discussed for confidentiality or legal reasons.
- Make sure your email messages are concise and limited to relevant individuals.
- Use Australian Deer Association's recommended signature on all emails.
- Use a meaningful subject to ensure the recipient will know what the email is about.
- Layout message for readability and don't use very long sentences. Use spaces and breaks between paragraphs.
- Take care with sarcasm and humour so that you are not misinterpreted.
- Take time to consider and re-read your message before sending it. Do not reply in the "heat of the moment" as a message cannot be recalled!
- Don't write anything you would not say in public - email is not confidential.
- Use bold and italics sparingly as the mail may end up being read on a system which cannot display them. Uppercase letters are viewed as shouting - use them only for emphasis.
- When sending attached files such as spreadsheets or word-processed documents, use a version which is likely to be supported by the recipient.
- When "replying to all" review the list of addresses and only include those who need to receive your reply. As a default – never "Reply All".
- Use acronyms, abbreviations and emoticons sparingly. These are acceptable if the recipient can reasonably be expected to know what they mean.
- Check and respond to email regularly - daily if possible.
- Carefully check the addresses before sending.
- Don't redirect messages without the original sender's permission - it may not be appropriate.
- If an email cannot be actioned within 24-hours, an acknowledgement email must be sent to the relevant person, letting them know when they can expect a response.

If it gives you pause ... pause. If you're about to send something that makes you even the slightest bit uncomfortable, don't shrug it off and hit "*send*"' Take a minute to review these guidelines and try to figure out what's bothering you, then fix it. If you're still unsure, discuss it with your Manager. Ultimately, what you send is yours—as is the responsibility. So be sure.

The bottom line is don't say something in an email that you wouldn't be prepared to say directly to someone's face.

If you have any questions about these guidelines or any matter related to your email that these guidelines do not address, please contact your Manager.

Printers, Copiers & Faxes

Printers, copiers and faxes are provided for business use only.

Printers, copiers and faxes are shared resources and are available for all employees and contractors. We don't generally install personal printers due to the maintenance and support costs. However, where confidentiality, remote location, the need to print many low-volume print jobs, or other unusual situation exists, we may approve personal printers.

To prevent the waste of paper, toner and ink:

- Use duplex (double-sided print) and draft quality rather than standard or high quality wherever possible.
- Only print the necessary pages and not the entire document.
- Don't print email messages.
- Don't print multiple copies of the same document. A printer is not a copier and typically costs more per page to use. If you need multiple copies, print one good copy on the printer and use the photocopier to make additional copies.
- Don't re-use paper in laser printers, as this can lead to paper jams and other problems with the machine.
- Don't print in colour when black and white will do.

If you print something, please pick it up in a timely fashion. If you no longer want it, please dispose of it appropriately (i.e. recycle).

If you are printing more than 25 pages, please be at the printer to collect it when it comes out to ensure adequate paper supply for the job and that the output tray is not overfull (i.e. you may need to remove some of the output before the print job is finished).

Printer paper and spare toner cartridges are available in the stationery cupboard.

If you encounter a physical problem with the printer (paper jam, out of toner, etc.) and are not "trained" in how to fix the problem, please do not try. Instead, report the problem to your manager or ask a trained co-worker for help.

Confidential printing & faxes

Confidential printing and faxes should never be left unattended. If something you are printing or copying is confidential, you must always be present at the machine to collect it.

Unclaimed printing & faxes

If you come across an unclaimed print or copier job, please stack it neatly on the table next to the printer. If the unclaimed printing is confidential, please hand it to your manager. All unclaimed print or copier jobs will be discarded after 24 hours.

Where you notice a fax waiting to be collected, check the addressee and relay the fax to them immediately. Where the addressee is unavailable (e.g. on leave, sick, out of the office for several hours, etc.), determine whether someone else can handle the enquiry. If this is not possible, contact the sender, explain the situation and advise them when it will be possible to answer their query.

Chapter 7 Administration & Support

Office Appearance

First impressions count. Clients equate the image and appearance of our office with the quality of service and advice they receive. It doesn't matter how our office looks to you – it's the client's opinion that impacts our bottom line.

Have a look at our office from the client's point of view. Does it look like an inviting place to visit, and the kind of place to go for quality products, information and advice? Is it safe for our employees and our clients to come to? Can clients with prams or with disabilities easily access our services? You are

to advise your Manager if you see something that needs to be done but is beyond your authority to fix.

You are expected to assist with the projection of an appropriate image to all visitors and clients; this includes maintaining a tidy environment in all common areas.

Weekly Tasks:

- Nominate one person to check the overall presentation.
- Computer screens and other equipment cleaned.
- All shelves and signs dusted.
- Fridge door cleaned of fingerprints and marks and contents checked for expiry dates.

Daily Tasks:

These tasks must be completed every day:

- Benches, Counters and register areas must be kept clear and business-like and cleaned thoroughly at the end of each day.
- Rubbish removed or more often if required.
- Traffic areas kept clear.
- All floors to be vacuumed and mopped (with appropriate warning signs placed near any trip or slip hazards).
- Clean, dust and rotate all stock and signs while restocking shelves.
- Office and surrounds monitored during trading hours to address any problems as they occur.
- Regularly check and tidy waiting areas.
- Client confidential files disposed of either through shredding or placement in document destruction bins (not in general rubbish).
- Catalogue, brochure and business card displays tidied and stocked.
- Ensure smooth access into and within the office for clients with prams, strollers or mobility aids.

Kitchen & Bathrooms

- Please keep the kitchen and bathroom areas clean and tidy at all times, cleaning up after use.
- If you use dishes, then wash them immediately after use and do not leave them in the sink.
- Remember to regularly remove your old food items and milk from the fridge.

Waste Bins

Most employees have personal waste bins under their desk. These bins should be used for any items which are not recyclable, e.g., plastics, metal, pens, food scraps, etc. Please use your discretion and be mindful of disposing of food scraps in the office. Liquids should not be poured or placed into bins.

Recycling Bins

Please recycle where you can by using the appropriate bins. Only paper and cardboard with NO company, client or candidate information is to be placed in these bins. NO general rubbish is to be placed in these bins.

Security Disposal/Shredders

Paperwork with any sensitive or confidential Australian Deer Association information needs to be disposed of by either being shredded or placed into the locked security disposal bin. The key for this bin is with the Office Manager.

Documents to be placed in the security bins include but are not limited to:

- Company Information,
- Client information,
- Forms,
- Terms and conditions,
- Policies.

Meeting Rooms

If you need to book or use a meeting room, please book the appropriate room through the receptionist.

Please tidy up after meetings by taking away your dirty cups, files papers, etc. Place chairs back in position and clean the whiteboards.

Serving Clients

All employees deal with our clients. No matter what your position, every employee impacts our clients in some way. We required you to be friendly and courteous on Australian Deer Association property, while visiting our clients, driving our vehicles on roads and highways and in daily interactions.

Other ways you can enhance client relationships are to answer phones before three rings; transfer office calls correctly; follow through on promises; give updates if necessary; greet walk-in clients by name or just smile and say hello. Treating others as you expect to be treated goes a long way in client service relationships.

The tone of your voice, or how you say something, is often more important than the words you use. Always use sincere greetings and use appropriate language.

You set the tone. If you're friendly, both clients and teammates will generally be friendly back.

Building Relationships

All our clients should be treated well, but our regular clients should receive special attention. Research has shown that clients who come back regularly often credit this to the fact they have formed a close relationship with your Manager and employees. We need to do everything we can to build such relationships with our clients.

- Know your regular clients by name.
- Use the client's name in your dealings with them. Start formally (e.g. Mr Smith), and as they invite you (or it becomes appropriate to do so), you might consider becoming more familiar (e.g. Colin).
- Introduce yourself to clients when an appropriate opportunity arises.
- Always greet and farewell a client. The greeting should be something like, *"Good morning. How can I help you?"*, and not *"Are you right there?"* or *"Can I help you?"*.
- There will be times where you are busy with another client, but you can still acknowledge a regular client with a smile or eye contact.

Providing Information and Advice

In some instances, it is appropriate that you provide clients with information and/or advice. In other instances, the client's query should be directed to your Manager.

- Offer assistance promptly to every client you see. Where the client indicates, they do not require assistance, remain alert to their needs in case this situation changes.
- Find out what the client wants or needs. Let the client do most of the talking - you should listen carefully and ask questions as necessary.
- Determine whether you can provide the information or advice. If it is a matter requiring referral to your Manager - do so at this point.
- Where a client enquires about the location of a specific product, take the client with you to the product and provide whatever assistance is necessary.
- Never say to the client, *'It's over there'*. You must take them to the item/area requested.
- Always know the products that are subject to promotion and products that you know are slow-selling and need to be moved and take every reasonable opportunity to recommend these products to clients.

Client Complaints

Nothing is ever gained by winning an argument and losing a client. Many clients don't complain ... they just don't come back (and share their negative experience with at least 10 of their friends).

If you receive a complaint:

- Act as if *"the client is always right"*. It's not always true, but it's better to resolve a complaint than letting an unhappy client leave.
- Listen carefully, and respectfully to the clients. Don't interrupt the client.
- Repeat the facts back to the client. Speak calmly and objectively to ensure that you understand the story from the client's point of view.
- Apologise, but don't admit liability.
- If the way to resolve the matter is obvious, make the offer. If not, ask the client how they would like the matter resolved.
- Once the way to resolve the complaint is clear, tell the client what you plan to do.
- If you need to refer the complaint, explain what you are doing. Relay the situation as accurately and comprehensively as you can, so that the client doesn't have to repeat their complaint unnecessarily.
- If the problem could have been prevented, work out with your Manager how to prevent it recurring.
- Keep a record of the complaint, and the action taken to rectify it, in the office communication book.

Media

If enquiries are made from outside Australian Deer Association from the media, you should not answer their enquiries, but direct all such questions to your Manager.

Please be polite when directing the media to your Manager. Remember that your conduct reflects on our company.

Answering Telephones

Our ability to effectively answer telephone enquiries is an important part of attracting new clients and keeping existing clients satisfied with our service. You are expected to answer the telephone within three to four rings.

Standard Greeting

- Smile.
- "Good morning/afternoon. Thank you for calling Australian Deer Association" (where you are located) "this is (Team member name)".
- Speak clearly without impatience. Remember to smile so your voice gives a welcome. Your voice tone is all that our customers have to judge whether they are welcome and can expect service.
- If you must put the caller on hold use positive language and say, *"Thank you for waiting,"* rather than *"Are you there?"* or *"Sorry to have kept you".*
- If you pick up a personal call for a fellow employee who is busy, explain to the caller they are unavailable at the moment, and that you will take a message and they will return the call on their next break.

Dealing with Enquiries

If you can answer the enquiry then do so, if you are not able to answer the enquiry then ask the caller if they would mind being placed on hold while you obtain an employee who is more suitably qualified to answer the enquiry.

If the caller is happy to be placed on hold, then you should contact the relevant employee, and explain who and what the enquiry is about, so the caller does not have to repeat themselves.

The new employee should thank the caller for waiting, introduce themselves and answer the enquiry appropriately.

If the employee is not available at the time then you need to return to the caller, thank them for waiting and explain, *"The employee is not available at the moment. Could I please take your details and a suitable time for you to be called back?"*

Thank the caller and farewell them. All businesses should hang up last. You should record the customer's details and the details of the enquiry and give the details to the correct employee to respond to the call.

Manner

When you answer the phone, Australian Deer Association's reputation is on the line. Make sure you are professional, approachable and friendly.

Answering the Telephone While Serving a Client

All potential customers deserve prompt and courteous service, whether face-to-face or over the telephone. You need to be able to deal with the busy times when you have to help more than one customer at a time.

If you are serving a customer and the phone rings.

- See whether anyone else can answer the call. If not, then you must answer it.
- Decide when to answer the call. If your face-to-face transaction will be quick, and the phone hasn't been ringing long, finish the transaction first. If your transaction will take a while, or the phone has been ringing for a while, answer the telephone.
- Politely excuse yourself from the customer you are serving. Most customers will be happy to wait a short time if they can see that you are the only one available to take the call.
- Find out what assistance the caller needs. If you can deal with it quickly, do so. If the query will take some time to satisfy, advise the caller you are currently serving a customer. Ask the caller

whether they can hold, or whether you should take their number and call them back within a brief (and specified) time.

- Complete the service transaction. Thank the customer for waiting and conclude the transaction efficiently and politely.
- Return to the caller. You should take the call off hold or call back at the first opportunity. Thank them for their patience and apologise for being unavailable in the first instance and attend to the query.

Expenditure & Purchasing

Australian Deer Association is committed to efficient, effective, economical, ethical and sustainable purchasing and incurring of expenditure.

When purchasing products, goods or services for Australian Deer Association, the following factors need to be considered:

- Value for money - considering the whole-of-life costs and benefits, user requirements and quality.
- The item, service or product must be fit for purpose.
- Local and Australian made products are preferred over imported products, goods or services provided the cost differential is not excessive.
- Capacity to supply.
- Environmental sustainability and social impacts.

Expenditure Limits

The following purchasing limits apply

Amount of Purchase	Purchasing Requirements	Delegated Team Member
Up to $100	Petty Cash	Manager and/or Office Manager
$100 to $1000	One verbal or written quotation	Manager
$1000 - $5000	Minimum of three written quotations	Manager
$5000 and above	Minimum of three written quotations	Managing Director/CEO

Team Member Delegations

Type of Employment	Delegated Team Member
Short-term temp. agency employee – less than one-month hire	Manager
Casual Team Member	Manager
Permanent Part-time, Full-time employee/ Long Term temp. agency employee	Managing Director/EO

Petty Cash Procedures

A petty cash voucher must be completed for all items of business expenditure under $100. Receipts or invoices should be attached to petty cash vouchers where it is reasonable for these to be obtained.

Receipts/invoices must comply with GST legislation. This requires that the words "tax invoice", date of issue of tax invoice, the name of the supplier, a brief description of each item supplied, ABN number and either the GST amount or wording along the lines of "total price includes 10% GST", to be clearly stated.

All petty cash vouchers must be approved by the Manager or Office Manager.

Corporate Credit Cards

The Managing Director/EO may authorise an employee to be issued with a corporate credit card to purchase goods and services on behalf of Australian Deer Association.

The Managing Director/EO has the authority to immediately cancel any card considered being misused or for any other reason. They may also set and vary the credit limit of any card.

Use of the Corporate Credit Card

In using the card, you are bound by the following rules:

- On receipt of your corporate card, you must immediately sign the reverse of the card and activate it by following the instructions provided with the card.
- You may only use the corporate credit card for appropriate business expenditure.
- You should not exceed your monthly credit limit.
- You may use the card for telephone or internet purchases only after receiving prior approval by your manager for the purchase.
- Any purchases on the internet may only be from sites confirmed as secure by checking a green padlock appears in the browser and a web address that commences with https (and not simply http).
- A detailed record of purchases made over the telephone or the internet, and the reason for the purchase, is required to assist reconciliation of bank statements.
- When you receive the goods or services, you need to obtain a compliant Tax Receipt and itemised cash sales invoice (if available).
- You must reconcile your corporate credit card statement within two weeks of receipt of the statement. You need to check each transaction for accuracy and include a full description of the goods/service and attach copies of all receipts/invoices to the statement before signing the statement and forwarding it to your manager.
- You must keep your corporate credit card in a secure manner to prevent loss, theft or misuse.

Prohibited Uses of Corporate Credit Cards

Cardholders must not use their corporate credit cards for:

- personal expenditure,
- asset acquisitions over $1,000.00,
- contractor payments,
- repetitive procurement that could be set up as a purchase order,
- payment of fines,
- cash advances.

Lost or Stolen Cards

If a card is lost or stolen the Westpac Bank must be immediately advised on their 24 hours, seven days a week number 1300 651 089.

Also, you must notify your manager in writing of the details surrounding the cards disappearance, and details of when you notified Westpac.

Motor Vehicles

Your safety and the safety of other drivers and road users is important to us. The following obligations and responsibilities apply regarding the use of Australian Deer Association vehicles or private vehicles driven for work-related purposes.

Licensing

- The driver of the vehicle must hold a current and valid driver's licence appropriate for the vehicle being driven (e.g. manual, automatic, etc.).
- A photocopy of your driver's licence is to be forwarded to the Payroll Officer and kept on your Personnel File. If your licence is renewed, you are to provide the Payroll Officer with a photocopy of your renewed licence.
- Your authority to drive lapses if you no longer hold a current driver's licence or have your licence cancelled or suspended for any reason.
- If you are required to drive a company vehicle or a private vehicle for work-related purposes, you are responsible for any costs incurred to renew your driver's licence.

General Conditions

- Lock all vehicles left unattended.
- Australian Deer Association vehicles are not to be used for private purposes unless your Manager has granted prior consent.
- Australian Deer Association vehicles are to be driven only by you and not by family members or friends.
- You must demonstrate care, courtesy and common sense when in control of a company vehicle or a private vehicle driven for work-related purposes.

Parking & Traffic Infringements

- You are expected to observe all Australian road rules and traffic laws. Failure to observe these provisions will result in you being personally responsible for penalties or payment of fines, including speed cameras, red-light cameras, operating a mobile phone while driving or parking infringements.
- If you incur a fine when driving an Australian Deer Association vehicle, you are required to pay it promptly.
- You must inform your Manager of any traffic or parking infringements (e.g. speeding, drink driving, red light camera, and parking) incurred whether in a private vehicle or Australian Deer Association vehicle.

Fuel Cards

- Where a fuel card is issued with an Australian Deer Association vehicle, it is not to be used for any other purpose other than as indicated on the card (e.g. fuel, oil, workshop, carwash).

Personal or miscellaneous store items (e.g. food, beverages) are not to be charged to the card and if they are, will be treated as theft.

- It is your responsibility to provide the service station attendant with the vehicle's odometer reading at the time of purchasing fuel.
- You are to retain all service stations receipts and hand them to your Manager at the end of each week.
- You must ensure that the appropriate fuel is used for the vehicle. Do not use fuel other than that recommended by the manufacturer.
- You are encouraged to purchase fuel at a competitive rate, where possible.

Vehicle Maintenance

- Managers are responsible for the proper maintenance of assigned vehicles, including weekly maintenance checks of fluid levels, tyre pressure and cleaning of the vehicle both inside and out.
- If your Australian Deer Association vehicle has a fuel card authorised for car wash facilities, the car should be put through a car-wash facility approximately once a month.
- If you are approved to garage an Australian Deer Association vehicle, you must ensure the vehicle is secured to avoid the possibility of theft, storm damage or vandalism.
- You must ensure that the vehicle is serviced through a nominated service agent in accordance with the vehicle's maintenance and service book.
- You must advise your Manager of any defects, breakdowns or other vehicle problems immediately upon return of the vehicle.

Insurance Policy

- All company vehicles are insured with Marsh Insurance.
- The company's insurance policy does not protect you against any claims if you operate the vehicle while:
    - under the influence of drugs or alcohol,
    - not currently licenced to operate the vehicle, or
    - driving without proper authority.
- Should you be involved in an accident while not protected under Australian Deer Association's insurance policy, you will be responsible for all costs (property and personal injury) associated with the accident.
- Should you be found guilty of an accident due to reckless driving or negligence on your behalf, it will be your responsibility to pay the insurance excess.

Safety & Security

- Alcohol and illegal drug use are prohibited while operating an Australian Deer Association vehicle, or personal vehicle on company business.
- Smoking is prohibited in all Australian Deer Association vehicles.
- All occupants travelling in Australian Deer Association vehicles are always required to wear properly adjusted and fastened safety belts.
- If you are transporting passengers, you must ensure that safety belts are worn, and infants/children are secured in the rear seat of the vehicle in appropriate seat/carriers.
- If you disengage or otherwise make inoperative the safety belts in company vehicles, you will lose your motor vehicle driving privileges.

- You are not authorised to deactivate vehicle airbags.
- All valuables are to be kept out of sight to avoid the risk of theft or damage when the vehicle is unattended.

Roadside Assistance

- Company vehicles are covered for roadside assistance with RACV.
- Roadside assistance includes:
    - emergency technical advice,
    - flat batteries,
    - emergency fuel,
    - flat tyres,
    - urgent message relay, and
    - towing/transportation.
- For a complete list of roadside assistance cover, read the RACV brochure in the glove box of the vehicle.
- If roadside assistance is required, call RACV on 1300 479 771 and have the following information available:
    - RACV card number,
    - vehicle registration number, and
    - vehicle make/model.

Accidents

Even the most careful drivers, with the best defensive-driving skills, have accidents. If you are involved in a motor vehicle accident, either in an Australian Deer Association vehicle or when driving your private vehicle for work-related purposes:

- Try to stay calm – don't panic.
- Stop or move the vehicle to a clear, safe and legal place.
- You must not drive away from the accident in an unroadworthy vehicle.
- Activate emergency hazard lights (if necessary).
- Ensure your safety, the safety of others, the vehicle(s) and any belongings.
- Do not admit liability for the accident.
- Look in the glove box and read the *Accident Procedure* list. If you are in your private vehicle for work-related purposes, then access a copy of the *Accident Procedure* checklist.
- Fill in the *Motor Vehicle Accident Report Form* if other vehicles or property are damaged.

Notification Immediately After an Accident

- If you are driving an Australian Deer Association vehicle, contact our insurer, on 03 9613 1493 and advise the operator that you are driving a vehicle covered by policy an Australian Deer Association policy. This can be done at the scene if you have a mobile phone and will take approx. 10 – 15 minutes for the operator to take the claim details. They will also manage the repair process and expedite the settlement of the claim.
- Our insurer is open to take calls 24 hours a day, seven days a week. If you do not make the call from the accident scene, make it as soon as possible after that.
- Report the accident to a police officer by dialling 000 if:

- a traffic violation caused the accident (e.g. drink driving, running red light, speeding, failure to stop at stop sign), or
- any person involved is injured or killed, or
- any vehicle needs to be towed from the scene, or
- the total damage to all parties exceeds $1000 (this amount varies from state to state), or
- the accident causes a traffic hazard (e.g. road blockage, traffic light/power pole).

- Where damage is caused to a third party's unattended vehicle, you should attach to that vehicle a written notice showing the particulars of the company car or your private car if you are driving it for work-related purposes.
- All accidents involving company vehicles or private vehicles driven for work-related purposes must be reported to your Manager as soon as possible.

Lost Property

Any valuables, stock or money found inside our business, or in and around the entrances to our business, should be given to your Manager, with details of where you found it and the time you found it.