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Staff members at the National Institute of Organisation Dynamics Australia (NIODA) are central to NIODA's endeavours. This Staff Policy outlines NIODA's human resource practices in regard to conditions of recruitment, induction, salary and increments, leave, home based work, development, work role review, grievance and managing unsatisfactory performance. The application is to all NIODA staff in continuing, fixed term, casual and contracted positions and third party providers.

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## A - Recruitment

### 1. Purpose

The purpose of this section of this policy is to ensure that the National Institute of Organisation Dynamics Australia (NIODA) continues to attract and retain excellent staff through a transparent and fair process.

### 2. Statement

Staff recruitment at NIODA is a transparent process where the best possible person for a position is recruited on the basis of their capacity to meet key selection criteria.

### 3. Responsibilities

The Board of Governance is responsible for the appointment of the Chief Executive Office (CEO). As such, the *NIODA Constitution* and the *Board Charter* cover the CEO position, so this is not covered further in this policy.

The CEO has delegated responsibility from the Board of Governance for the appointment of all staff.

The CEO, together with the Academic Board of Governance Chair or delegate, selects the Dean.

The Dean has delegated responsibility from the CEO for the appointment of academic staff.

### 4. Recruitment and Selection Procedures

#### 4.1. Advertisement

As a small organisation it is imperative that all staff members at NIODA hold values that are compatible with the purpose, culture and goals of the organisation. Not all positions will be filled by external advertisement. This will not compromise the requirement that the person to be selected be interviewed, selected on merit and meet the requirements of the position description.

#### 4.2. Position Descriptions

The CEO or delegate, in concert with the relevant board/committee, is responsible for developing position descriptions.

#### 4.3. Applications

Position descriptions and application forms for all positions are available from the Administration Lead.

#### 4.4. Referee checks

In the application, prospective staff members are required to identify two persons who would be willing to act as referees.

After an interview, referees of preferred applicants will be contacted. Reference checks must be structured and probing. They will be undertaken by a member of the selection committee. Where multiple people are interviewed for a role, similar questions should be asked of each referee and the answers noted for reporting to the selection committee. Questions should focus on the applicant's experience, skills and attributes as they relate to the selection criteria, job performance and work history.

#### *Notification and Acceptance*

Notification of the outcome will be sent to all applicants within two working days of completion of the selection process. Successful applicants will be required to sign and return a copy of the included employment contract and statement of conditions of employment. This signifies formal acceptance of an offer.

#### 4.5. *Conflict of Interest*

A person involved in staff selection may not be a close relative or personal friend of a candidate. This includes married couples, near relatives and other persons with close personal relationships outside the work situation who are employed or appointed by NIODA.

Staff are required to advise the CEO where they become aware that they are in a position to influence the appointment, advancement, assignment or other supervisory responsibility with respect to another staff member, or applicant for employment, to whom they are married, closely related or have a close personal relationship. Such advice is treated with sensitivity and, as far as is feasible, confidentially.

Where practical, NIODA seeks to avoid placing staff in these potentially compromising situations. Where the situation is not readily avoidable the CEO endeavours to ensure that the most appropriate arrangements are established.

People involved in the selection process should declare any conflict of interest, or potential conflict of interest, before the selection process begins. A decision will be made by the Chair of the Selection Committee about whether they will need to withdraw from the process. In particular, with regard to the appointment of such persons:

- an appointment without advertisement requires the written approval of the CEO after the submission of a special case which demonstrates that the person recommending the appointment has explored the availability of alternative appointees, to ensure that such an appointment is made on merit. This written submission should include the proposed job description, including lines of accountability, and any proposed salary and payment.
- Where such appointment, promotion, placement or supervisory relationship adversely affects the efficiency or effectiveness of the organisation, or where one or both of the persons concerned abuses the responsibilities or duties of their positions as a result of their relationship, normal administrative or disciplinary measures will be followed.

#### 4.6. *Confidentiality*

All staff selection proceedings, including all documents and correspondence, are confidential.

### 5. **Employment Agreements**

By law, NIODA is required to provide all staff members with employment agreements.

Employment Agreements are prepared for all new staff and current staff who are being offered a new position or different terms and conditions in relation to their current position.

Employment Agreements stipulate the type of employment, and details relevant to the engagement including:

- the date of commencement of employment
- the classification level and salary of the staff member on the commencement of the employment
- the hours or the fraction of full-time hours to be worked

- line accountabilities
- the duties of the position
- the performance standards required.

## B - Induction

### 1. Purpose

This section of this policy is to ensure that the National Institute of Organisation Dynamics Australia (NIODA) addresses the practices and procedures related to the induction of new staff to both to the organisation and to their specific work areas.

### 2. Statement

NIODA induction processes aim to introduce new staff to NIODA policies and practices, assist new staff to adjust to job requirements, and initiate organisational relationships.

### 3. Procedure for Staff Induction

#### 3.1. *Workplace orientation*

Workplace orientation is provided by the CEO.

Workplace orientation includes discussion of:

- policy and procedures at NIODA
- relevant Australian legislation
- the Australian Qualification Framework (AQF) and Threshold Standards
- workplace practices – ethical and collaborative undertakings
- access to and appropriate use of resources

It is mandatory that all new and existing staff attend orientation at the commencement of their work roles.

Role specific orientation is then undertaken and is the responsibility of the Dean or delegate for faculty staff members and the CEO or delegate for professional staff members.

#### 3.2. *New academic staff*

New academic teaching staff are supported in the first semester of teaching a subject by working alongside a teaching staff mentor. Across the semester the mentor progressively provides space and encouragement for the newer staff member to take up the full lecturing role.

The teaching faculty provides monthly forums for both new and longer serving staff to raise and discuss teaching issues. When first taking up the teaching of a subject independently, academic staff have regular contact with the subject coordinator, and relevant Master's Course Lead or PhD Program Lead.

New PhD supervisors undergo additional induction as per the *PhD Supervision Policy*.

### 3.3. *New professional staff*

New professional staff are supported in finding, making and taking their work role through weekly contact with the CEO or delegate for their first three months of employment and ongoing regular contact after the first three months of employment, and through their participation in relevant committee meetings.

## C - Salary and Increments

### 1. Purpose

This section of this policy is to ensure that the National Institute of Organisation Dynamics Australia (NIODA) outlines salaries, supplementing salaries, overpayments and increments.

### 2. Salaries

Salary rates are detailed in each staff member's employment agreement.

Salaries are paid fortnightly in accordance with the payroll calendar.

#### 2.1. *Supplementing Salaries*

Staff employed on a continuing fractional basis as per their employment agreement may increase their hours, up to the equivalent of 1 Effective Full-Time salary, through the following ways:

- any approved consulting or research for which a timesheet is submitted for the hours undertaken up to the maximum agreed for the specific project
- running or being staff on an approved workshop or course
- Group Relations Conference staff payment as agreed with the Conference Director
- other supplementary income as authorised by the CEO or delegate.

Supplementary income is inclusive of superannuation, annual leave and long service leave.

A staff member's fractional salary, as per their employment agreement, is reverted to an exhaustion of the supplementary income as salary and on costs.

Special circumstances may occur where a supplementary salary can be paid in a lump sum. This lump sum is subject to long service leave and annual leave, and may also be subject to superannuation. The lump sum must be authorised by the CEO.

Special circumstances may occur where staff can supplement their salary in excess of a full-time load. This must be authorised by the CEO.

### 2.2. Overpayments

A staff member who has received an overpayment has a duty to immediately report the error to the Administration Lead, irrespective of the sum involved and the cause.

NIODA has an obligation and legal entitlement to recover all debts and will take appropriate measures to do so and attempt to recover all overpayments in a fair and reasonable manner.

NIODA will contact the staff member by phone or email, informing them of the overpayment, prior to providing a written 'Overpayment Notice' which will include the following:

- the cause of the overpayment and pay period/s to which it relates
- the amount
- the repayment options, including the date, dates or period during which the NIODA will make the proposed deductions
- the options available to NIODA in pursuing outstanding debts.

A staff member should immediately contact the Administration Lead if they wish to query an overpayment.

The Administration Lead will examine the overpayment in direct consultation with the staff member and attempt to resolve the matter.

- If the staff member wishes to contest/challenge the overpayment, they are required to notify NIODA in writing within 7 days of receiving the NIODA's Overpayment Notice.
- If the staff member fails to contact the Administration Lead within 14 days of the Overpayment Notice being issued, NIODA will issue a Reminder Notice.

Overpaid funds can be repaid by way of salary deduction or electronic funds transfer.

NIODA will take fair and reasonable measures to recoup overpayments within a reasonable period of time. The method and rate at which the overpayment will be recovered is undertaken in consultation with the staff member, and only in accordance with the staff member's written authorisation.

Monies recovered within the same financial year are repaid as a net amount. The Australian Taxation Office (ATO) requires that repayments relating to the previous financial years will be recovered as a gross amount and inclusive of PAYG tax.

Normally, one-off overpayments will be recovered in the pay period immediately after which the overpayment is discovered.

Depending on the circumstances and amount owed, staff members can elect to repay the overpayment either by instalment or a single payment in full.

If a staff member does not agree to or enter into an arrangement to repay the outstanding monies, NIODA may either:

- recover the overpayment by deductions from salary over a period of six months, or
- use the dispute settling procedures outlined in *Section H- Grievance* to achieve an outcome that allows NIODA to recover the overpayment.

Where an overpayment remains outstanding at the date of termination or resignation of the staff member, NIODA may either:

- deduct the overpayment from any salary or monies that would otherwise be payable to the staff member on termination, or
- refer the matter to the Leadership Team who will review the case and may commence debt recovery proceedings.

### 2.3. Underpayments

NIODA takes the issue of underpayment seriously. A staff member who believes that they have been underpaid should contact the Administration Lead as soon as they become aware of the possible underpayment. The Administration Lead will examine the issue in direct consultation with the staff member and attempt to resolve the matter:

- Work out how much the staff member was paid and what they were entitled to be paid. Sort out during which pay periods the underpayment happened.
- Record the total amount of the underpayment. The total amount is the gross amount that NIODA was to pay the staff member before tax was deducted.
- Calculate how much should have been paid in total during the underpayment period. Calculate this based on the staff member's pay rate, the number of hours the staff member worked and when. Also check penalty rates, allowances, leave payments, tax and superannuation and any other entitlements in the agreement.
- Be clear about the calculations so it is easy to see which entitlements have been underpaid and by how much.
- Discuss and confirm back payment arrangements
- Discover the cause of the underpayment and how it has been rectified.

NIODA will pay the staff member the underpayment amount as soon as possible as part of the next pay cycle or as a separate payment.

If the underpayment amount is more than NIODA can afford in a single payment, a payment plan will be arranged with the staff member. This payment plan will be a written agreement, signed by the staff member and the CEO, which includes:

- the amount and frequency of the payments
- the way payments will be made (for example, cash, cheque or electronic funds transfer).

The back payment will be recorded in the staff member's pay records.

## 3. Superannuation

Superannuation contributions are made by NIODA in accordance with the *Superannuation Guarantee (Administration Act) 1992*.

## 4. Increments

Incremental progression is based on 12 months full-time work (1 FTE). Fractional FTE employment extends the period required for an increment to occur as included in the employment agreement.

### D - Leave

#### 1. Purpose

This section of this policy is to ensure that the National Institute of Organisation Dynamics Australia (NIODA) outlines conditions for annual leave, long service leave, public holidays, personal/carers leave, domestic violence leave and parental leave.

#### 2. Leave

A staff member must:

- Make an application for a Personal Leave day prior to the taking of that leave where possible, and if not possible as soon as practicable;
- provide NIODA with a medical practitioner's certificate or statutory declaration where more than four Personal Leave days are taken consecutively.

Leave for fractional-time staff is calculated on a pro-rata basis.

Leave entitlements are paid at ordinary rates of pay without any allowances or leave loading.

NIODA is authorised to deduct from a staff member's salary/wages, amounts in respect of leave taken to which the staff member was not entitled. This will be discussed with the staff member prior to the deduction occurring. Should the staff member disagree with any decision made they can apply to have this decision reviewed using the grievance process.

##### 2.1. Annual Leave

A staff member is entitled to four (4) weeks annual leave per year of full time continuous service in accordance with the provisions of the National Employment Standards (NES) and its replacements from time to time. Staff that do not work full time will accrue annual leave on a pro basis. Annual leave must be taken at a time or times to be approved by NIODA.

Annual leave entitlements must be taken by the end of the calendar year in which they were accrued, at a time convenient to the needs of NIODA and the staff member, unless agreed otherwise. If a staff member has accumulated annual leave in excess of six (6) weeks, NIODA may direct the staff member, by providing at least four (4) weeks' notice in writing, to take an amount of annual leave sufficient to reduce the annual leave balance to four (4) weeks.

##### 2.2. Public Holidays

A full-time staff member is entitled to all public holidays as gazetted in the NES <https://www.fairwork.gov.au/leave/public-holidays/list-of-public-holidays#VIC>

A staff member employed on a fractional EFT may either be employed for specific days each week or be employed with flexibility as to which days they work.

The following applies to public holiday allocation for each employment category.

### 2.2.1. Staff employed on specific days:

If the public holiday falls on a normal working day, the full entitlement of 7.6 hours is given as public holiday. Where the public holiday falls on a day that is not a normal working day, no (0) public holiday allocation is made.

For example, if normal hours are Monday, Tuesday and Wednesday and there is a public holiday on the Monday, then 7.6 hours of public holiday are awarded. If the public holiday falls on a Friday, then 0 hours of public holiday are awarded that week.

### 2.2.2. Staff employed with flexible (unspecified) days each week:

If the public holiday falls during the Monday-Friday of a normal working week, the percentage of part-time allocation is given to the 7.6 normal work hours that make up the public holiday.

For example, if flexible hours are across a 0.4 position, and a public holiday falls between the Monday-Friday of that week, then  $7.6 \times 0.4 = 3.04$  public holiday hours are awarded that week. If two public holidays are in one week, then  $15.2 \times 0.4 = 6.08$  public holiday hours are awarded that week.

## 2.3. Parental Leave

A staff member is entitled to parental leave (maternity, paternity and adoption leave) in accordance with the NES as varied from time to time <https://www.fairwork.gov.au/leave/maternity-and-parental-leave>

## 2.4. Long Service Leave

(a) Long service leave is paid leave accrued during Continuous Employment with NIODA.

(b) Staff members accrue long service leave based on the number of ordinary hours worked. Part-time staff members accrue long service leave on a pro rata basis. Casual staff members are entitled to accrue long service leave as provided for in this clause.

(c) The basic entitlement for each 7 years of full-time Continuous Employment is 1.3 weeks for each year of service.

Staff members are entitled to take long service leave after seven years of service. Such leave will be on full pay unless the staff member makes an application to double all or part of the leave, e.g. taking the doubled time at half pay.

The following will not count as service for the purpose of long service leave accrual:

any period of service after the date from which a pension is payable under the provisions of the Superannuation Act or of such other pension schemes where staff members retire on the grounds of age or ill health.

Long service leave will be taken at a time convenient to the needs of NIODA and the staff member. Where a staff member applies for leave that overlaps with a period of leave already granted to another staff member in the work area, the approval of the application will be subject to operational requirements.

NIODA may direct in writing a staff member with a long service leave balance of four and a half months or more to take up to three months leave, commencing no sooner than three months (unless by agreement) and within 12 months after the direction at a time determined by NIODA. A staff member cannot be directed to take leave within 24 months of an intended date of retirement.

If a staff member dies before taking all the long service leave to which the staff member is entitled, NIODA will pay to the staff member's estate the full amount of the long service leave entitlement still owed to the staff member.

No deduction from long service leave credits will occur for any public holiday observed during a period of long service leave.

### *2.4.1. Casual Long Service Leave*

Any service as a casual staff member which meets the requirements of the *Victorian Long Service Leave Act 2018* will count as service for the purposes of long service leave provisions

[http://www.legislation.vic.gov.au/Domino/Web\\_Notes/LDMS/PubStatbook.nsf/f932b66241ecf1b7ca256e92000e23be/04AC416C0C9CE8EBCA25828E000FECB2/\\$FILE/18-012aa%20authorised.pdf](http://www.legislation.vic.gov.au/Domino/Web_Notes/LDMS/PubStatbook.nsf/f932b66241ecf1b7ca256e92000e23be/04AC416C0C9CE8EBCA25828E000FECB2/$FILE/18-012aa%20authorised.pdf)

### *2.5. Personal/Carer's Leave, Compassionate Leave and Family and Domestic Violence leave*

A staff member is entitled to ten (10) working days of Personal/Carer's Leave for each completed year of service from the commencement date of this agreement. Part-time and casual staff members are entitled to 10 days pro-rata Personal/Carer's leave. Personal/Carer's Leave days may be accumulated. Accumulated Personal/Carer's Leave days are forfeited without compensation when the staff member's employment ends.

A staff member other than casual is entitled to two (2) days paid compassionate leave in the event of the death or a serious life-threatening illness or injury of an immediate family member of the staff member's household. A casual staff member is entitled to two (2) days unpaid compassionate leave. Untaken compassionate leave does not accumulate from year to year and will not be paid out if the staff member's employment ends.

A staff member is entitled to ten (10) working days per year of Family and Domestic Violence Leave. Family and Domestic Violence Leave does not accumulate from year to year and will not be paid out if a staff member's employment ends.

## E - Home Based Work

### **1. Purpose**

This section of this policy details the policy and procedures of the National Institute of Organisation Dynamics Australia (NIODA) for staff home based offices (workplace). These are to assist staff and their line managers to set in place explicit and accountable working from home arrangements.

### **2. Home based work**

NIODA is committed to policies and procedures that support agility and flexibility in the workplace and working arrangements with staff that are 'fit-for-purpose'.

NIODA has virtual offices where all staff work from home. Since COVID, NIODA also delivers most of its accredited courses online with staff delivering the programs usually from their home offices.

The accredited degree courses are offered in part-time mode only. This candidate/student demographic tend to use email and phone as a preferred means of accessing teaching and/or administrative support outside of class

times. On the occasions when candidates/students and academic staff believe face-to-face meetings to be preferential, rooms are booked at the teaching premises for the agreed meeting time.

### 3. Definitions

**Home Based Work** is work performed at a staff member's residential address, for an agreed number of hours on a specific day or days, for an agreed period of time.

**Home Based Work Site** (the site) is an area designated in a staff member's private dwelling which has been agreed by NIODA and the staff member for use by the staff member to perform home based work.

**Line manager** means the person who the staff member reports to.

**Equipment** means computer, modem, telephone, fax or other electronic or related office equipment required for the conduct of Home Based Work..

**Home Based Work Agreement** (the Agreement) is a written agreement signed by the staff member and the appropriate line manager located at: <https://form.jotform.com/240121798584058>

**Self Assessment Checklist** is a checklist incorporated into the agreement completed by the staff member confirming that their home office meets occupational health and safety requirements and identifies any possible risks associated with the home office.

A Home Based Agreement and a Self Assessment Checklist must be satisfactorily completed before the home office is considered suitable for a Working from Home Agreement.

### 4. Principles

- Home based work is discussed with staff at the time of employment with reference to this policy.
- A written and signed agreement will be entered into at <https://form.jotform.com/240121798584058>
- Home based work is a regular arrangement for the immediate future.
- Working from home is not an entitlement.
- Working from home does not affect conditions of employment.
- The home based work arrangement is reviewed by the staff member's line manager, in the annual work role review meetings
- Staff members who work from home are required to spend part of their working hours in face-to-face meetings at the teaching premises or other CBD offices. Actual hours to be worked at the teaching premises or other CBD offices will be agreed between the staff member and their line manager.
- Staff members must be able to work effectively at home having regard to any dependent care responsibilities of the staff member.

### 6. Communication

Good communication is an essential part of any successful home based work arrangement. The line manager ensures that the staff member knows and understands the expectations and required standard of work. These expectations should be clearly documented and regularly assessed throughout the life of the agreement. It is important for a staff member and the line manager to meet at regular intervals (at least fortnightly). This allows

both the manager and the staff member to provide regular feedback and to discuss and evaluate the arrangement. Scheduling meetings at a mutually convenient time and location is a way of ensuring the staff member keeps in contact with changes and developments in the workplace and to address any isolation issues.

### **7. Safety and Health Requirements**

The home based work site requires a designated area that is deemed to be an acceptable workspace. A Self-Assessment Checklist must be completed by the staff member and sent to the line manager. Should any concerns be raised, an assessment may be required (which may include a health and safety and risk assessment of the home based site). Ongoing failure to comply with safety and health requirements may result in the agreement being terminated, and will affect employment with NIODA.

The staff member must have a documented, clear delineation of when they are working or not, and of what is their designated workspace.

Staff members must be properly inducted and aware of the relevant NIODA safety policies and procedures, including reporting of injuries.

### **8. Insurance**

A staff member who is working from a home based worksite under an approved Home Based Work Agreement is covered by NIODA's WorkCover insurance if performing NIODA work in accordance with the Agreement in their Home Based Work Site.

The staff member agrees to notify their household insurer (if required) of Home Based Work arrangements and provide the name of the insurer to NIODA.

The staff member indemnifies NIODA against all loss or damage to the staff member's property and all claims by third parties in respect of personal injury and property damage except to the extent caused by the negligent act, error or omission of NIODA.

NIODA is not responsible for third parties who visit the site and who are not NIODA staff. This means staff are not permitted to have students/candidates/clients or other people who may be associated with the staff member's work role visit the site.

### **9. Equipment**

The CEO or line manager and staff member will list equipment to be used by the staff member in the course of carrying out work at the site. This list specifies who owns the equipment and is documented in the Agreement. Equipment owned by NIODA for use by the staff member at the site is to be used solely by NIODA staff or other approved users as specified in home based work agreements. A staff member has a duty of care for the asset

NIODA is responsible for the provision and maintenance of all equipment needed at the site. Staff members will allow reasonable access to replace, service or repair the equipment.

If the staff member's own equipment is to be used at the site, the percentage of costs of maintenance, repair and insurance of the equipment to be borne by NIODA will be agreed between NIODA and the staff member. The manner in which consumables will be supplied (e.g. toner, paper, etc.) will also be agreed. These arrangements are to be documented in the Agreement. Costs (including work related phone costs) will be charged to NIODA.

### **10. Access to the home based work site**

It is recognised that access to the site is necessary on occasions to deal with work related matters. The staff member will be given 24 hours notice. The consent of the staff member is required before access can be obtained;

however, unreasonable denial may constitute grounds for terminating the Agreement.

### 11. Security

Prior to approving an application to work from home, the line manager will need to be satisfied that appropriate measures are in place to protect NIODA information and assets.

The staff member is to be familiar with the policies and procedures for handling and classifying documents and this is part of the staff members' initial induction and training.

Any work related information remains the property of NIODA and cannot be divulged to persons who do not have a strict "need to know". Further detail is available in the *Privacy Policy*.

Work related information is to be adequately secured according to the records management and security policy at all times when not the subject of work activities. Family and visitors to the site are not to have access to any such information whether in hard copy or through office based network means.

## F - Development

### 1. Purpose

Staff development is one of the means by which the National Institute of Organisation Dynamics Australia (NIODA) can ensure that staff members are fully equipped with the knowledge, understanding and skills required to achieve the goals and objectives as outlined in the NIODA Strategic and Business Plans. Staff development refers to the programs and activities that facilitate and support staff in meeting their development needs in ways that are consistent with achievement of individual and staff team goals.

### 2. Scope

Application of this section of the Staff Policy is to all continuing, fixed term and casual staff members of NIODA, and includes their participation in:

- individual staff development
- outside studies programs
- research, conferences and fieldwork
- staff development days
- training courses
- visiting scholars program
- on-the-job training
- mentoring/co-teaching
- institutional secondments and exchange

Staff development serves many purposes, among the most important being to:

- develop the skills of staff so that they can carry out their current and future roles more efficiently and effectively and derive greater job satisfaction
- assist in the collaboration of major conceptual development at NIODA and share this knowledge
- assist new academic staff at NIODA in the development of teaching style which embodies NIODA's core values, core processes and procedures
- develop specific skills required by legislation or policy
- support staff facing demands brought about by new roles
- assist staff in defining their need for professional development and in planning their careers
- further the organisational development of NIODA.

### **3. Staff Development Principles**

Staff development must be integrated into NIODA's functioning as an essential part of planning, management and working practice. Staff development programs and activities are based on identified needs, developed consultatively, and reflect organisational priorities.

Staff development follows the core values and the NIODA procedures and processes, and is based on the following principles that should be adhered to by all those responsible for its implementation.

- Staff development is regarded as a legitimate form of work activity.
- All staff are eligible for staff development, and equitable opportunity applies to access and participation by all staff.
- The development of staff is a responsibility shared by governance, management and individual staff members.
- All staff are encouraged and required to take responsibility for their own learning, to develop personal goals, to record and reflect on their own development and to assist in developing others.
- NIODA is committed to organisational learning in which all staff are encouraged to learn and contribute to the continuous improvement of the organisation.

### **4. Access to Staff Development**

The extent to which a training and development activity will be supported by NIODA depends on a number of factors including:

- the relevance of the development need to NIODA's goals and objectives
- the financial cost, based on the availability of institutional funds as well as whether or not there can be a return on investment
- the time commitment, work coverage and impact on colleagues
- the amount of staff development that is reasonable for one individual to undertake in a given period
- equity with similar staff development requests.

Individual staff development planning takes place during the annual work role review for faculty staff members with the Dean or delegate, and for professional staff members, with the CEO or delegate.

The Dean and the Course Leads develop an annual academic staff development plan that focuses on development of desired pedagogical and discipline content areas.

The CEO and Administration Lead develops an annual professional staff development plan pertinent to optimal service delivery at NIODA.

The CEO and the Dean develop an annual all-staff development program, including the annual staff retreat. All currently employed staff (continuing, fixed term and casual) are required to participate in all-staff development days.

### **5. Time Allocation**

Staff development activities endorsed and supported by NIODA usually take place during work hours, are considered paid time and agreed additional costs are reimbursed.

Staff development activities that are encouraged by NIODA but not essential may take place during work time or may involve study in the staff member's own time during evenings and weekends.

### **6. Equity**

NIODA seeks to ensure that staff development opportunities are available to all and that part time continuing, fixed term and casual staff are afforded the same opportunities as continuing staff. This principle, however, does not imply an automatic right of individuals to particular development activities or a right to undertake development activities within a specific timeframe.

### **7. Quality Assurance**

Evaluation of staff development programs is embedded within each development activity and outcomes are shared with the relevant course, business committee or team.

### **8. Budget and Approval Process**

Within the limits of financial constraints it is aimed that:

- 1.5% of total teaching expenditure is allocated to approved staff development activities for academics.
- 1.5% of professional staff expenditure is allocated to approved staff development activities for professional staff.

Conference attendance is in addition to these allocations.

Faculty and professional staff development activities must be approved by the relevant line manager.

### **9. Responsibilities**

The Dean has delegated responsibility for ensuring NIODA academic staff are proficient in pedagogical approaches to their teaching and research in maintaining leading edge scholarship and professional practice in systems psychodynamics, and in ensuring teaching and research practices lead to student engagement in intellectual inquiry appropriate to the level of the course of study.

The CEO has responsibility for ensuring NIODA professional staff have access to opportunities to support their professional development.

Operational support to achieve quality staff development is the responsibility of the CEO.

### G - Work Role Review

#### 1. Purpose

In order to ensure the highest standards of performance and accountability, the National Institute of Organisation Dynamics Australia (NIODA) undertakes annual and ongoing review of tasks, role relations, accountabilities and staff performance.

#### 2. Statement

The ability to perform optimally in a job role is the result of a system that supports competence and an individual who can and does take up the role challenges and accountabilities. At NIODA, job performance is understood in the context of the individual and the system. Review of work role performance reflects these two intersected dimensions.

#### 3. Procedure

##### 3.1. *All staff role reviews*

Led by the CEO, staff review of role relations are continuously undertaken in Leadership Team meetings within a standing agenda item considering the state of the organisation as a whole. The purpose of this type of review is to discover what is working well systemically and what might be improved i.e. where points of tension exist between roles that might be systemic in nature and what might be done to address tensions.

##### 3.2. *Individual role reviews*

Individual role review is explored annually. For professional staff this is one-on-one with the CEO or delegate and for academic staff with the Dean or delegate.

The purposes of the individual role review are: to establish the priorities for the coming year; to pay attention to the individual experience of the role; to ensure role requirements and accountabilities are being met; and to establish staff development and training goals. Discussion of career aspirations, promotional opportunities and associated training needs also constitute a part of this review. This is a two-way dialogue in which the staff member and the CEO/Dean or delegates may offer ideas and suggestions for how the organisation can support the staff member's development needs and those of NIODA more broadly. One of the outputs from these reviews is the development of a work plan for staff that is considered in subsequent reviews.

For supervisors of PhD candidates role review, as delegated by the Dean, annually occurs in a Supervisor Professional Development Group meeting where issues pertinent to taking up the supervisor role are discussed and reviewed and developmental opportunities are identified.

## H - Grievance

### 1. Purpose

The purpose of this section is to provide an avenue through which the National Institute of Organisation Dynamics Australia (NIODA) staff and their managers can resolve work-related complaints as they arise.

### 2. Statement

Open communication and feedback are regarded as essential elements of a satisfying and productive work environment.

NIODA encourages its staff to attempt to resolve any issues or concerns that they may have at the earliest opportunity, with the person directly, or, if there is a reason why they cannot attempt to resolve the issue in this way, through their immediate manager.

NIODA grievance mechanisms are designed to promote the fast and efficient resolution of workplace issues.

Staff should be encouraged to feel comfortable discussing issues with their manager, the relevant Course Lead or the CEO in accordance with the procedures outlined below.

All formal avenues for the handling of grievances are to be fully documented and the staff member's wishes are to be taken into account when determining the appropriate steps and actions.

No staff member is to be intimidated or unfairly treated in any respect if they utilise this policy to resolve an issue.

### 3. Responsibilities

It is the responsibility of **NIODA** to ensure that:

- all managers are aware of their obligations and responsibilities in relation to communication and information sharing with their staff
- ongoing support and guidance is provided to all staff in relation to employment and communication issues
- all managers are aware of their obligations and responsibilities in relation to handling grievances
- any grievance that comes to the attention of managers is handled in the most appropriate manner at the earliest opportunity.

It is the responsibility of **Managers** to ensure that:

- they make efforts to identify, prevent and address potential problems before they become formal grievances
- they are aware of, and are committed to, the principles of communicating and information sharing with their staff
- all decisions relating to employment practices are made with consideration given to the ramifications for the individual, as well as the organisation
- any grievance is handled in the most appropriate manner at the earliest opportunity

- all staff are treated fairly and according to the principles of natural justice.

It is the responsibility of **Staff** to ensure that:

- they attempt to resolve any issues informally, either with the person concerned or through their immediate manager at the earliest opportunity.

#### 4. Procedures

##### 4.1. *Employment Practices*

All managers should be aware of the possible ramifications of their actions when dealing with staff issues. They must ensure that all staff are treated with fairness, equity and respect.

Where a grievance or dispute has been brought to a manager's attention the guidelines below should be followed.

##### 4.2. *Grievances and Dispute Resolution*

Complaints can be taken up as per the NIODA Grievance Policy. The Grievance Policy is published on the NIODA website (<http://nioda.org.au/policies>).

## I - Managing Unsatisfactory Performance

### 1. Purpose

This sets out the policy and process for dealing with unsatisfactory performance of staff within the National Institute of Organisation Dynamics Australia (NIODA).

### 2. Statement

Where there is the identification of unsatisfactory work performance, NIODA will take action to address the performance issues. Action taken to address unsatisfactory work performance will be consistent with the principles of procedural fairness and compliant with relevant legislative processes.

Where a staff member has failed to achieve the standards set by the organisation, or has acted in a manner which is contrary to the required code of conduct, they should be advised of the organisation's requirements in these matters.

In order to maximise the potential of staff, it is important to provide feedback on the way staff are undertaking their tasks, to coach them to achieve better performance on the job, and to counsel them when problems occur.

### 3. Responsibilities

It is the responsibility of the CEO to implement this policy.

**NIODA** is responsible for ensuring:

- staff are aware of the performance standards expected of them
- performance issues are discussed with staff as and when they arise and any mitigating factors presented by the staff are listened to.

**Managers** are responsible for ensuring:

- they listen and discuss performance issues or difficulties with staff as and when they arise
- support is provided in working together with staff where necessary and possible, to aid performance of their duties
- work performance issues are raised in a considered way.

**Staff** are responsible for ensuring that they:

- discuss performance issues or difficulties with their line manager as and when they arise
- seek assistance in the performance of their duties, if necessary
- be open to performance feedback and make every effort to improve their work performance where performance issues are raised.

## 4. Processes

### 4.1. *Prior to commencing a formal underperformance process*

Prior to commencing any formal unsatisfactory work performance process, the line manager must attempt to informally discuss the performance issues with the staff member.

The manager must consider organisational or personal factors that play a role in the staff member's unsatisfactory work performance and consider alternatives to the formal unsatisfactory work performance process to address the problem.

Unsatisfactory work performance should be addressed as and when it arises to provide staff with support and assistance to improve their performance at the earliest opportunity. Managers should not wait until a staff member's end of cycle work role review to address issues of unsatisfactory work performance.

In both the informal process and the formal process as described below in 5.2 measures which may be used to support the staff member in addressing performance issues may include, however, are not limited to:

- increased supervision support
- changes to the staff member's work performance plan
- mentoring
- training and professional development
- increased feedback
- coaching.

### 4.2. *Formal process*

Where NIODA considers that informal attempts to address the staff member's unsatisfactory work performance have been unsuccessful, NIODA may proceed to manage the staff member's unsatisfactory work performance through a formal process.

The formal process for the management of staff member's unsatisfactory work performance is a three stage process.

### *4.2.1. Stage One – Formal Counselling*

The first stage of formal management of unsatisfactory work performance is formal counselling of the staff member. NIODA must:

- (i) advise the staff member of the unsatisfactory work performance and confirm the commencement of the formal counselling stage; and
- (ii) outline the standard required of the staff member; and
- (iii) provide the staff member with an opportunity to respond within a reasonable timeframe; and
- (iv) provide the staff member with an opportunity to improve within a reasonable timeframe.

The staff member will be advised of any consequences of not improving their performance within a reasonable period of time and of engaging in any further unsatisfactory work performance.

A written record of the formal counselling session will be placed on the staff member's personnel file. The formal counselling record must indicate:

- (i) the standard expected of the staff member; and
- (ii) where and how the staff member is not meeting this standard; and
- (iii) the consequences if the staff member fails to improve their performance including that continued or repeated unsatisfactory work performance may result in termination of the staff member's employment

### *4.2.2. Stage Two – Formal Written Warning*

If the staff member's work performance has not improved within a reasonable period of time following formal counselling in accordance with Stage One of the process as set out in 4.2.1, or if the staff member engages in further unsatisfactory work performance, the staff member will be given a formal written warning.

The formal written warning must indicate:

- the standard of performance expected of the staff member
- where and how the staff member is not meeting this standard
- the consequences if the staff member fails to improve their performance.

The written warning will be placed on the staff member's personnel file.

### *4.2.3. Stage Three – Final Written Warning*

If the staff member's work performance has not improved within a reasonable period of time following receipt of a formal written warning in accordance with Stage Two of the process set out in 4.2.2, or if the staff member engages in further unsatisfactory work performance, the staff member will be given a final written warning.

The final written warning must indicate:

- the standard of performance expected of the staff member
- where and how the staff member is not meeting this standard
- the consequences if the staff member fails to improve their performance, including that the staff member's employment may be terminated by NIODA.

The final warning will be placed on the staff member's personnel file.

At each of stages one, two and three of the formal process, NIODA will provide the staff member with an opportunity to respond.

#### 4.3. *Termination of the staff member's employment*

NIODA may terminate the staff member's employment for unsatisfactory work performance if stages one, two and three of the formal process have been followed. Notice of termination will be advised to the staff member in writing and a copy of the notice will be placed on the staff member's personnel file.

## Legislation and Awards

National Employment Standards

<https://www.fairwork.gov.au/employee-entitlements/national-employment-standards>

Superannuation Guarantee (Administration Act) 1992 <https://www.legislation.gov.au/Details/C2017C00379>

Victorian Long Service Leave Act 2018

[https://www.legislation.vic.gov.au/Domino/Web\\_Notes/LDMS/PubStatbook.nsf/f932b66241ecf1b7ca256e9200e23be/04AC416C0C9CE8EBCA25828E000FECB2/\\$FILE/18-012aa%20authorised.pdf](https://www.legislation.vic.gov.au/Domino/Web_Notes/LDMS/PubStatbook.nsf/f932b66241ecf1b7ca256e9200e23be/04AC416C0C9CE8EBCA25828E000FECB2/$FILE/18-012aa%20authorised.pdf)

Fair Work Act 2009

Fair Work Regulations 2009

## Related Documents

Free Intellectual Enquiry Policy

Academic Integrity and Honesty Policy

Acceptable Use of Equipment Policy

Privacy Policy

Academic Promotions Policy

Legislative Compliance Policy

Intellectual Property Policy

General Misconduct Policy

Grievance Policy

Bullying Policy

Sexual Misconduct Policy

Work Health and Safety Policy

Access and Equity Policy

Strategic Plan

Business Plan

PhD Supervisor Registration Policy

PhD Supervision Policy