

Human Resources Principles and Policies

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WESTERN AUSTRALIAN INSTITUTE *of* SPORT

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1. Human Resource Principles & Policies – Organisational Objectives

The Western Australian Institute of Sport Incorporated (**WAIS**) is an incorporated Association. Although accountable to Parliament and relevant State Government departments, WAIS is not a governmental agency.

The WAIS Human Resources Principles & Policies is provided and intended as a helpful guide on expected behaviours, as well as the policies and processes surrounding our Human Resource practices. WAIS may, at any time, in its sole discretion, modify or vary anything stated in this document - except as required by law.

This document supersedes all prior handbooks, manuals, policies and procedures issued by WAIS. This document is not incorporated into your contract of employment, nor does it form part of your contract of employment.

The policies and procedures contained in this document constitute lawful and reasonable direction by WAIS to which you must obey and comply. Any breach of the policies and procedures set forth in this document may result in disciplinary action including termination of employment.

To achieve its Vision, WAIS will implement management and workplace practices based on the following principles:

1.1 Consultation and Participation

- 1.1.1 Inform and consult with employees on all matters relating to their employment.
- 1.1.2 Enable employees to participate in decision making processes, where appropriate, through consultative committees and project teams.

1.2 Cooperative Labour Relations

- 1.2.1 Work cooperatively with employees to implement flexible and efficient work practices.
- 1.2.2 Endeavour to maintain cooperative labour relations with employees on matters involving WAIS.

1.3 Core Conditions

- 1.3.1 Develop and maintain consistent core terms and conditions of employment, tailored to meet both the legal requirements in Australia and the operational needs of WAIS.

1.4 Employee Performance and Development

- 1.4.1 Provide training and career development opportunities for full time and part time employees.
- 1.4.2 Provide clear direction and feedback to individuals and teams through regular performance planning and reviews and surveys.
- 1.4.3 Act firmly and promptly in cases of poor performance or misconduct.
- 1.4.4 Establish and maintain a clear link between individual and organisational performance.

1.5 Fair Treatment

- 1.5.1 Treat all employees fairly and consistently in accordance with equal opportunity principles.
- 1.5.2 Ensure that recruitment and promotion decisions for permanent positions are based on merit and equity.
- 1.5.3 Maintain an impartial and confidential process to address employee disputes and grievances.

1.6 Flexible Organisation and Work Practices

- 1.6.1 Maintain an appropriate organisational structure to facilitate communication, teamwork and optimum quality service.
- 1.6.2 Ensure that positions are correctly classified.
- 1.6.3 Endeavour to provide flexible working conditions to meet the needs of WAIS and its employees.

1.7 Recognition and Reward

- 1.7.1 Pay the appropriate level of wages, salaries and benefits to employees; in accordance with relevant legislation and industry standards.
- 1.7.2 Promote the recognition of individual, team and organisational achievements.

1.8 Safe and Healthy Workplace

- 1.8.1 Adopt a preventative approach to occupational health and safety to assess and eliminate hazards before they cause injury or illness.
- 1.8.2 Provide suitable means, where practicable, for injured employees to be rehabilitated and return to work.

1.9 Skilled Workforce

- 1.9.1 Develop and maintain a highly skilled and motivated workforce to provide outstanding service to internal and external stakeholders.

2. Working Arrangements

The following standards have been developed by WAIS to achieve its objectives.

2.1 Definitions

- 2.1.1 **Employee** - An employee is a person employed by WAIS on a permanent basis (full time or part time) or on a temporary basis (full time or part time fixed term contract) or on a casual basis, excluding independent consultants
- 2.1.2 **Independent contractor** - Independent contractors (or consultants) are not employees. They have a contract of service with WAIS and are paid for that service. Independent contractors engaged by WAIS are not subject to the contents of this document.

2.2 Aim

- 2.2.1 To utilise the most appropriate categories of employment to best meet the operational needs of WAIS.
- 2.2.2 To ensure that all employees are covered by an appropriate agreement.
- 2.2.3 To ensure that employees are aware of their employment status.
- 2.2.4 To ensure that employees are treated fairly and equitably in regard to their employment status.

2.3 Standards

- 2.3.1 Employees commencing employment with WAIS are required to sign "the Western Australian Institute of Sport Common Law Contract of Employment".
- 2.3.2 Ensure that categories of employment are applied consistently across the organisation.
- 2.3.3 Employees are provided with a position description which governs their duties and responsibilities. The position description provides the basis of performance evaluation and retains proof of acceptance.
- 2.3.4 Ensure that employees are remunerated in accordance with the approved WAIS salary scale.
- 2.3.5 Ensure that employment contracts are reviewed, and where appropriate renewed, well before the expiration of the current contract.

3. Position Establishment & Classification

3.1 Definitions

- 3.1.1 Position Establishment - The process of identifying and formalising the job roles and duties required to achieve organisational objectives.
- 3.1.2 Classification - The process of assessing and determining the appropriate remuneration level or salary range for jobs.

3.2 Aim

- 3.2.1 To ensure that jobs are correctly established and classified in accordance with relevant awards, agreements or industry standards.

3.3 Standards

- 3.3.1 Accurate position descriptions are to be prepared and maintained for all permanent and fixed term positions. Position descriptions are to be reviewed when vacancies occur and during performance planning and review sessions.
- 3.3.2 Jobs are to be appropriately classified and reclassified based on work value, and internal and external relativities.
- 3.3.3 The classification process is to be carried out in a fair, consistent, unbiased and timely manner using appropriate classification tools.
- 3.3.4 Classification assessments are to be carried out by the relevant Departmental Manager and the Executive Director.
- 3.3.5 Classification documentations are to be conclusive; and decisions are open to review and appeal.
- 3.3.6 Confidentiality is to be maintained throughout the process.
- 3.3.7 Persons preparing position descriptions and classification documents are to have appropriate training.

4. Recruitment & Mobility

4.1 Definitions

- 4.1.1 Recruitment - The process used to attract, identify and secure a pool of eligible candidates for job vacancies.
- 4.1.2 Acting - Temporary placement in a job for more than ten (10) working days, at an equivalent or higher classification level.
- 4.1.3 Transfer - Permanent movement to a job with an equivalent classification level.
- 4.1.4 Secondment - Voluntary temporary placement in another job role for a defined period of time.

- 4.1.5 Merit based - Decisions are free from discrimination and based on a person's knowledge, skills, capabilities, qualifications, attitude, aptitude and values.

4.2 Aim

- 4.2.1 To establish a suitable pool of eligible candidates for job vacancies.
- 4.2.2 To meet staffing requirements in an efficient and timely manner.
- 4.2.3 To provide employees with opportunities for career development within and outside the organisation.

4.3 Standards

- 4.3.1 To ensure that legal and administrative requirements for recruitment and mobility are met.
- 4.3.2 To ensure that recruitment and mobility processes are fair, consistent and unbiased.
- 4.3.3 On request, provide information to all applicants outlining job requirements and selection criteria.
- 4.3.4 To ensure proper external and internal merit based selection processes are used for substantive appointments (fixed term contract and permanent) to vacant positions.
- 4.3.5 To ensure that the recruitment process is timely, delays are kept to a minimum and confidentiality is maintained.

5. Selection & Appointment

5.1 Definitions

- 5.1.1 Selection - The process used to determine and hire the most suitable and best qualified candidate (from within or outside the organisation) for a job vacancy in the most timely and cost effective manner.
- 5.1.2 Working with Children Check - The process of completing a criminal history check at National level, relevant to staff who have frontline interaction with children (individuals under the age of 18) to determine their suitability to work with children.
- 5.1.3 Police Clearance - The process of completing a criminal history check at National level, relevant to all staff who works within the Finance department or Senior Management team to determine whether they have any pending or previous criminal cases that would affect the way in which they work within their role.
- 5.1.4 "No doping" statutory declaration - A legally binding document that all new employees, consultants and Board members must sign to declare any involvement they may have had with doping in sport in the past.
- 5.1.5 Core staff – Employees that work within the WAIS environment for a minimum of 8 hours per week (this includes core casuals)

- 5.1.6 Consultants – Contractors that provide services to WAIS on a fee for service basis.
- 5.1.7 Casuals – Employees that work for WAIS in a back-fill leave cover or support capacity for a core staff member.

5.2 Aim

- 5.2.1 To ensure that the best available applicant is selected for a vacant position using appropriate recruitment processes and methodologies to ensure that the appointment is based on merit.
- 5.2.2 To meet staffing requirements in an efficient and timely manner.
- 5.2.3 To ascertain whether applicants are suitable to work in the proposed role.
- 5.2.4 To ascertain whether applicants are suitable to work with children (where applicable).

5.3 Standards

- 5.3.1 Internal merit selection process used for all transfers at level and acting appointments.
- 5.3.2 External and internal appointments are to be based on a merit selection process which is used for all permanent or fixed term contract appointments and promotions.
- 5.3.3 Not all positions are required to be publicly advertised. A determination to advertise will be made by the Executive Director after taking into consideration the seniority of the position, the specialised set of skills required for the position and the time frame in which the position is required to be filled.
- 5.3.4 Selection process is fair, consistent, unbiased, and timely and delays kept to a minimum.
- 5.3.5 Process for selecting applicants is based solely on a proper assessment of merit against the selection criteria established at an early stage of the recruitment process.
- 5.3.6 The appointment of Consultants and Casual staff may be exempt from the below selection process due to limited hours of engagement with WAIS.

For the recruitment of core staff, at least two selection techniques are to be used in the selection process (e.g. interview and referee reports).

- 5.3.7 Selection panels are to have a minimum of two people. At least one is to be a WAIS staff member at the time. Where possible, the selection panel should include at least one male and one female.
- 5.3.8 Selection panels are to acquire proof of entitlement to work in Australia and proof of qualifications.
- 5.3.9 The relevant manager will make the final decision for the appointment recommendation, but will prepare a selection report to include justification for decision and merit assessment for each applicant. The selection report will be reviewed by the Executive Director who will authorise the recommendation as appropriate.
- 5.3.10 Decisions documented in a manner that enables the process to be reviewed.
- 5.3.11 Confidentiality is maintained throughout the process.

- 5.3.12 All unsuccessful applicants to be notified in writing and be given the opportunity to request further feedback.
- 5.3.13 Legal and administrative requirements for selection and appointment are met.
- 5.3.14 Staff who, in the term of their employment, are required to have frontline interaction with children (individuals under the age of 18), must obtain a Working with Children Check before being appointed. Failure to obtain this check may result in a WAIS employment offer being terminated. WAIS will refund the fee if the Working with Children Check is clear and the prospective employee accepts the offer of employment. WAIS will absorb the associated cost for existing staff. The Working with Children Check is required to be completed every 3 years of the date on the previous certificate, to ascertain staff suitability to work with children (where applicable). Refer to HR 23 for further information regarding Working with Children Checks.
- 5.3.15 All core staff and board members are required to sign a “No Doping” statutory declaration confirming any involvement in doping in sport activities before being appointed. Failure to sign this declaration will result in a WAIS employment offer being terminated.
- 5.3.16 All senior managers and staff working within the WAIS Finance department must obtain a National Police Clearance before being appointed. Failure to obtain this clearance may result in a WAIS employment offer being terminated. WAIS will refund the fee if the Clearance is approved and the prospective employee accepts the offer of employment.
- 5.3.17 In exceptional circumstances, WAIS reserves the right to appoint by invitation a candidate who demonstrates the ability to meet or exceed the required capabilities.
- 5.3.18 WAIS reserves the right not to make an appointment if there are no suitable applicants, or if circumstances change making it inappropriate to offer a contract.

For the selection of Consultants and Casual staff with limited hours of employment, the following selection techniques are to be used in the process.

- 5.3.19 WAIS may appoint by invitation a candidate who has demonstrated the ability to meet or exceed the required capabilities
- 5.3.20 WAIS may recruit for consultants and casuals through an Expressions of Interest Process. Candidates are to address set selection criteria outline in this process.
- 5.3.21 The relevant manager will make the final decision for the appointment recommendation,
- 5.3.22 The Candidate is to provide proof of entitlement to work in Australia and proof of qualifications.
- 5.3.23 All consultants and casual staff are required to sign a “No Doping” statutory declaration confirming any involvement in doping in sport activities before being appointed. Failure to sign this declaration will result in a WAIS employment offer being terminated
- 5.3.24 Consultants and casual staff who, in the term of their employment, are required to have frontline interaction with children (individuals under the age of 18), must obtain a Working with Children Check before being appointed. Failure to obtain this check may result in a WAIS employment offer being terminated. The Working with Children Check is required to be completed every 3 years of the date on the previous certificate, to

ascertain staff suitability to work with children (where applicable). Refer to HR 23 for further information regarding Working with Children Checks

- 5.3.25 Legal and administrative requirements for selection and appointment are to be met
- 5.3.26 WAIS reserves the right not to make an appointment if there are no suitable applicants, or if circumstances change making it inappropriate to offer a contract.

Consultants providing strategic advice services will be selected through an Expressions of Interest Process. Candidates are required to address a defined scope of works. The WAIS Executive Director will make the appointment based on assessment of EoIs against defined criteria.

6. Induction & Probation

6.1 Definitions

- 6.1.1 Induction- The process by which a newly appointed employee gains in depth knowledge about the role, responsibilities and accountabilities. The process enables a newly appointed employee to become familiar with the organisation's structure, procedures, culture and the daily environment.
- 6.1.2 Probation - A trial period when an employee first commences full time or part time employment, during which time both parties can determine suitability of the employee to the position. The probation period is specified in the contract of the appointed employee, which is usually 3 months. If performance is satisfactory, WAIS can offer the employee a contract for ongoing employment. The probationary period can be extended as determined by the manager; however notice of extension must be given to the employee prior to the end of the existing probationary period.

6.2 Aim

- 6.2.1 To ensure all new full time and part time employees receive a comprehensive introduction to WAIS so as to gain a better understanding of the organisational functions and operations. This will enable them to quickly settle into their roles to improve productivity and build loyalty to WAIS.
- 6.2.2 To assess new employees' suitability for employment prior to offering permanent employment or engagement for a fixed term period.

6.3 Standards

- 6.3.1 As a requirement of employment, all new permanent and fixed term employees participate in an induction program in the first six weeks of employment – see induction checklist.
- 6.3.2 New employees complete a venue tour and initial information session on the induction/probation process by the end of the first week.
- 6.3.3 New employees are to become accustomed with the relevant policies, procedures and codes of conduct within the first six weeks of employment.
- 6.3.4 All new employees and consultants will acknowledge that they have read, understood and agree to abide by WAIS Safe and Ethical Practice Zero Tolerance Policies within one week of commencement of employment
- 6.3.5 All PET employees will receive biennial education surrounding WAIS Zero Tolerance Policies.

6.4 Responsibilities

- 6.4.1 All Performance Enhancement Division staff and consultants will acknowledge that they have read, understood and will abide by these policies annually.
- 6.4.2 New employees receive information, training and guidance required to enable them to competently perform the duties of the position.
- 6.4.3 IT profiles will be created for all full-time, part time and casual staff unless otherwise agreed with the line manager. This will include access to WAIS email, user restricted access to the WAIS Document Management System, the WAIS performance management system, Peformax, and the WAIS Purchasing system, Navision. An Induction checklist will be completed identifying the employees IT access requirements.
- 6.4.4 The new employee completes and signs a Salary Deposit Details, Superannuation, and Tax file declaration form to enable the payroll system to be updated with the employee's banking details. This form, the signed contract and other relevant documentation are forwarded to the Finance Officer for entry into the payroll system.
- 6.4.5 All new consultants will provide WAIS with evidence of their accreditation or registration and relevant insurances.
- 6.4.6 Manager/supervisor provides the employee with regular feedback on performance throughout the probationary period by way of regular contact and communication.
- 6.4.7 On successful completion of the probationary period, employees are provided with confirmation of their fixed term or permanent appointment.

7 Performance Management

7.1 Definitions

- 7.1.1 Performance Management - The ongoing process of planning, reviewing and developing employee performance in support of the overall achievement of the organisational objectives.

7.2 Aim

- 7.2.1 To continuously improve the performance of the organisation by raising the effectiveness of the individual.
- 7.2.2 To create a clear direction for employees by ensuring that work is aligned with the strategic efforts and directions of WAIS.
- 7.2.3 To establish and promote employee awareness of links between individual performance and key result areas of WAIS.
- 7.2.4 To establish, and make employees aware of the performance standards expected of them.
- 7.2.5 To review and provide feedback to employees on their performance on a regular basis
- 7.2.6 To address performance problems in a fair, equitable and constructive way
- 7.2.7 To create a process for determining how high performance should be rewarded. To acknowledge good performance through appropriate recognition and reward strategies.
- 7.2.8 To provide an equitable and transparent framework for regular and constructive discussions and feedback between supervisors and employees.
- 7.2.9 To identify staff training and development needs relevant to each individual's performance areas. To provide an opportunity to discuss professional aspirations and longer term organisational needs.
- 7.2.10 To provide information on which to base decisions relating to confirmation of appointments, increments etc.

7.3 Standards

- 7.3.1 A process that is focused on both performance and outcome improvement and individual professional development.
- 7.3.2 Clarity regarding roles, the performance expectations and how the job roles contribute to the achievement of the organisational objectives.
- 7.3.3 Employees receive regular informal and formal reviews on their performance and have the opportunity to provide feedback to their supervisor/manager.
- 7.3.4 All permanent and fixed term employees complete annual reviews within the specified timeframe.
- 7.3.5 A high level of employee participation in the process is encouraged.

- 7.3.6 Instances of sub-standard performance are dealt promptly and firmly with appropriate corrective action.
- 7.3.7 Employees are recognised and rewarded for their performance outcomes, individual achievements and contribution to the organisation.
- 7.3.8 Supervisors/Managers handle employee performance in an effective, equitable and transparent manner.
- 7.3.9 Appropriate confidentiality in the performance management process is maintained at all times by the parties involved.
- 7.3.10 Supervisors/Managers should seek feedback on an employee's performance from multiple sources including supervisors, peers, subordinates and athletes, as applicable.

8 Training & Development

8.1 Definitions

- 8.1.1 Training - A structured process by which employees acquire new knowledge, understanding, skills and competencies within their particular field of expertise and that relate to job performance.
- 8.1.2 Development - A structured process that relates to the broader and longer term learning experience and focuses on career and personal enhancement.

8.2 Aim

- 8.2.1 To equip employees with knowledge, skills and competencies to meet individual performance standards and organisational objectives.
- 8.2.2 To promote and encourage employee performance excellence and the enhancement of career progression.

8.3 Standards

- 8.3.1 Management and employees are encouraged to identify training and development needs relevant to individual's performance standards and organisational objectives.
- 8.3.2 To provide WAIS employees with equitable access to training and development activities and opportunities.
- 8.3.3 The process is timely and delays are minimised.
- 8.3.4 Employees' requests for training and development activities are assessed in a fair, consistent and unbiased manner.
- 8.3.5 All training is to be approved by the line manager and emailed to the HR for organising.
- 8.3.6 Managers may release staff from daily duties to attend approved training and development sessions when convenient to organisation's strategic operations.
- 8.3.7 Relevant and cost effective training opportunities may be provided.

- 8.3.8 Training needs and development requirements are identified and course details are adequately communicated.
- 8.3.9 Training and development activities will have clearly established and measurable objectives.
- 8.3.10 Employees attend and actively participate in all training and development sessions they are registered for.
- 8.3.11 Employees are given the opportunity of feedback to the Manager/Supervisor of their evaluation of training and development courses attended.
- 8.3.12 In the workplace, employees are given the opportunity (where possible) to apply skills and knowledge learned whilst training.

9 Discipline & Termination

9.1 Definitions

- 9.1.1 Discipline - Taking action against employees in situations of misconduct, inappropriate work behaviour, poor performance or a breach of WAIS's policies, procedures and codes of conduct.
- 9.1.2 Termination - A person's employment ceases.
- 9.1.3 Exit Interview Meeting conducted by the direct Supervisor, Departmental Manager or Executive Director to obtain feedback on the organisation's overall functioning and the identification of problem areas from the employee leaving the organisation.
- 9.1.4 Minor Misconduct - Unacceptable behaviour which is not consistent with the policies, procedures and codes of conduct of the organisation, however this behaviour is not unlawful. e.g.: unauthorised absence from work.
- 9.1.5 Serious Misconduct - Unacceptable or unlawful behaviour of a serious nature e.g.: violence in the workplace, abusive language, drunkenness, substance abuse, and disregard for rules, theft and sexual harassment.

9.2 Aim

- 9.2.1 To ensure discipline and termination standards and practices embody the principles of justice and maintain administrative efficiency.

9.3 Standards

- 9.3.1 Termination decision making must be fair, consistent and based on relevant factors.
- 9.3.2 The process must be timely and cost effective
- 9.3.3 Managers and employees are informed about the standards and practices governing disciplinary action.

- 9.3.4 Employees are advised of the nature and particulars of any allegations made. Employees are provided with the opportunity to make his/her own case through giving his/her own version of the incident.
- 9.3.5 Confidentiality is maintained.
- 9.3.6 Managers act promptly on any disciplinary matters and take action in accordance with relevant legislation.
- 9.3.7 Termination notice and payment is in accordance with employment contract.
- 9.3.8 Clear and concise documentation is maintained by the relevant manager and the Human Resources Manager which outlines the chain of events that has occurred prior to recommending any formal disciplinary steps.
- 9.3.9 If appropriate, witness statements will be obtained and the employee will be informed of the existence of the statements.
- 9.3.10 The appropriately signed resignation or termination letter is forwarded to the Finance Officer and the HR Manager for processing. A termination will also be processed on expiry of a contract, if no instruction to the contrary is received.
- 9.3.11 In all cases of termination, it is the responsibility of the relevant Manager to ensure that all the Institutes assets (such as security passes etc.) are returned.
- 9.3.12 Disciplinary Actions following Misconduct (based on unacceptable behaviour) include oral or warning, suspension with (or without pay), counselling or dismissal.
- 9.3.13 Serious misconduct may result in immediate dismissal without notice.
- 9.3.14 Upon termination, a termination checklist is completed and access to the users IT account will cease the following business day after the employee has left the company. Request for termination of IT accounts will be stored in the employees Human Resources file.

10 Redeployment & Redundancy

10.1 Definitions

- 10.1.1 Redeployment - The act of moving employees from one place of work to another or from one type of job to another. The process of managing an employee whose position is no longer required and who is a surplus to the requirements of the organisation, by placing him/her in a suitable position within WAIS.
- 10.1.2 Redundancy - The termination of a permanent employee where WAIS has made a definite decision that WAIS no longer wishes the job the employee has been doing to be done by anyone.

10.2 Aim

- 10.2.1 To ensure that the processes of redeployment and redundancy are applied in a manner that takes account of both the organisational and employee needs.

10.3 Standards

- 10.3.1 The definitions of redundancy/surplus employees relate to the job functions not the individual.
- 10.3.2 Granting of redeployment within WAIS does not alter the employment status of the individual.
- 10.3.3 Employees will be consulted as soon as possible regarding impending changes to their positions which may result in redeployment or redundancy.
- 10.3.4 Employees are informed of their rights and responsibilities.
- 10.3.5 Ensure that legal and administrative requirements of redeployment and redundancy are met.
- 10.3.6 Appropriate confidentiality is maintained.

11 Substandard Performance

11.1 Definitions

- 11.1.1 Performance Deficiency- Refers to an area or areas of the duties to be performed in which the employee does not meet the expected performance standards.
- 11.1.2 Satisfactory Performance - Refers to using appropriate skills, knowledge and experience to competently undertake the tasks associated with the job in a manner that meets the reasonable expectations and service needs of WAIS.
- 11.1.3 Sub-standard Performance - Refers to identified inability or unwillingness to use appropriate skills, knowledge and experience to competently undertake the tasks associated with a job in a manner that meets the required expectations and service needs of WAIS.

11.2 Aim

- 11.2.1 To ensure management of sub-standard performance standards and practices embody the principles of natural justice and maintain administrative efficiency.

11.3 Standards

- 11.3.1 The nature and particulars of any issues relating to sub-standard performance are fully discussed between the employee and his/her relevant manager.
- 11.3.2 Employees are provided with an opportunity to provide an explanation and put forward their case.
- 11.3.3 The performance problems are identified quickly and prompt discussions are held between the manager and employee.
- 11.3.4 Confidentiality is maintained.

- 11.3.5 Action plans for improvement are to be determined by the manager in consultation with the employee.
- 11.3.6 Feedback on performance is provided at regular and agreed intervals.
- 11.3.7 All documentation relating to sub-standard performance is sighted and signed by the manager and the employee in question.

12 Staff Grievance

12.1 Definitions

- 12.1.1 Grievance- An actual or supposed circumstance regarded as just cause for complaint or an issue of concern raised by any staff member in respect of any issue which is work related.
- 12.1.2 Complainant - Staff member with the grievance or putting forward the complaint.
- 12.1.3 Respondent- Staff member whom the complaint/grievance is about.

12.2 Aim

- 12.2.1 WAIS recognises the need for a mechanism through which staff members can seek discussion and resolution of their concerns and problematic circumstances. This grievance policy and procedure has been designed to meet this need and thus to ensure that any concern or problem is dealt with effectively and sensitively.

12.3 Standards

- 12.3.1 Grievances are expressed and addressed in a manner which is not threatening and in which there is no fear of retribution.
- 12.3.2 The complainant shall not be subject to any reprisal as a result of their registration of a complaint. This includes obvious reprisal as well as subtle or implied reprisal. Reprisal for complaints will not be accepted in any form.
- 12.3.3 Staff members have the right to raise a grievance at a number of levels of the organisation. However the grievances should be addressed and where possible resolved at the point of conflict by the persons concerned, or at as low a level in the organisation as is possible.
- 12.3.4 Staff members have the right to have their chosen support person present at any time.
- 12.3.5 After discussing a grievance with someone, staff members have a right to indicate what course of action they wish to be taken.
- 12.3.6 The person investigating the complaint has the responsibility to do so and try to resolve the issue as soon as practicable.
- 12.3.7 If the grievance is deemed to be serious management has the right to investigate the complaint even if the complainant has not requested that course of action.

- 12.3.8 All grievances are treated as confidential. However if a staff requests that a grievance be investigated AND the grievance is about another staff member, then the respondent will be told about the nature of the grievance. The identity of the complainant will also be disclosed.
- 12.3.9 The respondent has the right to respond to the complaint and to have support from a person of their choice.
- 12.3.10 In any case where a formal investigation is required, a record shall be kept outlining the nature of the grievance, the results of any investigation and the final outcome.
- 12.3.11 If the grievance remains unresolved, parties will be required to follow the Dispute Resolution Procedure set out in this document.

13 Occupational Safety & Health

13.1 Definitions

- 13.1.1 Hazard- Defined as anything which has the potential to cause injury or harm to the health of a person.
- 13.1.2 Duty of Care- Relates to the legal requirement of the employer and the employee to take reasonable care in the course of work.

13.2 Aim

- 13.2.1 To ensure compliance with the Occupational Safety & Health Act 1984 (WA);
- 13.2.2 Provide and maintain a working environment in which its employees are not exposed to hazards;
- 13.2.3 Provide employees with information, instruction, training and supervision to enable them to work in a safe manner;
- 13.2.4 Consult and co-operate with safety and health representatives in matters related to safety and health at work;
- 13.2.5 Provide adequate protective clothing and equipment where hazards cannot be eliminated; and
- 13.2.6 Ensure handling and transportation of equipment is conducted safely.

13.3 Standards

- 13.3.1 In the course of their employment, employees need to comply with OHS guidelines in the workplace. In particular, employees should:
- 13.3.2 comply with instructions and procedures given or established in the workplace for safe work methods or systems, unless the employee has reasonable cause to believe that to continue such work will expose them or others to danger;
- 13.3.3 maintain the workplace in a safe and hygienic condition at all times as far as is practicable;

- 13.3.4 use protective clothing and equipment as required;
- 13.3.5 store and maintain all personal protective equipment as agreed with the supervisor;
- 13.3.6 use equipment only for the purposes designed, and no equipment will be deliberately damaged;
- 13.3.7 not alter machinery so as to increase the risk of an accident;
- 13.3.8 report to the immediate supervisor or manager any situation in which they have reason to believe could present a hazard and they cannot correct;
- 13.3.9 inform the supervisor or manager when issues are likely to affect their ability to carry out their work in a safe manner;
- 13.3.10 report any injury or harm to health that arises in the course of work to the supervisor as soon as possible;
- 13.3.11 report to the supervisor or manager any accident, incident or injury to health that arises in the course of work, that may/may not have the potential for more serious consequences;
- 13.3.12 follow the workplace procedure for reporting and rectifying hazards;
- 13.3.13 co-operate with the supervisor/manager/Executive Director in improving safety and health at the workplace;
- 13.3.14 attend training course/sessions where appropriate; and
- 13.3.15 Attend the workplace induction.

14 Workers' Compensation

14.1 Definitions

- 14.1.1 Disability - Defined as per Workers' Compensation and Injury Management Act 1981 (WA).

14.2 Aim

- 14.2.1 WAIS provides workers' compensation insurance coverage for employees who suffer a disability, which has arisen from their normal course of duty. Insurance coverage will provide for loss of earnings capacity and for medical expenses as determined by the insurer.

14.3 Standards

- 14.3.1 In the eventuality of 'disability' sustained in the course of employment, the employee must ensure that it is reported to the supervisor/manager/Executive Director as soon as possible. Where a delay occurs in reporting a 'disability', the reason for the delay will need to be accounted for when processing a claim and may be taken into account when determining liability. This recognises that the longer the delay, the more difficult it is to verify the circumstances and nature of the injury.

- 14.3.2 A completed Workers' Compensation Claim Form, a First Medical Certificate and a Witness Statement Form (should be attached if the accident was witnessed) must be provided as soon as possible after the accident. These forms are available to the Human Resource Manager and are to be submitted to the Insurance Broker as supporting evidence to the insurance claim.
- 14.3.3 The Injury Management Co-ordinator at WAIS is the Administration Manager
- 14.3.4 WAIS must forward Employee Claim Forms (Workers' Compensation Claim Form, First Medical Certificate & if applicable a Witness Statement Form) to the Insurance Broker within 3 working days of receiving them, together with a completed Employer's Report.
- 14.3.5 Where practical, doctor's appointments should be made outside of work hours using flexitime arrangements. If not possible, the employee may attend within working time, but that time spent at the appointment will be considered as leave for workers' compensation purposes. Any time taken off as part of the rehabilitation program will be covered as workers' compensation.
- 14.3.6 Where an employee is absent from work for health related reasons, a Sick Leave Application Form is required. At the time liability is accepted by the Insurer, all sick leave hours debited will be re-credited to the respective employee. Where liability is not accepted, normal sick leave provisions will apply.
- 14.3.7 Where it is established or suspected that there has been a workplace caused injury or illness, supervisors must immediately take all reasonable steps to prevent any further similar occurrences, and minimise any serious risk to the health or safety of other employees.
- 14.3.8 A Return to work program will be developed where:
 - 14.3.8.1 an injured employee's treating doctor advises the Injury Management Coordinator to do so;
 - 14.3.8.2 when the injured employee's treating doctor indicates a partial or total capacity to return to work, or
 - 14.3.8.3 When the employee's treating medical practitioner states the worker has total capacity to return to work but for some reason is not able to return to the position they held immediately before the injury occurred.
- 14.3.9 It is important that supervisors understand that, in addition to the formal processes of claim assessment, case management and rehabilitation, an important step in dealing with injuries and illnesses (work related or otherwise) that restrict attendance at the workplace is maintenance of ongoing dialogue and contact with such employees.
- 14.3.10 Supervisors, in liaison with the Injury Management Co-ordinator, are encouraged to as soon as practicable after they become aware of the employee's situation; contact the employee to ascertain their progress.

14.4 Coverage for travel to a workplace

14.4.1 Workers' compensation will be provided when an employee:

- 14.4.1.1 travels from any temporary residence (i.e. a residence where an employee is domiciled or less than five days e.g. hotel while on temporary absence from home) to a place of work;
- 14.4.1.2 Travels from home direct to an office other than their normal workplace, a business appointment, the airport, or visiting a regional client. This is deemed as being on a work task;
- 14.4.1.3 who are 'on call', when responding to a call;
- 14.4.1.4 who commences work en route to and from their normal place of residence;
- 14.4.1.5 carrying WAIS's equipment for which they are responsible;
- 14.4.1.6 while travelling on WAIS business, undertakes actions that arise out of, or in the course of their employment (going to eat a meal or organising accommodation is reasonably associated with their employment, while sightseeing or visiting friends is not); and
- 14.4.1.7 Is directed to alternate place of employment (e.g. seminar or training) if it is not for more than five continuous days.

14.4.2 Once the employee has been provided with a Final Medical Certificate, provided when the doctor believes that the employee is fit and able to return to work, the compensation claim may be considered closed.

15 Group Salary Continuance

15.1 Definitions

15.1.1 Automatic Acceptance Level – there is no automatic acceptance level for the WAIS Group Salary Continuance Plan. Upon joining the plan all employees must complete a Personal Statement Form; if further medical examination is required the employee will be notified by Shadforth Financial group. Eligible staff include WAIS full-time and part-time employees with a term of at least 12 months, who work at least 15 hours a week on a regular basis.

15.2 Aim

15.2.1 Membership to the WAIS Salary Continuance Scheme is offered to all eligible staff. WAIS staff are annually given the option to join, renew or opt out of the WAIS Salary Continuance Plan. The annual contribution amount is dependent on the basis of the staff member's age and salary. The aim is to protect the eligible staff member's salary in the event where they are incapable of performing their duties for an extended period as a result of injury or illness sustained outside their employment.

15.3 Standards

- 15.3.1 The Plan's name is WAIS Group Salary Continuance Plan and the Policy Owner is WAIS. The Insurer is One Path Ltd.
- 15.3.2 On acceptance of a claim, the monthly benefit payable is 1/12th of 75% of the member's insured salary amount at the policy start date or the last review date. There is a waiting period of 30 days and the benefit period is up to the age of 65.
- 15.3.3 This policy summarises the main features of the Plan. A copy of the Policy Document, outlining the terms, conditions and benefits can be provided upon request by the Finance Department.
- 15.3.4 Advice and services regarding this plan, superannuation and general financial planning can be obtained by contacting Greg Bunney at Shadforth Financial Group on 9481 5222.

16 Use of Corporate Motor Vehicle

16.1 Aim

- 16.1.1 The WAIS motor vehicle fleet must only be used for official WAIS purposes unless private use is authorised.

16.2 Standards

- 16.2.1 Employees driving WAIS vehicles must hold a current valid driver's licence (i.e. for the class of vehicle to be driven).
- 16.2.2 The Finance Manager is designated as WAIS's Fleet Management Officer.
- 16.2.3 Credit cards may be used to purchase fuel, car washes, and/or emergency repairs to a WAIS vehicle. Every endeavour should be made to contact the Finance Department before approving repairs so as to ensure vehicle warranty will not be adversely affected. The principles applicable to Corporate Credit Cards can be found in the WAIS Credit Card policy.
- 16.2.4 Vehicles must be driven consistently with the purposes for which they were designed.
- 16.2.5 When using a WAIS vehicle, employees are required to behave courteously and to comply with all traffic regulations and parking bylaws. It is the responsibility of the employee concerned to meet the cost of any fines or penalties incurred through indiscretion or oversight.
- 16.2.6 In the event of a fine or infringement notice, a malfunction, or damage to a vehicle, the driver of the vehicle will be responsible for payment. The Finance Department must be advised of a vehicle incident immediately.
- 16.2.7 The primary user has the responsibility for coordinating all maintenance work on WAIS vehicles and for ensuring that warranty servicing is completed.

- 16.2.8 Where a vehicle is involved in an accident, the first priority is to ensure personal safety and have any medical issues addressed. At the first available opportunity, the Finance Department must be advised of the accident including the state of the vehicle, its location, and whether or not the police have been informed (consistent with State Traffic Laws).
- 16.2.9 At the first available opportunity, the driver of the vehicle must complete an Accident Report Form (available from police stations) detailing the circumstances of the accident and all related information on the form. The Insurance Broker and the Finance Department will arrange submission of the claim to the insurer and for repair of the vehicle.
- 16.2.10 Where a vehicle is involved in a breakdown or needs urgent mechanical repairs for completion of a journey, the following action should be taken:
- 16.2.10.1 The first priority is to ensure personal safety. No vehicle should be driven for any extended time or distance if any key safety components such as brakes, lights or seat-belts are not working. Key safety components include mechanical and engine component failure.
- 16.2.10.2 When a vehicle is considered unsafe to drive, it needs to be removed from traffic flow, and ensured that it is not a hazard for other road users. At the first available opportunity, the Finance Department must be advised of any mechanical or engine component failure.
- 16.2.10.3 Punctured, blown or unroadworthy tyres should be repaired or replaced as soon as practicable. Thus, a matching spare tyre is to be carried in the vehicle at all times.
- 16.2.11 Allowances for Employees using private vehicles on Official Business are referred to in the individual's Common Law Contract of Employment.

17 Hosting Students at WAIS

17.1 Aim

- 17.1.1 To provide guidelines as to the procedure and conditions in setting up a work experience program at WAIS.

17.2 Standards

- 17.2.1 The relevant discipline employee (e.g. Physiologist, bio mechanist, psychologist) for each department PET is the responsible person for liaison with the university regarding prac students at WAIS
- 17.2.2 The relevant discipline employee for each PET is the responsible person for obtaining approval from their PTD for student placement.
- 17.2.3 The relevant discipline employee for each PET is responsible for oversight and allocation of duties of the student

- 17.2.4 The student will primarily work for the sport programs under one PET, however if assistance is required across other sport programs, a request for assistance from the student can be made to the discipline employee overseeing the student.
- 17.2.5 The discipline employee for each PET is the responsible person for ensuring the student meets WAIS requirements and must provide to the Administration Manager:
 - 17.2.5.1 Working with children check
 - 17.2.5.2 Insurance documentation from the university
 - 17.2.5.3 Letter of reference from the university
 - 17.2.5.4 Sign off on the safe and ethical practice framework
 - 17.2.5.5 Evidence of current first aid
 - 17.2.5.6 If they are going to be assisting for longer than 6 weeks, they will have to participate in a full induction.

Please note: the discipline lead is not responsible for the student. Each PET discipline employee is responsible for students within their PET and discipline.

18 People's Excellence Award

18.1 Aim

- 18.1.1 To support WAIS values, people & excellence, and the need for continuous improvement to be something we strive for every day.
- 18.1.2 Opportunity for staff recognition.

18.2 Standards

- 18.2.1 Eligible Staff include those on the WAIS payroll
- 18.2.2 This award will seek to recognise outstanding individual performance which meets some or all of the following criteria:
 - 18.2.2.1 excellence in service delivery (to staff and/or athletes);
 - 18.2.2.2 the implementation of continuous improvement strategies that enhance WAIS's effectiveness;
 - 18.2.2.3 demonstrates innovation and leadership within their field;
 - 18.2.2.4 promotes WAIS culture (People & Excellence);
 - 18.2.2.5 Strengthens partnerships and support services within WAIS or externally to ensure WAIS provides the best possible services to its athletes.

19 Mobile Telecommunications Policy

19.1 Aim

19.1.1 To regulate WAIS reimbursing a predetermined amount for business calls and data usage made on mobile telephones or other mobile telecommunications devices by employees deemed to require a mobile phone, USB data sticks and iPads while they are working offsite or interstate.

19.2 Standards

19.2.1 WAIS will cover work related mobile phone calls and data usage to a predetermined maximum limit through either the WAIS Plan or through regular reimbursements against a personal phone plan.

19.2.2 The level of cover to each individual employee will be revised annually during the Annual Budget Process.

19.2.3 Any employee contributions to WAIS Vodafone Plan will be confirmed between the employee's manager and the employee prior to deduction.

19.2.4 Employees on the WAIS Vodafone Plan agree to pay any monies related to personal usage through automatic deduction from the salary.

19.2.5 While in the WAIS building, during normal operational hours, mobile phones must be turned off or onto silent mode so as not to disturb other staff working in the vicinity.

19.2.6 Consistent or intentional use of a mobile phone, contrary to this clause will be considered to be a breach of WAIS policy and may lead to cancellation of the individuals support under this policy.

19.3 Process

19.3.1 On the WAIS Vodafone Plan, the Staff member is provided with a service number with a pre-set monthly contribution to be covered by the employee as a contribution to use for personal reasons. The monthly contribution is established through the estimated average work related and personal telecommunications usage. The portion of the monthly bill to be covered by the employee is determined by the monthly usage in excess of the established WAIS Contribution.

19.3.2 The WAIS Vodafone Plan provides:

19.3.2.1 Infinite standard national voice calls to any service (landline and mobile phones anywhere in Australia).

19.3.2.2 Infinite Standard National SMS & MMS texts

19.3.2.3 Infinite International SMS & MMS texts

19.3.2.4 Infinite voicemail both deposits and retrievals

19.3.2.5 Infinite 13/1800 dialing

19.3.2.6 **Limited** International calling (please limit your calls)

- 19.3.2.7 Mobile phone data usage **limited** to 8GB per individual per month (unless otherwise agreed)
- 19.3.2.8 Red Roaming is a maximum charge of \$5 per day when you are away overseas. It covers 47 countries (please see Finance for the countries included). It covers mobile phones only. If you are taking your iPad or Laptop please see Finance for a Roaming Sim to use while you are away. Or, if your mobile is on the WAIS Vodafone plan you can hotspot your iPad or Laptop from your mobile. Roaming includes unlimited call within that country and to Australia, unlimited SMS and unlimited data usage. Please fill out a Roaming form in the WAIS procedures if you are going away and give it to the Finance Department.
- 19.3.2.9 USB data sticks have a data **limit** of 1.5GB per month
- 19.3.2.10 iPads have a data **limit** of 1GB per month within Australia.
- 19.3.2.11 **Any users who exceed the above limits and incur additional costs will have this additional cost added to the amount to be automatically deducted from their salary.**

19.3.3 The amount of personal contribution to the WAIS Vodafone Plan or WAIS reimbursement to an individual on a personal plan is to be determined at the Annual Budget stage.

The contribution is as follows;

Head/Senior Coach	\$0 co-payment
Coach	\$10 co-payment
Service Provider who operates on a regular basis in the field	\$10 co-payment
PTDs	\$0 co-payment
CMO	\$0 co-payment
Corporate Services Managers	\$10 co-payment
Corporate Services Staff	\$25 co-payment

The process involves the staff member making the request to the Departmental Manager. The Departmental Manager consults with the Finance Manager so as to be provided with information and guidance before establishing and authorising the monthly contribution. The monthly contribution is determined according to the role held, the demonstrated need and estimated personal usage. The pre-set monthly contribution is to be approved by the Departmental Manager and the Finance Manager and is to be limited to a maximum of \$300 per annum (that is, \$25 per month).

19.3.4 Staff not on the WAIS Vodafone Plan has the option of requesting a reimbursement for using their personal mobile phone. The process to acquire approval and authorisation is similar to the WAIS Vodafone Plan process and is limited to a maximum of \$540 per annum (that is, \$45 per month). Staff on a personal phone plan who are unable to exit immediately because of contractual reasons will be limited to claim a contribution of \$660 per annum (that is, \$55 per month) until they are able to terminate their personal contract. Employees who will initiate a personal plan after December 2011 will be

eligible to claim a contribution from WAIS limited to a maximum of \$540 per annum (that is, \$45 per month).

- 19.3.5 Staff on the WAIS Vodafone Plan who will be travelling to foreign countries, **must advise** the Finance Department beforehand, in order to avoid unnecessary roaming fees. Upon notice, the Finance Department will make the necessary arrangements with Vodafone to apply an international roaming plan to the employee's service number for the duration of their trip, thus limiting the additional costs to be absorbed by WAIS and the employee. WAIS will cover the work-related roaming charges only. However, any staff members who fail to comply with this procedure will be responsible for all resultant additional charges.
- 19.3.6 Staff on a personal phone plan who travel interstate or internationally on WAIS business may request a higher contribution by WAIS. Such request will only be relevant and considered if the employee has made the necessary arrangements before travelling to apply an international roaming plan. WAIS will cover the work-related roaming charges only. It is upon the relevant Departmental Manager's discretion whether to accept and authorise such request.
- 19.3.7 Point's v and VI apply to both voice calls and data usage (internet and emails). In order to minimise data usage WAIS staff are encouraged not to use internet on their mobile phone when abroad and to adjust the roaming and notifications settings so that emails and pop-ups do not upload automatically. WAIS staff are encouraged to use the internet USBs provided by WAIS or internet cafes in order to check and answer any emails while overseas.
- 19.3.8 WAIS staff members on the WAIS Vodafone Plan are entitled to purchase hardware (mobile phones and iPads) from Vodafone through WAIS. WAIS will cover a percentage of the hardware cost on the following criteria
 - 19.3.8.1 WAIS will cover 100% of the hardware cost to staff members who use the hardware primarily and significantly for work purposes
 - 19.3.8.2 WAIS will cover 50% of the hardware cost to staff members who use the hardware for both work-related and personal purposes equally;
 - 19.3.8.3 WAIS will cover 25% of the hardware cost to staff members who require the hardware for work purposes but utilise the device more for personal use;
 - 19.3.8.4 WAIS will cover 0% of the hardware cost to staff members not on the WAIS Vodafone Plan and staff members who do not use their hardware for work related purposes.
- 19.3.9 Any balancing amount to be covered by the employee can be salary sacrificed.

20. Air Travel

20.1 Definitions

- 20.1.1 Contracted Carrier - specific carrier contracted by WAIS under the terms and conditions of an air services contract.
- 20.1.2 Discretionary Travel - air travel arranged for purposes related to, but not mandatory for, the conduct of WAIS's business.

- 20.1.3 Preferred Carrier- contracted carrier nominated as such as part of the air services contract.
- 20.1.4 Private Travel - air travel arranged within the framework of the air services contract which is not for the sole purpose of conducting WAIS's business.
- 20.1.5 Required Travel - air travel arranged for the express purpose of conducting business which is essential for the operations of WAIS.
- 20.1.6 Seating Categories - any class of air travel, including first class, business class and economy class, or equivalents.

20.2 Aim

- 20.2.1 To control and facilitate air travel by staff members travelling by air on the WAIS's business.

20.3 Standards

- 20.3.1 The Executive Director may travel business class on domestic flights and economy class on international flights.
- 20.3.2 Executive travel must be booked on the Executive Director's corporate credit card and approved by the WAIS chair through payment authorisation of the expense on the credit card statement.
- 20.3.3 Staff should travel economy class or the equivalent except where business class or equivalent is deemed appropriate and authorised by the Executive Director.
- 20.3.4 The official WAIS travel form must be used for requesting air travel, irrespective of whether or not an air services contract or a preferred carrier arrangement exists, and the completed form must be approved and signed by the relevant authorised person.
- 20.3.5 The authorised persons for approving arrangements for both required and discretionary air travel will be the Executive Director and Departmental Managers.
- 20.3.6 WAIS may, as it deems necessary and beneficial, enter into an air services contract with a specific air transport carrier for the provision of air travel. This may include a "preferred carrier" clause.
- 20.3.7 The staff member requesting air travel will be responsible at all times for the custody of the ticket issued by the carrier. The staff member is also responsible for advising the carrier directly of any amendments or cancellations, and should remain aware of any conditions relating to refunds.
- 20.3.8 Travel Insurance will be arranged automatically via WAIS's insurance broker when travel is organised.

21 Meal Entitlement

21.1 Aim

- 21.1.1 To ensure employees are not out of pocket for any meal expenses when they are away from their place of residence for more than one night on WAIS related business.

21.2 Standards

- 21.2.1 To be eligible for the entitlement, an employee must comply with this meal entitlement policy.
- 21.2.2 Meal entitlement can be obtained as either a cash advance or paying for meals using the employee's corporate credit card and retaining receipts.
- 21.2.3 The maximum daily entitlement for meals is \$98.40 for each whole day the employee is away. When an employee is away for only part of a day or some meals are provided the prescribed amounts per meal will apply (Breakfast \$24.35, Lunch \$27.35, Dinner \$46.70).
- 21.2.4 Employees cannot claim the difference between the maximum daily entitlement and the actual cost of the meals if their meals cost less than the maximum prescribed amount above.

22 Privacy Guidelines

22.1 Aim

- 22.1.1 To provide WAIS staff with guidelines to the Australian Privacy Principles (**APPs**) regarding their obligations in how they should collect, use, keep secure and disclose personal information.
- 22.1.2 The APPs in the Privacy Act 1988 (Cth) set out how private sector organisations should collect, use, keep secure and disclose personal information.

Further information on the WAIS privacy guidelines can be found in the WAIS Privacy Policy.

23 Working with Children (Criminal Record Checking) Act 2004 (WA)

23.1 Definitions

- 23.1.1 Child - Person under 18 years of age.
- 23.1.2 Child Related Work - Usual duties which involve or are likely to involve contact with a child in connection with sporting activities, counselling and support services.
- 23.1.3 Contact - any form of physical contact, oral communication, whether face to face, by telephone etc. or electronic communication.

23.2 Aim

- 23.2.1 To deter people from applying to work with children where they have criminal records that indicate they may harm children;

- 23.2.2 Prevent those with such criminal records who do apply, from gaining positions of trust in certain engagements with WAIS (paid or unpaid);
- 23.2.3 Establish consistent standards for criminal record screening for working with children and the ethical use of such information;
- 23.2.4 Contribute to awareness that keeping children safe is a whole community responsibility.

23.3 Standards

- 23.3.1 Requirements for Working with Children checks are as per current legislation and phasing in timetable, which can be found at www.checkwwc.wa.gov.au.
- 23.3.2 Working with Children Checks will cost \$54.00 for employees and volunteers \$10.50 for a period of three years which includes a Passport sized photo which will be taken at the time of submitting the application.
- 23.3.3 Employees can apply directly through Australia Post. A list of Post Offices processing the applications is available on the Working with Children website www.checkwwc.wa.gov.au or via Human Resources.
- 23.3.4 Employees will be provided with a WWC card which WAIS will validate on the Working with Children website.

24 National Police Clearance

24.1 Definitions

- 24.1.1 Police Clearance -The process of completing a criminal history check at National level, relevant to all senior managers and staff within the finance department to determine whether they have any pending or previous criminal cases that would affect the way in which they work within their role.

24.2 Aim

- 24.2.1 To deter people from applying to work within roles where they have criminal records that indicate they may be unsuitable for the role.
- 24.2.2 Prevent those with such criminal records who do apply, from gaining positions of trust in certain engagements with WAIS (paid or unpaid);
- 24.2.3 Establish consistent standards for criminal record screening and the ethical use of such information.

24.3 Standards

- 24.3.1 Any person who is offered a full or part time position as either a Senior Manager or within the WAIS Finance Department will be required to obtain a National Police Clearance.
- 24.3.2 National Police clearances cost \$63.50 and can be applied for at Australia Post. For further information on how to apply or a list of post offices processing applications please visit the National Police Clearance website; <http://www.police.wa.gov.au/OurServices/PoliceChecks/NationalPoliceCertificates/tabid/1339/Default.aspx>
- 24.3.3 Employees will be provided with a National Police clearance document which will list any criminal offences and will need to be provided to WAIS before an offer of employment is formally made.

25 “No Doping” Statutory Declaration

25.1 Definitions

- 25.1.1 The World Anti-Doping Code is the core document that provides the framework for harmonized anti-doping policies, rules, and regulations within sports organizations and among public authorities.

25.2 Aim

- 25.2.1 To deter people from applying to work at WAIS if they are currently involved within doping in sport
- 25.2.2 Prevent those currently involved within doping in sport who do apply, from gaining a position with WAIS (paid or unpaid);
- 25.2.3 Contribute to awareness that doping in sport is not accepted at WAIS and within Australian High Performance sport

25.3 Standards

- 25.3.1 WAIS employees, consultants and board members are required to complete and sign the provided statutory declaration form.
- 25.3.2 Failure to complete and sign the statutory declaration form or making a false statement on the form will result in the offer of employment being terminated or for current employees and consultants, employment terminated immediately.

26 Drugs and Alcohol in the Workplace

26.1 Definitions

27.1.1 Alcohol - refer "Drug"

27.1.2 Drug -Any substance including alcohol, which may chemically modify the body's function or perception which may result in psychological or behavioral change. It includes prescribed medication, legal and illegal substances.

27.1.3 Alcohol and Drugs Testing - Alcohol and drug testing may include but is not limited to a breathalyzer test for alcohol or a urine test.

27.1.4 Rehabilitation - A progressive and coordinated program designed to facilitate the person's non-dependence on alcohol or other drugs.

26.2 Aim

27.2.1 To maximise the health and safety of athletes and staff, by reducing the risks of injury and illness associated with alcohol and other drug use.

27.2.2 To actively promote, encourage and support strategies which minimize harm from alcohol and other drug use.

27.2.3 Provide assistance through educational and rehabilitative measures to overcome alcohol and/or other drug problems.

27.3.4 Ensure staff identified to be violating this policy is dealt with in a fair and constructive manner.

27.3.4 Conduct alcohol and other drug testing where:

27.5.1 alcohol or drug use is suspected;

27.5.2 following a serious accident or incident; and/or

27.5.3 As a part of an alcohol and drug rehabilitation program.

27.3.5 Provide a confidential employee assistance referral service for WAIS employees who may be experiencing difficulty complying with this policy.

26.3 Standards

26.3.1 This policy applies to all persons who occupy a role within WAIS (permanent and casual employees) or perform duties on behalf of WAIS (contracted third parties).

26.3.2 Singular cases of legitimate use of drugs are permitted, only if:

26.3.2.1 prescribed by a qualified medical practitioner; and/or

26.3.2.2 Under the care of a qualified physician.

- 26.3.3 WAIS has an “Anti-doping Policy” which applies to all athletes, staff members and consultants. It is a working document that is designed to strongly discourage the use of drugs for performance enhancement. Some recreational drugs, both legal and illegal, are also considered to be performance enhancing drugs under this policy. Sanctions independent of this policy do apply to those being found to be in breach of the WAIS Anti-doping Policy.
- 26.3.4 The Executive Director shall
- 26.3.4.1 Ensure that adequate resources, as required, are allocated for the implementation of this policy and procedure. This includes education, training, counseling, random testing and other program requirements which may stem from this Policy and Procedure
- 26.3.5 Departmental Managers shall
- 26.3.5.1 take all reasonable steps to ensure that all employees (including consultants and persons employed by/or operating on behalf of consultants) within their area of responsibility are free from any detrimental affect from drugs or alcohol while carrying out duties for or on behalf of WAIS;
- 26.3.5.2 ensure that all employees (including consultants and persons employed by/or operating on behalf of consultants within their area of responsibility have the information and training to understand this Policy and associated Procedure;
- 26.3.5.3 ensure that this Policy and Procedure is followed;
- 26.3.5.4 request staff suspected of breaching this policy to leave the workplace until fit for duties;
- 26.3.5.5 Following a positive result from an alcohol and other drugs test, take all reasonable steps to ensure the employee or contractor returns to work free from any detrimental affect from drugs or alcohol.
- 26.3.6 Employees and consultants shall:
- 26.3.6.1 maintain a safe and healthy workplace, which includes reducing the risk of injury and illness to themselves and others;
- 26.3.6.2 ensure that he/she is not under the influence of alcohol or other drugs while on duty;
- 26.3.6.3 when taking prescribed or over-the-counter drugs that may interfere with his/her capacity to work safely and effectively, inform his/her manager in order that appropriate arrangements can be made;
- 26.3.6.4 where they notice that another employee appears to be in an unfit state to perform work, which may be due to the influence of alcohol or other drugs, report that concern to his or her manager;
- 26.3.6.5 cooperate with a request by a manager or an authorised employee to undertake an alcohol/drug test either routinely, randomly, following an accident or incident or where a manager/supervisor has reasonable cause to believe that an employee may be under the influence of alcohol or other drugs;
- 26.3.6.6 If affected by alcohol and other drugs, the employee should not report to work, instead advising their manager of their absence and expected return to work.

- 26.3.7 As per Section 3 of WAIS Employee & Athlete Health & Wellbeing Policy, in the case of WAIS events and functions, the following measures are also implemented:
- 26.3.7.1 Alcohol will only be served in accordance with the requirements set out in the Liquor Licensing Act 1998
 - 26.3.7.2 Low alcohol and non-alcoholic options will be available;
 - 26.3.7.3 Water will be provided, free of charge, where alcohol is served;
 - 26.3.7.4 Food will be provided where alcohol is being served.
- 26.3.8 WAIS has the right to terminate staff for breach of this policy, if found to jeopardize the health and safety of other staff or athletes;

27 Equal Employment Opportunity Principles

- 27.1 WAIS supports and is committed to the principles of equal employment opportunity (EEO) for all persons regardless of their age, sex, marital status, pregnancy, race, sexual preference, nationality, impairment, religious or political conviction or affiliation. The commitment also extends to include family responsibilities and family status in accordance with the Equal Opportunity Act 1984 (WA).
- 27.2 The objectives of WAIS in adopting this policy are:
- 27.2.1 To utilise and develop the full potential of employees;
 - 27.2.2 To promote and improve equal opportunity for all persons consistent with the principles of selection based on merit; and
 - 27.2.3 To eliminate all forms of discrimination.
- 27.3 To achieve this WAIS will implement management and workplace practices based on the following principles.
- 27.3.1 EEO Outcomes are Integrated into Management Systems
 - 27.3.2 Integrating EEO principles into organisational objectives.
 - 27.3.3 Incorporating EEO objectives into the corporate, business, strategic and other plans.
 - 27.3.4 Workplaces are free from employment practices that discriminate unlawfully against employees or potential Employees
 - 27.3.5 Ensuring that selection criteria reflect the requirements of the position.
 - 27.3.6 Establishing procedures for promotion, transfer, recruitment and selection which are non-discriminatory and are based on merit against job related selection criteria.
 - 27.3.7 Ensuring external organisations who conduct recruitment on behalf of the organisation are aware of EEO requirements and use non-discriminatory processes.
 - 27.3.8 Ensuring that development of staff is based on job related selection criteria.

- 27.4 Employment practices recognise and where appropriate, include measures intended to achieve equality of opportunity for people from EEO Groups
 - 27.4.1 Implementing specific employment initiatives to ensure persons from minority groups have equal employment opportunities with others.
- 27.5 Workplaces are free from sexual or racial harassment
 - 27.5.1 Developing and implementing sexual and racial harassment policies.
 - 27.5.2 Developing and implementing grievance procedures for the resolution of complaints.
 - 27.5.3 Obtaining the commitment of managers and senior staff to the elimination of harassment.

Your contact for discrimination or sexual harassment complaints is your departmental manager or the Administration/Human Resources Manager or if the complaint relates to or involves your departmental manager, the Human Resources Manager or Executive Director.

28 Sexual Harassment in Sport

28.1 Definitions

- 28.1.1 Sexual Harassment - The Equal Opportunity Act 1984 (WA) states that sexual harassment occurs when individuals are subjected to unwelcome sexual advances, requests for sexual favours, or other conduct of a sexual nature and the individual has reasonable grounds for believing that:
 - 28.1.1.1 rejecting or objecting to such behaviour could disadvantage the individual in relation to current employment or possible employment; and
 - 30.1.2.1 Individuals are disadvantaged as a result of rejecting or objecting to such behaviour.
- 28.1.2 Sexual Verbal Harassment - Includes, but is not limited to, remarks of a sexual nature to or in the presence of a person; about a person's appearance or conduct in his/her private life; offensive jokes; or obscene remarks.
- 28.1.3 Sexual Physical Harassment - Includes, but is not limited to, unwelcome physical contact including touching, rubbing, patting, and constant brushing against another's body.
- 28.1.4 Display of Materials of a Sexual Nature - Includes, but is not limited to, display to an individual of written and graphic materials of a sexual nature e.g. offensive magazines, pictures, calendars or posters, screensavers, images on mobile phones and other electronic devices.

28.2 Aim

- 28.2.1 To ensure all employees have the opportunity to work in an environment free of inappropriate behaviour including sexual harassment.

28.3 Standards

- 28.3.1 It is the responsibility of all employees to assist in maintaining proper standards of conduct in the workplace.
- 28.3.2 Management and staff in supervisory positions should ensure that the work environment is free from sexual harassment.
- 28.3.3 No action will be taken unless requested by the complainant.
- 28.3.4 Complaints of sexual harassment are attended to promptly by the employee's supervisor/manager.
- 28.3.5 Confidentiality is maintained at all times.

28.4 Policies

- 28.4.1 A coach or scientist should provide a team/squad/athlete with an environment where both women and men feel comfortable and can train and compete to their personal best. There are a number of activities which are counterproductive in this sense, such as showing sexually graphic material, making suggestive comments and jokes, making unwanted physical contact, including touching, petting, pinching, kissing, making unwelcome sexual flirtations, advances, requests or invitations, making suggestive comments about an athlete's physical appearance or sexual preferences, questioning an athlete about his or her sex life, making belittling (degrading) comments based on sex role stereotypes, or making suggestive or obscene gestures. These activities (and others) are also considered to be sexual harassment.
- 28.4.2 Coaches and scientists are quite unique in the significant and positive contribution that they make to the sporting and personal development of athletes. This valuable contribution should be recognised by all. Coaches and scientists are also in significant positions of power and authority in relation to the athletes they coach and assist, which pertains to positions of great trust.
- 28.4.3 This can have the consequence that a coach's or scientist's behaviour might, in some circumstances, amount to unacceptable harassment of an athlete, in a sexual or non-sexual way, or, it might be perceived by the athlete or others as harassment.
- 28.4.4 In order to protect the athlete from harassment, and in order to protect the coaches and scientists from being perceived as harassing the athlete, the following guidelines have been developed for coaches and scientists at the AIS and State Institute and Academies of Sport. Other coaches and scientists are also urged to follow these guidelines.
- 28.4.5 Coaches and scientists are advised to refrain from such practices that may be perceived as sexual harassment and seek guidance from your Departmental Manager.

28.5 Guidelines

- 28.5.1 A coach or scientist cannot operate effectively in a squad situation if having a sexual relationship with an athlete. For that reason a coach or scientist is strongly discouraged from sexual relations with an adult athlete under his or her care. A coach or scientist must never have sexual relations with a junior (under 18) athlete, even with that athlete's consent. This extends to touching a young athlete for a sexual purpose.
- 28.5.2 Coaches, scientists and athletes should respect each other's personal space. When providing mechanical coaching, personal space should only be breached in a way that is clearly non-sexual. A coach or scientist should avoid touching athletes in any way which is not absolutely necessary for the development of the athlete's skill, athletic ability or assessment and appropriate to the situation.
- 28.5.3 A coach or scientist should be careful about which part of the athlete's body is touched by which part of the coach's or scientist's body and about the state of dress/undress of the athlete. Where possible, a verbal explanation accompanying the touching avoids misunderstanding. Such touching should always take place in the view of another person, with the athlete's verbal permission (i.e. explain what physical contacts need to occur and check if that is 'ok' with the athlete). If the athlete at any point withdraws permission the coach or scientist must immediately cease physical contact.
- 28.5.4 A coach or scientist should select an appropriate site to counsel, console or meet an athlete. Again personal space should not be invaded, the message should be unambiguous and another coach/manager should be told what is happening. Avoid being alone in a closed room or even a car with an athlete.
- 28.5.5 Above all, the coach or scientist should always remember that he or she is in a position of trust and power in relation to his or her athlete and this introduces a greater level of responsibility, and also a greater possibility of suspicion that would otherwise be the case. Therefore the coach or scientist needs to take extra care.
- 28.5.6 An athlete who feels harassment has occurred, a coach or scientist who is concerned that some action may be construed to be harassment, or anybody who thinks that someone may have harassed or be harassing another person, should confidentially report the matter to a harassment contact officer appointed by WAIS.
- 28.5.7 The person to contact at WAIS is your departmental manager.

29 Racial Discrimination

29.1 Definitions

- 29.1.1 Race - Human characteristics including colour, descent, ethnic or national origin or nationality.

- 29.1.2 Racism - Behaviour based on prejudice (unfavourable negative feelings about an individual or group formed without knowledge, reason, though or fact) based on race.
- 29.1.3 Racial Harassment - Acts of racism perpetuated against an individual or group designed to intimidate, coerce, harm, insult or slander.
- 29.1.4 Discrimination - Receiving less favourable treatment than another person in the same or similar circumstances.

29.2 Aim

- 29.2.1 To create a work environment that is free from racial harassment or discrimination.

29.3 Standards

- 29.3.1 It is the responsibility of all employees to assist in maintaining proper standards of conduct in the workplace.
- 29.3.2 Management and staff in supervisory positions should ensure that the work environment is free from racial discrimination.
- 29.3.3 No action will be taken unless requested by the complainant.
- 29.3.4 Complaints of racial discrimination are attended to promptly by the employee's supervisor/manager.
- 29.3.5 Confidentiality is maintained at all times.

30 Sexual Harassment in the Workplace

30.1 Definitions

- 30.1.1 Sexual Harassment - Any unwelcome behaviour or innuendo of a sexual nature that is likely to make a person or a group of people feel offended, intimidated or humiliated.
- 30.1.2 Unwelcome behaviour - Includes, but is not limited to:
 - 30.1.2.1 subjecting a person to physical contact or uninvited intimacy
 - 30.1.2.2 verbal remarks that have a sexual connotation
 - 30.1.2.3 actions (inappropriate staring or unwanted attention) or comments of a sexual nature made in a person's presence or behind their back
 - 30.1.2.4 range of gestures, lewd staring or graffiti
 - 30.1.2.5 display of inappropriate objects or pictures or written material of a sexual nature sent by voice mail, email or text message including images on mobile phones or other electronic devices
 - 30.1.2.6 Requests to see or repeated invitations to go on 'dates'

30.2 Aim

- 30.2.1 To inform staff about what constitutes sexual harassment with the objective of making WAIS a safe and comfortable working environment free from sexual harassment, for all, whether full time, part time, casual or contract staff, service provider and other service users.

30.3 Standards

- 30.3.1 Sexual Harassment is against the law.
- 30.3.2 It can occur between people of either gender and of any sexual orientation.
- 30.3.3 As an employer, WAIS is required to take all reasonable steps to prevent sexual harassment. The same responsibility befalls its supervisors and managers.
- 30.3.4 A workplace is seen as a public place and hence you are legally responsible for your behaviour at work as you would in any public place. Failure to meet the standards expected in the workplace may result in disciplinary action including termination of employment.
- 30.3.5 Anyone can be a victim or perpetrator of sexual harassment whether a manager, supervisor, co-worker, contractor, service provider or customer.
- 30.3.6 Sexual harassment can occur outside the normal workplace or after regular working hours (for example: at a work function or during a business trip).
- 30.3.7 A sexual harassment complaint can be made about:
 - 30.3.7.1 A single incident or a series of different unwelcome sexual behaviours.
 - 30.3.7.2 a workplace, individual or a group of people
- 30.3.8 In a sexual harassment complaint, it is the impact of the behaviour that counts (whether it is offensive, intimidating or humiliating) – intent is irrelevant. Whether the act was a joke or harmless banter is no excuse – the feelings of the person making the complaint or those who have witnessed the act are the prime considerations in the investigation of a sexual harassment complaint.
- 30.3.9 Who can make a complaint of sexual harassment:
 - 30.3.9.1 An individual or a group experiencing sexual harassment
 - 30.3.9.2 People who witness the inappropriate behaviour (even if the behaviour was not targeted at them)
 - 30.3.9.3 An individual or a group on behalf of the victim of sexual harassment
- 30.3.10 All sexual harassment incidents need to be treated seriously in a prompt and confidential manner.
- 30.3.11 The contact officers at WAIS responsible for clarifying concerns or managing formal complaints of sexual harassment are the Finance and Administration Manager and the Executive Assistant. Staff can also approach their supervisor or manager to discuss.

30.3.12 Inappropriate behaviours which can lead to sexual harassment complaints include, but is not limited to:

- 30.3.12.1 sending voicemail, email or messages (including by mobile sms) with sexual connotation or innuendo
- 30.3.12.2 accessing pornographic material at work or displaying material of a highly sexual nature
- 30.3.12.3 Inappropriate staring or unwanted attention
- 30.3.12.4 Lewd comments, jokes and gestures
- 30.3.12.5 Prying into someone's social life or sexual questioning
- 30.3.12.6 Sexual proposition or request for sexual favours
- 30.3.12.7 Sexual comments about physical appearance
- 30.3.12.8 Uninvited physical contact

30.3.13 Disciplinary action will be taken in proven cases.

30.3.14 It is illegal to retaliate in any way against an employee for complaining or reporting workplace harassment.

31 Bullying in the Workplace

31.1 Definitions

31.1.1 Bullying - Workplace bullying is repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by a person or persons against another or others in the course of employment. A workplace situation can be identified as bullying if it harms, threatens, victimises, intimidates, offends, degrades or humiliates a worker, possibly in front of co-workers, clients or customers.

31.1.2 Overt Bullying - Includes, but is not limited to:

- 31.1.2.1 acts of violence
- 31.1.2.2 loud and abusive language
- 31.1.2.3 yelling and screaming
- 31.1.2.4 unexplained rages
- 31.1.2.5 unjustified criticisms and insults
- 31.1.2.6 constant humiliation
- 31.1.2.7 unjustified threats of dismissal or other disciplinary action

31.1.3 Covert bullying - Includes, but is not limited to:

- 31.1.3.1 acts of sabotaging an employee's work by withholding information which is required to fulfil tasks
- 31.1.3.2 hiding documents or equipment
- 31.1.3.3 constantly changing targets or work guidelines
- 31.1.3.4 overloading an employee with work and impossible deadlines
- 31.1.3.5 not providing appropriate resources and training

- 31.1.3.6 isolating or ignoring an employee on a constant basis
- 31.1.3.7 practical joking

31.1.4 Bullying can take place between:

- 31.1.4.1 men and women
- 31.1.4.2 employee and a manager (or supervisor)
- 31.1.4.3 co-workers
- 31.1.4.4 employee and another person in the workplace (i.e. visitor)
- 31.1.4.5 a group of workers
- 31.1.4.6 Organisational, individual and cultural factors may influence bullying at work.

31.2 Aim

- 31.1.1 To inform staff about what constitutes bullying with the objective of making WAIS a safe and comfortable working environment free from bullying, for all, whether full time, part time, casual or contract staff, service provider and other service users.

31.2 Standards

- 31.2.1 WAIS considers workplace bullying unacceptable and will not tolerate it under any circumstances.
- 31.2.2 Workplace bullying may cause the loss of trained and talented employees, reduce productivity and morale and create legal risks.
- 31.2.3 WAIS believes all employees should be able to work in an environment free of bullying. Managers and supervisors must ensure employees are not bullied.
- 31.2.4 WAIS has grievance and investigation procedures to deal with workplace bullying. Any reports of workplace bullying will be treated seriously and investigated promptly, confidentially and impartially.
- 31.2.5 WAIS encourages all employees to report workplace bullying. Managers and supervisors must ensure employees who make complaints, or witnesses, are not victimised.
- 31.2.6 Disciplinary action will be taken against anyone who bullies a co-employee. Discipline may involve a warning, transfer, counselling, demotion or dismissal, depending on the circumstances.
- 31.2.7 The contact person for bullying at this workplace is the Executive Assistant.

32 Dispute Resolution Procedure

32.1 Aim

32.1.1 The following procedure shall apply for the purpose of dealing with any question or dispute that arises between you and WAIS about the meaning and effect of the Common Law Contract of Employment or any policies or procedures contained in this document.

32.2 Procedure

32.2.1 Where a question or dispute arises out of your Common Law Contract of Employment or any policies or procedures contained in this document, the following procedure must be followed:

32.2.2 You may appoint a representative as a support person for the purposes of this procedure

32.2.3 In the first instance, you must attempt to resolve the matter (in accordance with this procedure) with the relevant manager who must respond as quickly and fairly as possible

32.2.4 If the question or dispute remains unresolved the matter will be referred in writing to the Executive Director

32.2.5 If the matter remains unresolved, the parties may agree to refer the matter to an agreed person independent from the parties (**Independent Person**) to assist in resolving the question or dispute

32.2.6 If the parties cannot be agreed on an Independent Person, the President of the Australian Human Resources Institute will nominate the Independent Person for the purposes of resolving the matter

32.2.7 Except where the grievance involves a bona fide health and safety issue, work shall continue normally and service shall not be affected while the procedure outlined above is followed.