



**Bilingual Care Worker
Cooperative of Australia
Limited**

**Aged Care Policy & Procedure Manual:
Part 2 – Human Resources**

Last Updated: 14 February 2025

Table of Contents

Human Resources Policy	3
Recruitment, Selection & Onboarding Policy	12
Orientation and Induction Policy	19
Learning and Development Policy	22
Performance Review and Management Policy	26
Anti-Discrimination, Inclusion and Diversity Policy	29
Bullying and Harassment Policy	35
Workplace Dispute and Grievance Policy	42
Flexible Work Arrangements Policy	49
Leave Policy and Procedure	52
Rostering Policy and Procedure	57
Technology and Social Media Usage Policy	61
Disciplinary Action Policy	67

Human Resources Policy

1. Policy

The Human Resources Policy and Procedure allows for the appropriate recruitment of qualified and experienced workers required for Bilingual Care Worker Cooperative of Australia Limited to provide excellent care and service provision to clients.

It is Bilingual Care Worker Cooperative of Australia Limited’s objective to operate and provide safe and effective service and care provision to clients. Bilingual Care Worker Cooperative of Australia Limited understands this begins with the recruitment of appropriate workers and key personnel.

Bilingual Care Worker Cooperative of Australia Limited will continuously take into consideration the qualifications and experience to meet legislative, policy and service standards. Therefore, Bilingual Care Worker Cooperative of Australia Limited recruits enough qualified and experienced workers and Management.

Bilingual Care Worker Cooperative of Australia Limited is devoted to creating a diverse and talented workplace that has the capability to provide high quality essential services to all clients.

Definitions

Key Personnel	<p>Individuals who hold key executive, management or operational positions in an organisation, such as Directors, Managers, Board members, Chief Executive Officers or Chairpersons. Key Personnel members may also make up the Management Team.</p> <p>as defined by the Aged Care Act 1997, key personnel are:</p> <ul style="list-style-type: none"> • People responsible for the executive decisions of the applicant; • People having authority or responsibility for (or significant influence over) planning, directing or controlling the activities of the applicant; • Any person responsible for nursing services provided, or to be provided, by the provider, whether or not the person is employed by the provider; • Any person who is, or likely to be, responsible for the day-to-day operation of an aged care service conducted, or proposed to be conducted, by the provider, whether or not the person is employed by the provider.
Bankruptcy check	<p>The use of the Bankruptcy Register Search (BRS) via the Australian Financial Security Authority to access personal insolvency information about individuals directly from the National Personal Insolvency Index (NPII).</p>
Criminal history record check	<p>A full-disclosure, Australia-wide criminal history record check issued by a police force or other authority of a state or territory, or the Commonwealth. It may also be referred to as a National Police Certificate, NDIS Worker Screening or Police Records Check.</p>

2. Registered Nurses

All personnel employed/recruited as a Registered Nurse (Division 1) (RN) or an Enrolled Nurse (Division 2) (EN), and Registered Health Practitioners/Professionals employed under Bilingual Care Worker Cooperative of Australia Limited will have a correct and current registration under the national registration and accreditation scheme.

3. Equal Employment Opportunity

Bilingual Care Worker Cooperative of Australia Limited has created an environment which ensures all persons are given an equal employment opportunity within Bilingual Care Worker Cooperative of Australia Limited, this will be upheld whilst operating in accordance with the Anti-Discrimination, Inclusion and Diversity Policy and Procedure.

4. Ceasing Employment

Should a worker, employee, staff member or Management personnel wish to cease employment, this policy will cover all aspects of ceasing employment such as resignation, retirement, termination, death of a worker, redundancy, and dismissal.

5. Key Personnel

Key Personnel are those with significant influence over planning, directing or controlling the activities of the organisation. These include:

- members of the governing body responsible for executive decisions, such as directors or board members;
- individuals with authority or significant influence over planning, directing, or controlling Bilingual Care Worker Cooperative of Australia Limited's activities;
- managers and senior nurses;

Bilingual Care Worker Cooperative of Australia Limited will recruit and appoint key personnel in accordance with the Aged Care Act, using the 'suitability' criteria, which includes checking:

- for bankruptcy or a criminal record for an indictable offence (both of which automatically disqualify the person from acting as a key personnel);
- the individual's experience in providing aged care or other relevant care; and
- whether the individual is or has been the subject of adverse findings or enforcement action by a regulatory body. For example, for key personnel with nursing or allied health qualifications, this would include adverse findings by a Tribunal in relation to the person's conduct as a health professional.

Key personnel within Bilingual Care Worker Cooperative of Australia Limited are required to hold all relevant checks, documents, qualifications, experience and completed training regimes or competency guides. Key personnel are required to understand their responsibilities under this Policy and Procedure and highest duty of care will be upheld when operating in Bilingual Care Worker Cooperative of Australia Limited.

Any recruited or appointed key personnel, Management or workers will be required to present and maintain an accurate National Police check in accordance with the Aged Care

Act, Police Certificate Guidelines for Aged Care Providers, which now include acceptance of NDIS Worker Screening.

The suitability questions will be built into Bilingual Care Worker Cooperative of Australia Limited's recruitment process by way of a checklist and criteria for determination of whether Bilingual Care Worker Cooperative of Australia Limited is "reasonably satisfied" that a person is suitable to be key personnel.

Our criteria will include noting that bankruptcy or a criminal record for an indictable offence will automatically rule out an individual from becoming a Key Personnel, however other matters may require additional information in order to assess their seriousness and whether we are reasonably satisfied the individual can or should not be a Key Personnel.

Where there is any uncertainty, we may seek further external advice, including from the Aged Care Quality and Safety Commission.

We will also maintain records of our suitability investigations including:

- names of all key personnel;
- dates when suitability matters were considered;
- outcomes of the consideration of each suitability matter for each person; and
- reasons for our decision on each person's suitability.

To ensure the ongoing suitability of Key Personnel, Bilingual Care Worker Cooperative of Australia Limited will conduct annual suitability assessments and seek updated information directly from Key Personnel, in conjunction with conducting our own searches and enquiries.

Where:

- an individual becomes a key personnel; or
- an individual stops being a key personnel; or
- Bilingual Care Worker Cooperative of Australia Limited becomes aware of a change of circumstances relating to a key personnel's suitability,

Bilingual Care Worker Cooperative of Australia Limited will advise the Commissioner within 14 days. The notification must be in writing.

6. Responsibilities

Worker Responsibilities:

Workers are responsible for providing Bilingual Care Worker Cooperative of Australia Limited with all necessary information to complete the interview and recruitment process including (but not limited to):

- All relevant qualifications and proof of relevant registrations (e.g. AHPRA registration).
- An outline of all relevant experience.
- Relevant references.
- A copy of current National Police Check or NDIS Worker Screening.
- A Statutory Declaration confirming suitability, where applicable.

Workers must ensure their records are maintained and that all information is 100% actual, honest, and true. (providing incorrect information may result in disciplinary action or termination of employment).

Workers must continuously operate in accordance with Bilingual Care Worker Cooperative of Australia Limited's set out guides, procedures, policies and protocols.

Management Responsibilities:

- Ensure all relevant qualifications, police checks/worker screening records and Statutory Declarations are kept in each person's Employee Profile/File.
- Ensure competency is proven before commencement of employment.
- Maintain adequate levels of staff, workers, Management, volunteers etc., to meet the needs, demand and requirements of Bilingual Care Worker Cooperative of Australia Limited's clients.
- Continuously employ, conduct and utilise training regimes and development opportunities.
- Conduct Internal Assessments, Audits and Reviews when necessary (as per the Policy and Procedure).
- Ensure performance management is undertaken, and appropriate measures are put in place should a worker non-conformity arise.
- Always aim to review and improve this Human Resources Policy and Procedure.
- Not hire any disqualified persons as an employee.

The Managing Director and Board Members are required to appoint the following Key Personnel within Bilingual Care Worker Cooperative of Australia Limited:

- Care Manager
- Clinical Advisor
- Human Resources Manager
- IT Manager
- Finance Manager
- Sales/Marketing/BD Advisor

7. Equal Employment Opportunity

Bilingual Care Worker Cooperative of Australia Limited prides itself on creating equal employment opportunity for all persons. Employment opportunities and recruitment decisions will be led by Bilingual Care Worker Cooperative of Australia Limited's business requirements and the current skills and knowledge of current and potential personnel providing care or service provision. Any form of discrimination, vilification, bias, or prejudice will be considered as unjust and unfair and may result in disciplinary action. The procedure of this action will be completed by the Managing Director of Bilingual Care Worker Cooperative of Australia Limited.

Bilingual Care Worker Cooperative of Australia Limited always aims to recruit and hire workers based on the current position available and the requirements of clients. This will be

conducted regardless of age, gender, sexual orientation, nationality, religious beliefs, physical impairment, intellectual impairment, psychological impairment, family responsibility (e.g. pregnancy) and outside of work commitments.

Any individuals (worker or interviewee) who believe they are being treated unfairly by Bilingual Care Worker Cooperative of Australia Limited or have not received Equal Employment Opportunity will be encouraged to complete a Complaint or Feedback Form and Bilingual Care Worker Cooperative of Australia Limited will investigate in accordance with the Complaints and Feedback Policy and Procedure.

Should the individual wish, Bilingual Care Worker Cooperative of Australia Limited will provide information to the individual to allow them to report directly to the Fair Work Ombudsman to further investigate the matter.

Fair Work Ombudsman:

Website: www.fairwork.gov.au

Phone: 13 13 94 (Monday – Friday, 8:00 am – 6:00 pm)

8. Mandatory Checks

As an approved Aged Care Provider, Bilingual Care Worker Cooperative of Australia Limited must screen new and existing staff, volunteers, students and contractors who work directly with any of Bilingual Care Worker Cooperative of Australia Limited clients before they are employed or appointed.

The mandatory checks applicable to all of Bilingual Care Worker Cooperative of Australia Limited staff are:

- referee checks;
- qualification/s and professional registration checks;
- current drivers licence and vehicle insurance and registration check (for staff transporting clients); and
- the National Police Records Check or NDIS Worker Screening.

The mandatory checks applicable to all Key Personnel of Bilingual Care Worker Cooperative of Australia Limited are:

- referee checks, including employment history and confirmation of Key Personnel members ability to perform their duties;
- qualification/s and professional registration checks;
- insolvency check via the Australian Financial and Security Authority Bankruptcy Register search; and
- the National Police Records Check or NDIS Worker Screening.

These people include the following:

- The Managing Director
- Clinical Advisor
- Finance Manager

- Care Manager
- Any Board Members.

Prior to checks being undertaken, the person being checked must:

- consent to Bilingual Care Worker Cooperative of Australia Limited undertaking checks, including police record checks and international police record checks, or insolvency checks where applicable; and
- sign a statutory declaration stating they have fully disclosed all relevant information regarding their criminal record and employment history to Bilingual Care Worker Cooperative of Australia Limited.

Bilingual Care Worker Cooperative of Australia Limited must also provide an opportunity for prospective employees and volunteers to disclose any criminal record or disciplinary actions as part of the recruitment process.

The Human Resources Manager is responsible for:

- assessing whether a staff member needs a check;
- determining who will cover the costs of mandatory record checks;
- maintaining a record for Bilingual Care Worker Cooperative of Australia Limited staff including their qualifications, registrations, training and criminal history check status. The Human Resources Manager must ensure these have been sighted and maintain the details on each staff record; and
- maintaining a Criminal History Screening Register that contains the National Police Records Check/NDIS Worker Screening, Expiry Dates and Currency Status for all staff.

Employment contracts will stipulate that all staff are obligated to:

- advise the Human Resources Manager (or delegate) if they are charged with a criminal offence which is punishable by imprisonment or, if found guilty, could reasonably affect their ability to meet the inherent requirements of their job; and
- disclose formal disciplinary action taken against them by any current or former employer, including findings of improper or unprofessional conduct by a Court or Tribunal and investigations the staff member has been the subject of by an employer, law enforcement agency or any integrity body or similar in Australia or in another country.

When receiving the Police Check/Clearance, the Human Resources Manager must observe for the depicted outcome.

- **No Disclosable Outcomes:** where no disclosable trial records, outstanding charges or other matters are reported in the police record check, their position may be confirmed.
- **Disclosable Outcomes:** an applicant should not automatically be precluded from a job or placement based on having a police record (depending on the crime committed), however this will prompt further investigation.

The Human Resources Manager will ensure that criminal history screening is conducted at least every three years for each staff member.

The Criminal History Screening Register will be reviewed by the Human Resources Manager monthly to ensure that staff hold a current National Police Records Check at all times. HR platform also provides alerts when a police check is due to be renewed.

Bilingual Care Worker Cooperative of Australia Limited's Human Resources Manager will notify all workers, staff, employees or Management 3 months prior to the Check/Clearance expiring. Should any workers, staff, employees, or Management of Bilingual Care Worker Cooperative of Australia Limited fail to provide an updated National Police Check certificate or NDIS Worker Screening Clearance, they will not be permitted to undertake any work of any kind until a valid, accurate and up to date certificate is obtained and provided to Bilingual Care Worker Cooperative of Australia Limited.

9. International Police Check

Potential employees, workers or staff will be informed that an International Police Check will be needed if they have been permanently living in an overseas country for 12 months or more throughout the last ten years. For a criminal record check, potential workers will need to contact the appropriate Overseas Police Force.

An international Police Check will not be required if the individual was a minor when they were overseas, however, a statutory declaration will need to be completed.

Some countries do not disclose personal or third-party information belonging to an individual. In situations where it is not possible to acquire a foreign police record check, Bilingual Care Worker Cooperative of Australia Limited will document the reasoning why the check was insufficient and must obtain as a last resort a statutory declaration from the potential employee and a character witness test must be conducted with at least two individuals who have personal knowledge of the applicant when living in the other country.

For asylum seekers and immigrants who are unable to provide character witnesses, the statutory declaration will be sufficient with proof of status, eligibility to work will be conformed as part of the recruitment process using the Department of Immigration and Border Protections Visa Entitlement Verification Online checking system at <http://www.border.gov.au/Busi/Visa>.

Bilingual Care Worker Cooperative of Australia Limited must inform the potential employee that referees will be questioned whether they have knowledge or information about the applicant that would negatively affect the applicant's performance of the work, including any relevant criminal offences.

The referee's representatives must be verified and may include previous employers, government officials and relatives.

10. Registration/Qualification Check

Bilingual Care Worker Cooperative of Australia Limited thoroughly conducts Registration and Qualification checks to ensure the appropriately qualified personnel are recruited.

All personnel employed/recruited as a Registered Nurse (Division 1) (RN) or an Enrolled Nurse (Division 2) (EN), and Registered Health Practitioners/Professionals employed under

Bilingual Care Worker Cooperative of Australia Limited are required to have a correct and current registration under the national registration and accreditation scheme.

Registered Nurses (RN) are required to provide a copy of their registration with AHPRA (Australian Health Practitioner Regulation Agency) prior to employment. Registered Nurses are required to provide a copy of their current registration annually.

Registered Nurses with conditions, reprimands or undertakings associated with their registration will not be employed by Bilingual Care Worker Cooperative of Australia Limited. Should a Registered Nurse employed by Bilingual Care Worker Cooperative of Australia Limited receive conditions, reprimands or undertakings, the Registered Nurse must disclose this to the Manager and will no longer be eligible for employment with Bilingual Care Worker Cooperative of Australia Limited.

A copy of the registration will be stored and retained in Bilingual Care Worker Cooperative of Australia Limited's Employment Register. Notification of expiry or requirement for an annual update will be provided by Bilingual Care Worker Cooperative of Australia Limited's Human Resources Manager.

RNs are required to ensure duty of care and are always bound to comply with the professional practice guidelines and code of conduct set out by Nursing and Midwifery Board of Australia. These practical guidelines can be viewed at:

<http://www.nursingmidwiferyboard.gov.au/codes-and-guidelines.aspx#professionalpracticeguidelines>

Should an RN or EN fail to provide a current and legible registration, they will not be permitted to undertake any work, service or care provision within Bilingual Care Worker Cooperative of Australia Limited.

Any other qualifications workers hold should also be provided to Bilingual Care Worker Cooperative of Australia Limited and retained. This may be in relation to their job position within Bilingual Care Worker Cooperative of Australia Limited or unrelated qualifications.

11. Driver's License and Vehicle Registration Check

Any worker required to use their vehicle in their work (e.g. Transporting clients) are required to provide a copy of their valid driver's license, a copy of their valid car registration and insurance certificates, if applicable. Any worker utilising their personal vehicle must have either Third-Party Insurance or Comprehensive Insurance. This also applied for any vehicles under Bilingual Care Worker Cooperative of Australia Limited's name.

A copy of these documents will be stored and retained in Bilingual Care Worker Cooperative of Australia Limited's Employment Register. Notification of expiry or requirement for an annual update will be provided by Bilingual Care Worker Cooperative of Australia Limited's Human Resources Manager.

It is the responsibility of each worker to ensure they provide Bilingual Care Worker Cooperative of Australia Limited with any additional information required such as if their license becomes suspended.

12. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance

Recruitment, Selection & Onboarding Policy

1. Policy

Bilingual Care Worker Cooperative of Australia Limited has an obligation to all stakeholders to operate a successful, efficient business. Accordingly, it is the policy that, in all recruitment situations, the most suitable and appropriate candidate applying for a vacant position shall be the successful applicant.

Bilingual Care Worker Cooperative of Australia Limited recognises a robust and professional approach to recruitment and selection helps us to attract and appoint individuals with the necessary skills and attributes to fulfil our aims and support our business goals.

Bilingual Care Worker Cooperative of Australia Limited is committed to attracting, employing, and retaining the most suitable applicants to each position using an employment process that is transparent and accountable.

All appointments should be made on the Principle of Merit, compliance with all relevant Federal & State Legislation and adherence to this policy and related processes. This means that persons will be selected on the basis of whether they have the right skills, qualifications, suitability and other talents that are required for the position.

Our business recruits people via the following methods:

- Internal
- External
- Employee Referral

2. Recruitment Standards

- Review and/or create a simple position description for the job covering key activities, tasks, skills required, expectations, deliverables, and safety considerations.
- Advertise the position through appropriate avenues, review all received resumes & applications. Resumes / applications should be reviewed and responded to within 1-2 days. High-quality staff are generally hired quickly, so fast response ensures a higher calibre of respondents. All resumes / applications should be kept on file for a period of one year. All employment dealings are to be kept confidential always. When advertising, avoid discriminatory language (e.g. young person) and target the requirements of the job (e.g. we seek an energetic person).
- The recruitment process may include some or all of these: an application form, interviews, practical testing, reference checks, right to work in Australia checks.
- If undertaking an interview, ensure there are no possible discriminatory requests for information (e.g. do you plan to have a family soon?).
- Give the successful candidate a contract of employment setting out clear terms and conditions. This includes the nature of employment (e.g. permanent part time, casual). The contract should include a welcome letter and start details.
- Once the candidate has accepted, contact the unsuccessful candidates as a matter of courtesy.

3. Approval for Recruitment

All positions, new and replacement, require approval from the Managing Director before recruitment can take place.

4. Budget

The HR Manager is to verify an approved budgeted position exists and review the position description, prior to commencing any recruitment activity.

5. Recruitment Request Process

Once verified, the HR Manager will raise a requisition and have it approved by the Managing Director, before the Human Resources Team commence the recruitment process.

6. Recruitment Process

Step	Details	Process	Responsibility / Approver
Employee Requisition	Raise a recruitment requisition	The HR Manager will be responsible for raising a requisition. A current position is in the current approved budget and at the same salary/rate. The HR Manager will also be responsible for reviewing the position description.	HR Manager
Recruitment Advertising	Once a requisition has been approved, the Human Resources team will advertise the position	Human Resources will be responsible for ensuring that the position is advertised in the locations which the HR Manager has requested. The position will be advertised internally and / or externally including newspapers, job boards, websites, social media etc.	Human Resources
Shortlist	The HR Manager is responsible for shortlisting.	The HR Manager is responsible for shortlisting the candidates for the position. This process can commence during the advertisement period and after the advertised position has closed. If requested by the HR Manager, the Human Resources team may be available to conduct a first shortlist and send through panel reviews to the requisition owner for review and selection of candidates to interview.	HR Manager/ Human Resources

Step	Details	Process	Responsibility / Approver
Interviews	Identifying candidates to interview and scheduling interviews	<p>The HR Manager will provide People & Engagement with a list of candidates who they would like to interview, along with a preferred date and time for the interview to occur.</p> <p>Human Resources will provide candidates with an interview confirmation email and schedule the interviews for the recruiting panel. The Interview panel are responsible make and retain interview notes.</p>	HR Manager/ Human Resources
Reference Checks	Preferred candidate	The recruiting panel will advise Human Resources of preferred candidate. Human Resources are responsible for allocating Reference checks for the HR Manager to complete. HR manager or where available, Human Resources, will conduct reference checks and enter on the candidate file.	HR Manager/ Human Resources
Successful Candidates	Successful Candidates Suitability	HR managers are responsible for notifying Human Resources of successful candidates. Human Resources are responsible for requesting suitability clearances. Candidates without relevant clearances will be requested by Human Resources to obtain these.	HR Manager / Human Resources
Employment Commencement	Offer of employment processed	HR Manager is responsible for notifying Human Resources once the successful candidate's interview notes and reference checks have been put on their file. Human Resources are responsible for ensuring that the candidate's suitability clearances are positive and valid. Once Human Resources can confirm the suitability clearances are valid, they will issue an offer. The successful candidate must accept the offer in order for the onboarding process to commence.	HR Manager/ Human Resources

Step	Details	Process	Responsibility / Approver
IT Access	Manager to complete forms to request IT equipment and to create a user account	HR Manager is responsible for completing an IT Equipment Request form and New Staff System Access form it least 4 days prior to the employee commencement date. Once completed, the IT Equipment Request form must be forwarded to the authorising manager and to Human Resources.	HR Manager

7. Advertising

All positions for Bilingual Care Worker Cooperative of Australia Limited should be advertised before selection takes place. All positions will be advertised internally and / or externally. Current employees are encouraged to apply for suitable positions as they arise.

8. Applicant Assessed on Merits, Based on Desired Criteria

Each application will be assessed on its merits, based on the essential and desirable criteria required for the position. This may mean that internal applicants may not qualify for position interviews. Any decisions regarding promotion will also be made on the basis of merit.

9. External Advertising

External advertising may be used as deemed appropriate by Bilingual Care Worker Cooperative of Australia Limited. All external advertising or agency costs must be approved by the Managing Director.

10. Position Advertisements Utilise Non-Discriminatory Language

Position advertisements will be drafted by Human Resources in clear, non-discriminatory language. The requisition will need to provide detailed information to allow the Human Resources team adequate information to post the advert.

11. Position Description

The advertisement must contain the position title, position responsibilities, duties and key results areas. The advertisement should both outline the essential criteria of the position and indicate that applicants are required to address all these criteria. Desirable criteria can also be included.

12. Applicants Managed by Human Resources

All applications are managed by Human Resources. All applications will be responded to in the appropriate manner at the different stages of the recruitment process.

13. Shortlisting

Shortlisting is to be completed by the HR Manager and, where requested, Human Resources. As a guideline, a maximum of 5 candidates should be interviewed per position vacant.

14. Procedure

1. Advertise the position through appropriate avenues, review all received resumes & applications. Resumes / applications should be reviewed and responded to within 1-2 days. High-quality staff are generally hired quickly, so fast response ensures a higher calibre of respondents. All resumes / applications should be kept on file for a period of one year. All employment dealings are to be kept confidential always.
2. Contact applicant to arrange a telephone interview/pre-interview at a mutually suitable time. Telephone interviews can indicate a candidate's communication skills, their job history and their enthusiasm.
3. Contact applicant to arrange a face-to-face interview/second interview at a mutually suitable time and venue and complete the *Interview Report*.
4. Reference checks are completed after the in-person interview/second interview. If a candidate has less than acceptable references, there is no need to proceed. One of the references should be professional and former supervisors of the potential employee.
5. All employee files are to contain the completed documents:
 - Original application
 - Interview questions
 - Superannuation details
 - Criminal record check
 - Employment agreement
 - Reference checks
 - Driver's license
 - Proof of auto insurance
 - Proof of auto registration
 - Relevant certificates (Cert 3 etc.)
 - First aid and CPR
 - References and letters
 - Incident reports
 - Tax declaration
 - Pre-employment medical
 - Birth certificate or passport
 - Reimbursement/mileage receipts
 - Blue card/yellow card (if applicable)
 - Anything else identified in the *Staff File Checklist*
6. Staff will be provided with:
 - Employment agreement
 - Position description
 - Fair Work information statement

7. Undertake Orientation as per Bilingual Care Worker Cooperative of Australia Limited's *Orientation* and complete the *Staff Induction Checklist*.
8. Supervision of employees is crucial to the success of the company. Bilingual Care Worker Cooperative of Australia Limited managers should review and collect information about employees throughout the year and use when conducting the Caregiver's yearly evaluations.
9. All employees should be evaluated once yearly. However, evaluations may be given at any time, especially if deemed warranted due to poor performance on the part of the employee.

15. Selection Panel

Recruitment decisions should be made by a panel of at least two people. Where possible, the panel should be the HR Manager and either the Clinical Advisor or Care Manager.

Interview Panels are to have an appropriate gender and culture mix considering the applicants and the position. As a guide, an interview panel should not be more than three people.

16. Post Interview

Post interview discussions about applicants are to only be between the Human Resources representative, the HR Manager of the position and if applicable, the Managing Director.

17. Reference Checking

Potential staff will be required to complete a *Pre-Employment Collection Form* and reference checks are to be carried out before the commencement of employment of all staff using the *Potential Staff Reference Check Form*.

Any Director/Manager that carries out a reference check in relation to a prospective or existing employee should note the following:

- The referee should be informed that the information they convey, due to privacy laws, will be accessible to the prospective employee/existing employee and may be discussed with the candidate. As a rule, the referee's opinions should not be directly relayed to the candidate. The purpose of obtaining a referee's opinion is to confirm representations a candidate has provided relating to their experience, qualifications or general suitability for the position.
- Only disseminate material/information provided by the referee to those directly involved in the recruitment process.
- Questions posed to the referee should be prepared and written down prior to the referee being contacted and should only relate to the requirements of the position.
- Questions should include the following query – "Given the opportunity, would you re-employ [name of candidate]?"

18. Recruitment of Key Personnel

Bilingual Care Worker Cooperative of Australia Limited ensures to recruit and appoint 'key personnel' in accordance with the Aged Care Act. All key personnel of Bilingual Care Worker Cooperative of Australia Limited are required to recognise and understand their rights and responsibilities when operating under the Aged Care Act and Aged Care Standards.

When appointing key personnel within Bilingual Care Worker Cooperative of Australia Limited, the Human Resources Manager and the Managing Director will be required to work in unison when appointing new key personnel. Upon employing key personnel, the following needs to be completed:

- Conduct a Bankruptcy Record search via ASIC.
- Obtain consent for a Federal Police Check.
- Obtain a current National Police Check.
- Provide individual with an Employment Contract.
- Explain consequences and disciplinary action for non-compliance and due diligence.

Key personnel within Bilingual Care Worker Cooperative of Australia Limited are required to operate high level conformance and management roles. The individuals recruited or appointed will have high set responsibilities within Bilingual Care Worker Cooperative of Australia Limited. Bilingual Care Worker Cooperative of Australia Limited appoints/employs the following individuals as key personnel.

- The Managing Director
- Clinical Advisor
- Care Manager
- Finance Manager

If required, Bilingual Care Worker Cooperative of Australia Limited may employ multiple key personnel for one position if required. This is done in order to ensure best care and service provision to clients as well as ensure high quality operation within Bilingual Care Worker Cooperative of Australia Limited.

19. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance

Orientation and Induction Policy

1. Policy and Procedure

Before commencing any work, new employees are required to partake in an orientation/induction with Bilingual Care Worker Cooperative of Australia Limited's **Human Resources Manager**. It will be set out as follows:

Item Number	Item Description	Topics	Completed / Signed
1	Introduction	<ul style="list-style-type: none"> • Information about Bilingual Care Worker Cooperative of Australia Limited, how long it has been in operation etc. • Introduction to the Managing Director and other Management personnel. • Bilingual Care Worker Cooperative of Australia Limited's organisational and governance structures, team processes, communication channels, worker levels, supervision arrangements and accountabilities. 	
2	Organisational Requirements / Processes	<ul style="list-style-type: none"> • Bilingual Care Worker Cooperative of Australia Limited's Mission and Vision and Strategic and Operational Plans • Workers' roles and responsibilities • Bilingual Care Worker Cooperative of Australia Limited's Code of Conduct and the Code of Conduct for Aged Care • Continuous improvement, risk management and OH&S, including first aid, incident reporting and emergency procedures • Bilingual Care Worker Cooperative of Australia Limited's financial management processes, including supporting clients' control over their finances • Legislative requirements 	
3	Clients (with Care Manager)	<ul style="list-style-type: none"> • Explain Client Rights and Responsibilities • Aged Care Quality Standards • Duty of Care 	

Item Number	Item Description	Topics	Completed / Signed
		<ul style="list-style-type: none"> • Privacy and Confidentiality • All Forms of Abuse and how to respond to actual or potential signs of abuse, neglect, domestic violence and exploitation, including their responsibilities for responding • Complaints and Feedback Protocol • Missing Clients • Accidents and Incidents (including SIRS) • Positive behaviour support strategies • Training and Development Activities • Financial management processes, including supporting clients' control over their finances 	
4	Site Tour	<ul style="list-style-type: none"> • Bilingual Care Worker Cooperative of Australia Limited's office. • Fire and Evacuation Protocols • Staff Rooms • Toilets and Showers • Staff Parking Availability • Lockers and Locker Keys • Amenities • Notice Boards • Break Times • Shift Times • Smoking Areas • Communication Procedures • Handover Process 	
5	WHD & Manual Handling (with Clinical Advisor)	<ul style="list-style-type: none"> • Demonstrate correct Manual Handling Techniques • Provide a WHS video • Discuss PPE and when to apply/utilise equipment • Manual Handling Equipment • Demonstrate Lifters and Slings • Demonstrate Battery Chargers • Demonstrate Walk Belts • Demonstrate Weight Chairs and Wheelchairs • Discuss Hazardous Chemicals • First Aid Kits and Refills 	

Item Number	Item Description	Topics	Completed / Signed
		<ul style="list-style-type: none"> • Use of Vehicle Protocols • Incident, Accident and Abuse Reporting. 	
6	Communication Systems / Payroll / Operations (with Accounts Advisor)	<ul style="list-style-type: none"> • Discuss Communication Systems utilised • Sign on/off process • Applying for leave • Sick Process • Payroll Process • Pay slip Process • Rostering • Use of Emails • Use of EMS (Electronic Medication System) • Reporting and Recording Protocol 	
7	Infection Control (with Clinical Advisor)	<ul style="list-style-type: none"> • Infection Control • Disposal of Hazardous • Hand Hygiene 	
8	Cultural Awareness	<ul style="list-style-type: none"> • Cultural and disability diversity and the use of interpreters and translators • The requirements of vulnerable individuals, including children, individuals with special needs, and aboriginal and Torres Strait Islanders who are culturally and ethnically diverse 	

2. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance

Learning and Development Policy

1. Policy and Procedure

Bilingual Care Worker Cooperative of Australia Limited implements the Learning and Development Policy and Procedure to create equal opportunities for all personnel and will offer adequate training to develop their knowledge and skills. We are committed to fostering a culture of continuous learning and professional growth by providing access to relevant training, development programs, and resources to enhance workforce competency and ensure compliance with industry regulations.

Bilingual Care Worker Cooperative of Australia Limited is committed to ensuring all personnel to possess the vital experience and knowledge to be able to perform their required tasks. Bilingual Care Worker Cooperative of Australia Limited will also offer continuous training for individuals who are seeking to develop and further improve their existing skills, which may result in future advancement opportunities.

Bilingual Care Worker Cooperative of Australia Limited understands and recognises the importance of providing adequate training to all personnel. It also understands that workers, staff, Management, employees and volunteers require training in physical, technical and behavioural aspects. This is to ensure that all work tasks and duties are completed correctly and meet the performance expectations of Bilingual Care Worker Cooperative of Australia Limited.

Bilingual Care Worker Cooperative of Australia Limited will conduct frequent training and development reviews in order to assess all personnel progress. This is to ensure that all personnel are applying their taught skills and knowledge to their tasks and duties.

2. Definitions

Education	The process of receiving or giving systematic instruction, especially at a school or university.
Training	The action of teaching a person or animal a particular skill or type of behaviour.
Performance	The action or process of performing a task or function.
Compulsory	Required by law or a rule.

3. Key Principles

- **Quality and Safety:** Training initiatives align with national care standards, ensuring safe and effective service delivery.
- **Compliance:** All training programs adhere to Australian Aged Care Quality Standards, NDIS Practice Standards, and other relevant legislative frameworks.
- **Equity and Accessibility:** Learning opportunities are accessible to all employees, regardless of role or tenure.

- **Ongoing Professional Development:** Employees are encouraged to participate in continuous education to enhance their skills and knowledge. For example, staff are encouraged to further their learning by completing a Certificate IV if they have completed a Certificate III.
- **Workforce Capability:** Training is designed to equip staff with the necessary competencies to respond to the evolving needs of clients.

4. Learning and Development Initiatives

- **Induction Training:** All new employees undergo comprehensive orientation covering policies, procedures, and client safety. HR Manager and Clinical Advisor organise and facilitate this training.
- **Mandatory Training:** Regular training on infection control, manual handling, first aid, medication management, and safeguarding vulnerable clients.
- **Ongoing Skills Development:** Workshops, webinars, and mentoring programs to enhance care quality and professional growth. This includes courses on ALIS and through the Wicking Centre at the University of Tasmania.
- **Cultural Competency Training:** Programs that promote inclusive care for clients from diverse backgrounds.
- **Leadership and Career Development:** Support for career progression through leadership training and advanced certifications.
- **Technology and Digital Skills Training:** Education on the use of digital care management systems and assistive technologies.

5. Responsibilities

Worker Responsibilities:

- To provide honest input on the existing skills and knowledge they possess when attending the initial interview process.
- To attend all training programs organised by Bilingual Care Worker Cooperative of Australia Limited or communicate to key personnel if they are unable to attend.
- To apply all new taught training and knowledge when delivering care and services to clients.
- To organise a replacement training session if they have missed a training program.
- To enquire to key personnel if they wish to pursue additional training.

Management Responsibilities:

- To organise all training programs that are necessary to deliver the appropriate care and services to clients.
- To organise and create a budget that will be utilised to conduct all training programs.
- To maintain a record of all attendance of personnel.
- To create awareness to all required personnel of when training programs will occur.

- To contact external organisations if training is unable to be conducted at Bilingual Care Worker Cooperative of Australia Limited.
- To document and record all performance reviews and maintain in a secure location, only accessible to authorised personnel.

Bilingual Care Worker Cooperative of Australia Limited will provide a learning and development survey yearly which will be completed and submitted by all personnel. This will enable key personnel to assess and review the additional training that is required and will entail the development needs of Bilingual Care Worker Cooperative of Australia Limited.

It is the responsibility of the Human Resources Manager or any other assigned delegate, to organise and provide any training programs for all personnel. It is their prerogative to ensure that the programs offered, are in accordance with both the needs of Bilingual Care Worker Cooperative of Australia Limited and its clients. If necessary, it is acceptable for Bilingual Care Worker Cooperative of Australia Limited to contact and maintain a professional relationship with external organisations, in order to correctively pursue all learning and development needs.

6. Competency Assessments

It is an essential requirement of all personnel to undergo and attend an induction program upon their initial arrival to Bilingual Care Worker Cooperative of Australia Limited. Personnel will then be expected to complete annual compulsory training programs that are in accordance with their tasks and duties. All education and training programs will be clearly communicated to all required personnel, to ensure all attend.

The following contain examples of the mandatory competency assessments programs that will be implemented annually throughout Bilingual Care Worker Cooperative of Australia Limited, however it is not limited to:

- Fire/ Evacuation Plans - to ensure all personnel are aware of the location and requirements if an emergency is to arise
- Manual Handling
- Infection Control
- Medication Management
- Food Safety
- Client Rights
- Code of Conduct for Aged Care
- Abuse
- Bullying and Harassment

It is important that all personnel within Bilingual Care Worker Cooperative of Australia Limited are to attend all compulsory training assessment programs. All individuals that attend any programs will have their names recorded, and then entered into Bilingual Care Worker Cooperative of Australia Limited's database. This is to maintain compliance of all individuals and ensure everyone has received training.

If an individual has abandoned an upcoming program within seven days prior to the inauguration of the program date, then it will be their responsibility to source an alternative. Key personnel will need to be contacted in order to make approval of the replacement program. If a person has failed to attend and complete any of their assigned programs, then disciplinary action could occur.

It will be the responsibility and discretion of all key personnel within Bilingual Care Worker Cooperative of Australia Limited to formulate and make an executive decision of the budget that will be utilised to be able to complete all training programs.

Further, assessment and compliance will be monitored through:

- Regular assessment of training effectiveness through staff feedback, competency evaluations, and audits.
- Compliance tracking to ensure all employees meet training requirements.
- Continuous improvement initiatives to update training programs in response to industry changes.

10. Review and Continuous Improvement

This policy will be reviewed annually to ensure its effectiveness and alignment with industry standards. Employee feedback and regulatory updates will inform policy revisions.

3. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance

Performance Review and Management Policy

1. Policy

Bilingual Care Worker Cooperative of Australia Limited has a responsibility to stakeholders to ensure achievement of high service standards and optimum results. Accordingly, employees have a responsibility to Bilingual Care Worker Cooperative of Australia Limited to carry out their required duties and accountabilities to a standard that enables the achievement of optimum results, and a program is in place to ensure that this is achieved.

Bilingual Care Worker Cooperative of Australia Limited shall conduct Performance Reviews for all employees on an annual basis, as a minimum.

The Performance Review shall be conducted by Management and be an accurate review of the employee's work performance during the preceding year (or part thereof for newly hired employees). The Performance Review will provide information relating to the employees' work performance and contribution to the organisation's overall goals, together with any areas requiring improvement or development.

2. Procedure

- The manager and the employee agree on the date for a performance appraisal meeting to allow time to prepare.
- The manager and employee will meet and openly and constructively discuss performance over the period.
- The manager and the employee will agree any objectives and outcomes for the next appraisal period.
- Training and development will be considered as part of the process.
- Notes should be taken of the meeting and copies kept.
- Outside of this formal process, employees are encouraged to raise any issues they have when they arise.

3. Employee Performance Review

All employees, with Bilingual Care Worker Cooperative of Australia Limited are required to achieve goals and targets in accordance with their Position Description. To ensure this, individual performance is reviewed on an annual basis.

Achievements of expectations in relation to business goals and targets are factors taken into consideration for promotional and on-going employment opportunities.

In all cases, Management will conduct an Annual Performance Review with each individual employee and document the review using the Performance Review Feedback Form.

Staff capability to perform their role and their understanding and adherence to Bilingual Care Worker Cooperative of Australia Limited's policies and procedures will be assessed, and employee comments and feedback will be documented and taken into consideration.

Performance Improvement Plans will be developed and kept on staff files.

Bilingual Care Worker Cooperative of Australia Limited reserves the right to make changes, adjustments and updates to the Performance Review process and timing at its discretion and without notice to employees.

4. Performance Management

Where warranted, Bilingual Care Worker Cooperative of Australia Limited will use improvement processes to improve employee performance. Should such improvement processes be unsuccessful in improving an employee's performance, Bilingual Care Worker Cooperative of Australia Limited may decide to end an employee's employment.

Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling, retraining and development of a *Staff Performance Improvement Plan*.

Bilingual Care Worker Cooperative of Australia Limited requires a minimum standard of conduct and performance which will be made clear to employees in management appraisals. If an employee does not meet this standard, Bilingual Care Worker Cooperative of Australia Limited will take appropriate corrective action, such as training.

Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, Bilingual Care Worker Cooperative of Australia Limited may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. Bilingual Care Worker Cooperative of Australia Limited will give an employee the opportunity to defend themselves before management takes further action.

Note: If employees have a disability that requires reasonable adjustments to be made to the workplace or job to allow you to work safely and productively, they should raise this with their manager. Bilingual Care Worker Cooperative of Australia Limited will only refuse such requests on reasonable business grounds.

Procedure for Performance Management

- The employee's manager will advise the employee of any shortfall in their performance and give them an opportunity to respond.
- Once they respond, the manager will consider their response and decide if performance improvement action should be taken. Bilingual Care Worker Cooperative of Australia Limited will provide support, such as training, where appropriate.
- If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.
- The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency, they should use specific examples, and refer to the correct policy or procedure.
- The manager will allow the employee to respond before deciding and consider the employee's responses. The employee may have a support person present at such

meetings.

- The manager will decide if more action is needed.
- If a written warning is to follow, the manager is to:
 - document it and give the employee a copy
 - give the employee the opportunity (and their support person the opportunity) to sign the warning
 - keep a copy on file
- The warning must clearly define:
 - the deficiency
 - a clear explanation of the expected standard
 - by when the employee needs to achieve it
 - how the business will help the employee achieve the improvement required
 - consequences of failing to improve
- The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions and put a copy on the employee's personnel file. This should include date, location and time of discussion.
- They will continue to support the employee and note the support they give, for example, training or counselling.
- If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning. This document needs to warn the employee in clear terms Bilingual Care Worker Cooperative of Australia Limited will terminate their employment if there is not enough sustained improvement in their performance.

Note: some circumstances justify going straight to a second or final warning.

5. National Employment Standards

All actions related to the employment, payment and management of staff will be in line with the National Employment Standards (NES) and will be updated in accordance with any changes to these standards, from time-to-time.

6. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance

Anti-Discrimination, Inclusion and Diversity Policy

1. Policy and Procedure

Bilingual Care Worker Cooperative of Australia Limited values each person’s identity, culture and diversity and believes each of our clients and employees define their own identity, which must always be respected. The purpose of this policy is to provide equality and support the diversity of all our clients and employees, irrespective of their gender, race, ethnic origin, disability, age, nationality, national origin, sexuality, religion or belief, marital status and social class.

Bilingual Care Worker Cooperative of Australia Limited opposes all forms of unlawful and unfair discrimination. All clients and employees will be treated fairly and equally and with respect. Bilingual Care Worker Cooperative of Australia Limited adheres to the rights of all our clients as detailed in the Charter of Aged Care Rights.

Any accusations that may arise within Bilingual Care Worker Cooperative of Australia Limited must be dealt with appropriately and in a timely manner, by either the Managing Director, Human Resources Manager, or any other management role that the targeted persons feel comfortable to disclose information with.

Bilingual Care Worker Cooperative of Australia Limited must handle all vilification or harassment allegations confidentially. All clients within Bilingual Care Worker Cooperative of Australia Limited are to be treated with respect and dignity when receiving care/service provision from Bilingual Care Worker Cooperative of Australia Limited.

Bilingual Care Worker Cooperative of Australia Limited is responsible for ensuring equal employment opportunity for all persons within Bilingual Care Worker Cooperative of Australia Limited. This includes the entire process from recruitment, interview, selection, appointment and the promotion.

This extends to all employees and meets relevant laws and regulations and standards.

2. Definitions

Workplace harassment	Repeated behaviour, other than behaviour amounting to sexual harassment, of one staff member or group of staff members that is unwelcome, unsolicited and considered to be offensive, intimidating, humiliating or threatening by another staff member.
Sexual harassment	Any form of unwanted, unwelcome or uninvited sexual behaviour that is offensive, humiliating or embarrassing.
Vilification	Abusively disparaging speech or writing.
Allegations	A claim or assertion that someone has done something illegal or wrong, typically one made without proof.

Criticism	The expression of disapproval of someone or something on the basis of perceived faults or mistakes.
Accusations	A charge or claim that someone has done something illegal or wrong.
Discrimination	The treatment of a person with an attribute less favourable than the treatment of another person without the attribute in circumstances that are the same or not materially different.
Age discrimination	Discrimination on the basis of age (regardless of age) or on the basis of age-specific characteristics or characteristics generally associated with a person of a particular age.
Disability discrimination	Discrimination on the basis of physical, intellectual, psychiatric, sensory, neurological or learning disability, physical disfigurement, disorder, illness or disease that affects thought processes, perception of reality, emotions or judgement, or results in disturbed behaviour, and presence in body of organisms causing or capable of causing disease or illness (e.g., HIV virus).
Racial discrimination	Discrimination on the basis of race, colour, descent or national or ethnic origin and in some circumstances, immigrant status.
Sex discrimination	Discrimination on the basis of sex, marital or relationship status, pregnancy or potential pregnancy, breastfeeding, family responsibilities, sexual orientation, gender identity or intersex status.
Unconscious bias	Implicit assumptions and beliefs about particular groups of people that affect the way individuals in that group are perceived and judged, often in a negative way. Unconscious bias affects organisations in many areas, including through recruitment and interview processes, performance evaluation, and pay negotiation. It is difficult to change, because people are not often aware of bias, which is why unconscious bias training is valuable to help individuals learn how to decrease the impact of unconscious bias on their decision-making.
Inclusion	The action or state of including or of being included within a group or structure.
Diversity	The understanding that each individual is unique and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

3. Policy

This policy ensures social inclusion principles are integrated with, and underpin, all aspects of

Bilingual Care Worker Cooperative of Australia Limited' services and interactions with our clients and/or their representatives and our employees and that the diversity of each of these individuals is recognised, respected and valued.

All clients and/or their representatives, family members and friends are to be treated with respect and dignity and are not to be judged, bullied, threatened, intimidated or discriminated against.

All employees are to be treated fairly and equitably in all situations and without discrimination. Bilingual Care Worker Cooperative of Australia Limited maintains a 'zero tolerance' of discrimination based upon, but not limited to:

- race
- ethno-religious background
- nationality, ethnic or national origin
- gender
- marital status
- pregnancy
- family or carer responsibilities
- breast feeding
- disability (physical, intellectual, psychiatric)
- HIV/AIDS status
- political or religious conviction
- age
- sexual preference
- transgender status
- trade union activity
- experience of domestic or family violence

4. Client Discrimination

- If a client and/or representative, family member or friend believes they have been discriminated against based upon any of the attributes listed above, they should advise Bilingual Care Worker Cooperative of Australia Limited Head Office.
- Bilingual Care Worker Cooperative of Australia Limited can arrange for an advocate and/or advocacy service upon request.
- Complaints of discrimination will be investigated and managed in accordance with the Bilingual Care Worker Cooperative of Australia Limited' Complaints, Compliments and Feedback Policy.
- If an employee is found to be victimising, harassing, taunting or ridiculing a client and/or representative, family member, friend or member of the public within an Bilingual Care Worker Cooperative of Australia Limited workplace environment, the employee's employment contract may be reviewed, and this may result in termination of employment.
- If an external service provider (including Approved Service Providers) is found to be victimising, harassing, taunting or ridiculing a Bilingual Care Worker Cooperative of Australia Limited client and/or employee, the Bilingual Care Worker Cooperative of Australia Limited Contractual Agreement will be reviewed, and this may result in termination of the Agreement.
- Where an external service provider does not have a Bilingual Care Worker Cooperative of Australia Limited Contractual Agreement in place, management will cease services with the service provider and advise all relevant staff.
- Where relevant, the client is to be informed and an alternative external service provider sought in consultation with the client and/or their representative.

5. Responsibilities

It is the responsibility of Bilingual Care Worker Cooperative of Australia Limited to:

- Encourage an environment which is inclusive and free from discrimination.
- Ensure complaints of discrimination are handled seriously, effectively and confidentially, and to comply with this policy and procedure.
- Ensure employees are aware of, and comply with, this policy.
- Ensure employees are adequately equipped to respond to complaints of discrimination, including being given appropriate authority, training and supervision.

It is the responsibility of all employees to:

- Comply with this policy.
- Comply with this policy when handling a complaint of discrimination.
- Treat other Bilingual Care Worker Cooperative of Australia Limited employees, clients and/or representatives, family members and friends with dignity and respect.

6. Equal Employment Opportunity, Equity and Diversity

The organisation will apply the principles of equal employment opportunity (EEO) to all employment related decisions and treat all employees fairly and equitably with regard to individual circumstances or attributes, as required by applicable legislation.

Bilingual Care Worker Cooperative of Australia Limited believes that merit-based recruitment is key to maintaining a sustainable and developing organisation, the most capable and motivated staff, and high-quality services to consumers. Merit based recruitment is free of discrimination and provides opportunities for workforce diversity.

Bilingual Care Worker Cooperative of Australia Limited commits to:

- providing equal employment opportunity (EEO) to all prospective and current staff
- promoting a fair and equitable work environment
- complying with all relevant anti-discrimination legislation
- creating and maintaining an environment in which diversity is valued, human dignity is respected, and people are treated with equity and tolerance
- ensuring staff and visitors are free from any forms of discrimination, harassment, or victimisation.

In addition to the application of EEO in the workplace and in recruitment processes, all staff must ensure that the workplace and services offered by the organisation are free of any form of direct or indirect discrimination related to any of the individual circumstances or attributes listed above. This includes the following:

- Harassment: any form of behaviour that is not wanted, not asked for, and that humiliates someone, offends them or intimidates them.
- Vilification: any public act that is likely to incite hatred, serious contempt or severe ridicule for a person or a group of people.
- Victimisation: treating someone unfairly because they have made a complaint about discrimination or helped someone else make one.

Staff who believe that they are subject to any form of discrimination outlined above or who are aware of discriminatory behaviour should follow the *Workplace Dispute and Grievance Policy and Procedure*.

For more information, refer to the *Recruitment, Selection and Onboarding Policy* and the *Bullying and Harassment Policy*.

7. Reasonable Adjustments

Reasonable adjustments are changes that allow people with a disability to work safely and productively. Bilingual Care Worker Cooperative of Australia Limited will make reasonable adjustments for a person with a disability who:

- applies for a job, is offered employment, or is an employee, and
- requires the adjustments to participate in the recruitment process or perform the genuine and reasonable requirements of the job.

Examples of reasonable adjustments can include:

- reviewing and, if necessary, adjusting the performance requirements of the job
- arranging flexibility in work hours
- providing telephone typewriter (TTY) phone access for employees with hearing or speech impairments
- purchasing screen reading software for employees with a vision impairment
- approving more regular breaks for people with chronic pain or fatigue
- buying desks with adjustable heights for people using a wheelchair.

When thinking about reasonable adjustments, Bilingual Care Worker Cooperative of Australia Limited will weigh up the need for change with the expense or effort involved in making it. If making the adjustment means a very high cost or great disruption to the workplace, it is not likely to be reasonable.

In some cases, Bilingual Care Worker Cooperative of Australia Limited can discriminate on the basis of disability, if:

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

8. Staff Training and Awareness

All staff, particularly management, will participate in training on applying the principles of this policy to relevant organisational processes such as recruitment and performance management and review, and unconscious bias training. All staff will also be made aware of the legal requirements of EEO and how to ensure that they adhere to the EEO protections.

9. Procedure: to Make a Complaint

If a staff member believes they have been discriminated against, sexually harassed or bullied, they should follow the procedure outlined in the *Workplace Dispute and Grievance Policy*.

10. Procedure: to Receive a Complaint

When a manager receives a complaint or becomes aware of an incident, they should follow the procedure outlined in the *Workplace Dispute and Grievance Policy*.

11. Supporting Documents

Relevant documents relating to this Policy and Procedure:

- Bullying and Harassment Policy and Procedure
- Staff Code of Conduct
- Workplace Dispute and Grievance Policy and Procedure

12. Applicable Aged Care Quality Standards

Standard 7 - Human Resources

Bullying and Harassment Policy

1. Policy and Procedure

Bilingual Care Worker Cooperative of Australia Limited is committed to fostering productive, equitable and harmonious workplaces. The purpose of this policy is to make Bilingual Care Worker Cooperative of Australia Limited employees aware of what constitutes harassment, discrimination and workplace bullying and their responsibilities in preventing and managing such incidents.

The intended outcome is a workplace that is free from all forms of harassment and bullying.

2. Definitions

Grievance	Any work-related problem, concern or complaint raised by a staff member for resolution by the organisation.
Director	The legally accountable officer for all Bilingual Care Worker Cooperative of Australia Limited operations.
Employee/Caregiver	A person employed for wages or salary.
Grievance Resolution Facilitator	The person who may initially receive the grievance, in most cases an immediate supervisor or the Human Resources Manager. It is recommended that supervisors attend appropriate training, such as courses on conflict resolution techniques, effective communication, managing diversity in the workplace, selection techniques and EEO awareness, when available, and familiarise themselves with this Policy.
Bullying behaviour	Repeated, unreasonable and offensive, humiliating or undermining in nature, whether directed towards a person or group of persons.
Harassment behaviour	May be a single incident that disadvantages a person and includes intimidating and/or targeting another person's sex, pregnancy, race, age, marital status, homosexuality, disability, transgender (transsexual) status or carers' responsibilities.

3. What is Workplace Bullying?

Bullying behaviour is identified by:

- A repeated pattern of behaviour which may also consist of diverse incidents over time;
- Inappropriate, unreasonable and possibly aggressive behaviour; and
- Risking physical and/or psychological harm to you.

One-off incidents of bullying may offend or upset people, but they are not bullying. However, a single incident can escalate into bullying and should be reported through the Workplace Grievance and Dispute Resolution process.

The following behaviours can upset or offend people, but should not be confused with bullying:

- Differences of opinion; and
- Poor or bad management practices on their own.

Reasonable managerial actions taken in a reasonable way are not bullying and can include:

- Setting reasonable performance goals, standards and deadlines in consultation with workers and after considering their respective skills and experience;
- Allocating work fairly;
- Fairly rostering and allocating working hours;
- Transferring a workplace participant for legitimate and explained operational reasons;
- Deciding not to select a workplace participant for promotion, following a fair and documented process;
- Informing a workplace participant about unsatisfactory work performance in a constructive way and in accordance with any workplace policies or agreements;
- Informing a workplace participant about inappropriate behaviour in an objective and confidential way;
- Implementing organisational changes or restructuring; and
- Performance management processes.

4. Examples of Bullying

Bullying behaviours can take many different forms, from the obvious (direct) to the more subtle (indirect). The following are some examples of both direct and indirect bullying.

Direct Bullying

- abusive, insulting or offensive language
- spreading misinformation or malicious rumours
- behaviour or language that frightens, humiliates, belittles or degrades, including over criticising, or criticism that is delivered with yelling or screaming
- displaying offensive material
- inappropriate comments about a person's appearance, lifestyle, their family, or sexual preferences
- teasing or regularly making someone the brunt of pranks or practical jokes
- interfering with a person's personal property or work equipment, or
- harmful or offensive initiation practices.

Indirect Bullying

- unreasonably overloading a person with work, or not providing enough work
- setting timeframes that are difficult to achieve, or constantly changing them
- setting tasks that are unreasonably below, or above, a person's skill level
- deliberately excluding or isolating a person from normal work activities
- withholding information that is necessary for effective work performance
- deliberately denying access to resources or workplace benefit and entitlements, for example training, leave
- deliberately changing work arrangements, such as rosters and leave, to inconvenience a

particular worker or workers

The above examples do not represent a complete list of bullying behaviours. They are indicative of the type of behaviours which may constitute bullying and are, therefore, unacceptable to Bilingual Care Worker Cooperative of Australia Limited.

A single incident of unreasonable behaviour does not usually constitute bullying. However, it should not be ignored as it may have the potential to escalate into bullying behaviour.

A person's intention is irrelevant when determining if bullying has occurred. Bullying can occur unintentionally, where actions which are not intended to victimise, humiliate, undermine or threaten a person actually have that effect.

Bullying in the workplace is harmful, not only to the target of the behaviour, but damages Bilingual Care Worker Cooperative of Australia Limited' culture and reputation. It is unacceptable and will not be tolerated.

Bullying can include violence and harassment. Where bullying involves assault, or a threat of assault, it may become a police matter. Some bullying behaviour may also be unlawful under other legislation such as Anti-Discrimination laws.

5. What is Harassment?

Harassment behaviour may be a single incident that disadvantages a person and includes intimidating and/or targeting another person's sex, pregnancy, race, age, marital status, homosexuality, disability, transgender (transsexual) status or carers' responsibilities.

Harassment in the workplace is a behaviour targeted in the following way:

- material that is racist, sexist, sexually explicit, homophobic (anti-gay) that is displayed at work circulated on paper or by email or put on a computer or fax machine or on the internet, or in your workspace or belongings.

The following behaviours are considered harassment when targeted towards the sex, pregnancy, race, age, marital status, homosexuality, disability, transgender status or carers' responsibilities of a person –

- verbal abuse, offensive jokes or gestures;
- ignoring, isolating or segregating a person or group;
- staring or leering in a sexual manner;
- sexual or physical contact or intrusive questions about sexual activity;
- sexual assault (also a crime under the Crimes Act);
- wolf whistling or repeated sexual invitations when the person invited has refused similar invitations before; and
- initiation ceremonies that are sexual, sexist, racist.

If harassment is part of a repeated pattern of behaviour that creates a risk to health and safety, and/or disadvantage, it is considered both harassment and bullying.

6. Legal Responsibilities

- Everyone at the workplace has a legal responsibility to prevent bullying from occurring.

- Under the Work Health and Safety Act 2011 (NSW) (the ‘Legislation’) Bilingual Care Worker Cooperative of Australia Limited has the primary duty to eliminate or minimise, as far as reasonably practicable, the risks to health and safety in the workplace. This duty includes the implementation of strategies to prevent workplace bullying. This policy will assist Bilingual Care Worker Cooperative of Australia Limited to comply with its legal responsibilities.
- Workers are also required under the Legislation to take reasonable care for their own health and safety, as well as that of others at Bilingual Care Worker Cooperative of Australia Limited’ workplace. All workers must also comply with any reasonable instruction given by Bilingual Care Worker Cooperative of Australia Limited.

7. Approach

As a company and as individual employees, Bilingual Care Worker Cooperative of Australia Limited will:

- model respectful, professional, and empowering behaviour through its leadership and management practices.
- promote an expectation of the above behaviours between all employees.
- maintain regular checking processes in the workplace environment to identify bullying or harassment behaviours.
- proactively implement prevention measures against bullying or harassment.
- support employees through a reporting of complaint and resolution process.

Bilingual Care Worker Cooperative of Australia Limited promotes EEO, Anti-Discrimination and Harassment Prevention in the workplace through:

- Distribution of relevant organisation policies including the EEO & Anti-Discrimination Policy, Harassment Prevention Policy and Workplace Dispute Grievance Policy;
- Regular training and education for all staff and Managers regarding EEO, Anti-Discrimination, Harassment Prevention and Grievance procedures;
- Identification of bullying risk factors – these are things and situations which could contribute to bullying such as the way in which worker are managed, or organisational change such as redundancies (refer to the common causes/risk factors set out below);
- Prompt, appropriate and effective action taken upon receipt of Discrimination or Harassment complaints; and
- Regular review of organisation policies and practices to ensure any existing forms of discrimination or harassment in the workplace are identified and removed.

8. Causes of Workplace Bullying and Harassment

Bilingual Care Worker Cooperative of Australia Limited will minimise the causes of bullying and harassment by managing the workplace, workplace conditions, the way that work is organised and the workplace environment according to the Bilingual Care Worker Cooperative of Australia Limited Values Statement. This includes:

- Valuing employees equally and as individuals and team members.

- Ethical and professional actions from Managers and employees.
- Encouragement of employee creativity and initiative.
- Eliciting employee views in general and through formal consultation.
- Continuously practicing good communication amongst all employees.

Bilingual Care Worker Cooperative of Australia Limited will be especially aware of employee welfare when these situations occur:

- Restructure or downsizing of the organisation, positions and/or workloads.
- Increasing demands for efficiency and speed
- Review of work schedules
- Defining position and duties descriptions
- Defining Bilingual Care Worker Cooperative of Australia Limited organisational and individual employee goals and targets
- Negotiating employment conditions

9. Prevention of Workplace Bullying and Harassment

Bilingual Care Worker Cooperative of Australia Limited will establish WH&S measures to prevent Bullying and Harassment in the organisation, including:

- Maintaining and following a current Bullying and Harassment Policy;
- Raising employee awareness of how to recognise bullying, the possible effects of bullying and where to get further information.;
- Regular communication to employees about bullying and harassment behaviour. This includes using staff meetings, notice boards, WH&S committee meetings, formal training sessions, staff newsletter, the intranet and informal discussion groups;
- Employment practices of recruitment and induction will include information raising awareness of unacceptable bullying and harassment behaviour;
- Maintaining a well-publicised complaint reporting and resolution process that is free from victimisation;
- A WH&S annual review of bullying or harassment risk factors;
- Involvement of employees in assessing workplace behaviour and climate;
- Provide specific training in 'Preventing and Dealing with Workplace Bullying' for managers; and
- Implementing support programs, such as a WH&S Committee work environment monitoring and an Employee Assistance Program (EAP).

10. Operational Procedures

Reporting and Resolution Processes

Bilingual Care Worker Cooperative of Australia Limited will utilise the Workplace Dispute and Grievance Policy for resolving complaints of bullying. In summary, the process will entail compilation of a formal report, confirmation of the allegations, investigation of the allegation, and mediation undertaken by the Human Resources Manager or other suitable appointed internal or external facilitator, where the Human Resources Manager is not available or the subject of the grievance/dispute.

The alleged bully should be:

- treated as innocent unless the allegations are proved to be true;
- fully informed of the complaint, including the name of the person making the complaint; and
- given an opportunity to explain their version of events.

The resolution process will:

- treat all reports seriously and act promptly
- not victimise people who report bullying
- support all parties, including during interviews
- be neutral and impartial
- communicate during the length of the process
- be confidential
- be recorded – all meetings and interviews documented.

Any party should be able to make an appeal against the findings of a formal investigation. An external body, an independent third party or an external mediator should hear the appeal.

11. Disciplinary Action

Should the Grievance Resolution Facilitator believe a complaint of bullying or harassment is founded or involves an allegation of a more serious nature suggesting possible misconduct by a staff member the matter will be immediately referred to the Bilingual Care Worker Cooperative of Australia Limited' Managing Director and processes and procedures relating to Conduct Management will be implemented.

12. Banned Behaviour

In this workplace, certain behaviours are not tolerated, are banned and can result in termination of employment. These include:

- Engaging in any sexual activities at work;
- Touching anyone else's sexual parts of the body;
- 'Initiation rites' that are sexual, or could offend, humiliate or intimidate someone;
- Downloading pornography from the Internet;
- Displaying any pornography or sexual or naked pictures anywhere in the organisation where other employees, relatives, clients, contractors or any visitor to the workplace can see them;

- Stalking an employee, relative, client, contractor or any visitor to the workplace.
- Showing of X-rated videos;
- Strip-o-grams, or any other form of striptease, or naked display of sexual parts of your own or someone else's body; and
- Indecent or sexual assault.

Workplace Dispute and Grievance Policy

1. Policy

Bilingual Care Worker Cooperative of Australia Limited is committed to fostering productive, equitable and harmonious workplaces. One way to do this is by ensuring that work-related concerns and grievances are managed promptly, impartially and fairly. It is the policy of Bilingual Care Worker Cooperative of Australia Limited that all staff have access to a formal mechanism for resolution of workforce grievances. The emphasis in grievance handling is on resolution through mediation. This Workplace Dispute and Grievance Policy provides a mechanism whereby employees can raise and resolve issues that are of concern to them.

Bilingual Care Worker Cooperative of Australia Limited supports the right of every employee to lodge a grievance with their manager if they believe a decision, behaviour or action affecting their employment is unfair. An employee may raise a grievance about any performance improvement action taken against them.

We aim to resolve problems and grievances promptly and as close to the source as possible. When necessary, Bilingual Care Worker Cooperative of Australia Limited will escalate a grievance to the next higher level of authority for more discussion and resolution and continue escalating it to the level above until it is resolved.

Managers will do their utmost to action grievances objectively, discreetly, and promptly. Be aware that grievances that are misconceived, vexatious, and lacking substance may result in disciplinary action being taken against the employee lodging the grievance.

2. Definitions

Worker	Employees, Directors, Contractors, Subcontractors, Caregivers, Apprentices and Trainees, Work experience students, volunteers and PCBUs who are individuals if they perform work for Bilingual Care Worker Cooperative of Australia Limited.
Grievance Resolution Facilitator	The person who may initially receive the grievance, in most cases an immediate supervisor. It is recommended that supervisors attend appropriate training, such as courses on conflict resolution techniques, effective communication, managing diversity in the workplace, selection techniques and EEO awareness, when available, and familiarise themselves with this Policy.
PCBU	A person conducting a business or undertaking: a business or undertaking that is either conducted alone or with others, whether or not for profit or gain.

Grievance	Any type of problem, concern or complaint related to an employee's work or the work environment and includes any act, behaviour, omission, situation or decision impacting on an employee, which the employee thinks is unfair or unjustified. A grievance can relate to almost any aspect of employment, for example: <ul style="list-style-type: none"> a) Safety in the workplace b) Employee development or training c) Leave allocation d) Supervision e) Rosters or hours of work f) Performance appraisal g) Transfer or promotion h) Wage or salary levels.
Complaint	Is a formal allegation against a party and is in reference to a breach of policy and / or legislation.
Misconduct	Actions that resulted in the breach of company policies and/or legislation.
Serious Misconduct	Wilful or deliberate behaviour by an employee that is inconsistent with the continuation of the contract of employment, and conduct that causes serious and imminent risk to: <ul style="list-style-type: none"> a) The health and safety of a person; or b) The reputation, viability or profitability of the Bilingual Care Worker Cooperative of Australia Limited' business.

3. Operational Procedures

This Workplace Dispute and Grievance Policy should be used when an employee has a concern or problem with:

- Work;
- The work environment;
- Bilingual Care Worker Cooperative of Australia Limited' systems;
- Management and/or staff; and
- Persons external to Bilingual Care Worker Cooperative of Australia Limited such as clients, relatives or contractors.

An employee's grievance may be about any act, omission, situation, treatment or decision that is perceived as unfair, discriminatory or unjustified.

Grievances can range in severity from matters that can be immediately resolved to complex matters that require extensive investigation.

Examples of an employee's grievance may include, but are not limited to:

- Discrimination, harassment or victimisation;
- Job design;
- Staff selection practices or promotions;
- Employment conditions or work practices;
- Development or training;

- Higher duties or work allocations;
- Staff evaluation or performance management;
- Preferential treatment; and
- Workplace conflicts or bullying.

Bilingual Care Worker Cooperative of Australia Limited grievance procedures are:

- **Confidential** – only the Complainant, Respondent and persons directly involved in receiving, investigating and resolving the grievance will have access to information about the grievance. Such persons will keep this information strictly confidential. Any documentation regarding the grievance will be kept confidential.
- **Impartial** – both sides will have a chance to tell their side of the story. No assumptions will be made, and no action will be taken until all relevant information has been collected and considered.
- **Repercussion-free** – no action will be taken against anyone for reporting a grievance or helping another person to report a grievance, except where a grievance is found to be malicious or without foundation.
- **Prompt** – all grievances will be dealt with as quickly as possible. We aim to resolve all grievances within a reasonable time frame.

Guiding Principles – early intervention and local, informal resolution wherever possible.

Bilingual Care Worker Cooperative of Australia Limited values reflected in this policy and procedure are – respect and fairness.

This policy covers all workplace participants, be they permanent, temporary, casual, trainees or on placements.

4. Responsibilities

All staff

For a harmonious work environment, all staff members share the responsibility to treat others in the work environment with respect. Staff are required to:

- Maintain a work environment free of conflict, harassment and discrimination
- Treat co-workers with respect and in a responsible, professional manner
- Raise issues/concerns with your supervisor at an early stage
- Provide as much information as possible to ensure an efficient and effective process to follow through with the resolution of any grievance.

Staff who have a grievance should raise their grievance early because:

- It is easier to investigate and resolve if reported early
- It causes less discomfort or dissatisfaction to you and less disruption to work performance and workplace relationships
- It is less likely to escalate into a stubborn or more complicated set of problems
- It may require referral to another person or agency, and it may involve important issues concerning the rights of others, such as clients

- Talk to the other person – try to do this at the time the issue arises
- Tell your supervisor – if unable to resolve the issue or concern with the other person
- Write it down, where necessary – if raised verbally and not resolved.

Supervisors and Managers

Have additional responsibilities:

- To identify and resolve causes of concern to workplace participants before a grievance arises
- To promote and contribute to the development of a workplace free of unfair treatment, victimisation, harassment and discriminatory practices.

In most cases grievances will be investigated and resolved by the immediate supervisor. Where the grievance relates to a concern about a supervisor, or the supervisor feels unable to handle the grievance objectively, then the grievance should be referred to the next level manager. The Director will facilitate grievances that relate to Managers. Grievances pertaining to the Director will be referred to the National Manager of Operations.

5. Steps to Grievance Resolution

Approach – try to resolve the issue/concern directly with the other party or parties concerned.

Report – take the grievance to your supervisor (Grievance Resolution Facilitator) and identify what you want to happen. The grievant (or complainant) should state verbally or in writing (if requested, or if a complex matter) – the details of the grievance and what has occurred, the grounds of the grievance, who or what may be responsible, any steps the complainant may already have taken to resolve the grievance and the desired or anticipated outcome.

Confirm – the Grievance Resolution Facilitator clarifies the grievance with the complainant. Where the supervisor cannot be the Grievance Resolution Facilitator (because they cannot be impartial or are directly involved), they should inform the complainant and with their approval, refer the matter to the next level of supervisor or to an agreed independent Grievance Resolution Facilitator. The supervisor may consult with the National Manager of Operations confidentially on how to proceed with the grievance and whether the grievance involves employer liability, or alleged criminal or disciplinary action.

Investigate - The Grievance Resolution Facilitator informs the other party or parties, during and interview or in writing, of the nature of the grievance and gets from them their understanding of events. If there is more than one other party, the Grievance Resolution Facilitator will interview them separately.

Mediate – The Grievance Resolution Facilitator will endeavour to attain a resolution of the grievance, through effective listening and use of conflict resolution techniques or mediation with the parties. The Grievance Resolution Facilitator, in liaison with the complainant, arranges a meeting or meetings for discussion and resolution of the grievance as necessary. If the grievance is still unresolved, third party intervention may be needed. A mediator might be engaged to help if the issues appear to be more intractable and where a skilled independent mediator could help. All parties must agree to this action.

Most grievance should be resolved at this level.

The Grievance Resolution Facilitator should advise all parties of the outcome.

A Grievance Resolution Facilitator should not discuss the grievance with any other person, or take action to investigate or resolve the matter without the complainant's consent, unless the grievance involves:

- disciplinary action
- a criminal matter
- employer liability (WH&S or discrimination)
- organisational policy issues.

As a complainant, you can expect:

- to have your grievance resolved as quickly as possible
- to be listened to and taken seriously
- to feel comfortable to raise your concerns and needs
- to have your confidentiality respected
- to be consulted about how your grievance should be handled.

If you are involved in the grievance resolution process and/or are required to prepare a report concerning another member of staff, you are protected against any action of defamation, providing you:

- act in accordance with this policy and procedures
- are not motivated by a desire to damage others
- do not publish or make information about the grievance available to persons who have no legitimate interest in receiving it
- if your grievance is related to the notification of alleged corrupt conduct by any other workplace participant then you may have protection under Whistleblower legislation.

Support to lodge a grievance – before lodging a grievance you may wish to seek information or gain support by meeting with your supervisor to discuss the issue. Human Resources can advise on personnel policy and procedure aspects of your grievance if necessary.

Issues and concerns can be raised with workplace representatives of either the WHS committee (if a WH&S issue) or the Quality Committee (where the issue may affect other staff members or organisational policy, procedure, or practice). Complainants and respondents may seek a support person from within or outside of the workplace or have a union delegate present during discussions.

Types of outcomes that can be expected when a grievance is substantiated:

- the other party not repeating the action that caused concern
- the grievant being offered developmental opportunities to compensate for lack of opportunities
- an apology (written or verbal) from the other party
- addressing communication problems between both parties
- the Grievance Resolution Facilitator counselling the other party or parties for

inappropriate behaviour

- development of a written contract for improved behaviour on the part of the other party
- reduction of the other party's privileges
- the other party or parties to attend training targeting appropriate policies
- disciplinary action or criminal proceedings if appropriate.

It is the responsibility of the Grievance Resolution Facilitator to determine if the grievance can be handled under this mechanism.

Even when the Grievance Resolution facilitator accepts that there is a grievance, it may be declined after initial inquiries for any of the following reasons:

- there have not been sufficient and reasonable attempts to resolve the grievance informally
- action has commenced to remedy the situation
- the grievance is frivolous, vexatious, or trivial
- the thing complained about happened too long ago to be significant or able to be dealt with now
- the person making the grievance does not have sufficient interest in or connection with the thing complained about
- the grievance concerns legitimate and reasonable supervision and management of staff.

Record Keeping – all documents pertaining to the grievance, investigation and outcomes will be securely stored and kept confidential by the Grievance Resolution Facilitator.

Where a grievance is declined for one of the reasons as identified above then the Grievance Resolution facilitator will record the reasons for declining a grievance and notify the grievant of that decision. When the grievant and the other party or parties agree that the grievance resolution process has resulted in an outcome then the Grievance Resolution Facilitator will complete a *Grievance Report*.

The Grievance Report is sent to the Human Resources Manager for storage and extraction of statistical information where needed.

The grievance documentation is not stored on individual's personnel files but is held by the Human Resources Manager in a secure and confidential file.

The Grievance Resolution facilitator should monitor the outcome of the grievance resolution, with agreement from the grievant at least monthly after resolution for two months. They should monitor the behaviour of staff to ensure that no victimisation or unpleasantness results from the grievance process.

Appropriate action should also be taken in the workplace to ensure similar behaviour does not re-occur (e.g. implementation of a Code of Conduct or revision of relevant procedures if necessary, placing the EEO policies in a conspicuous place, organising appropriate training, reviewing local procedures or organisation of the workplace).

Timeframes – depending upon the complexity of the matter and the number of parties involved to be interviewed, grievance resolution should take between 1- 4 weeks. A grievance should be normally resolved within a maximum of four (4) working weeks.

When the grievance involves an allegation of a more serious nature suggesting possible misconduct by a staff member the matter will be immediately referred to the Managing Director and processes and procedures relating to Conduct Management will be implemented.

6. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance

Flexible Work Arrangements Policy

1. Policy

The Flexible Work Arrangements Policy outlines the right an individual is granted to be able to change their current work status to reflect any changes to one’s situation. Bilingual Care Worker Cooperative of Australia Limited aims to offer equal opportunity for all personnel to alter their present work arrangements in order to balance their work/life requirements.

Bilingual Care Worker Cooperative of Australia Limited ensures equal opportunity for all personnel to allow the changing of an individual’s work status. Any individual can request change to their current work arrangements.

All requests and actions must be recorded by key personnel and must retain this information in their personnel files found within Bilingual Care Worker Cooperative of Australia Limited’s offices.

All requests must be approved by Managing Director and/or Human Resources Manager. An individual is not to take any actions against their current work arrangements until their application is reviewed and agreed upon.

2. Definitions

KPI	A Key Performance Indicator is a measurable value that demonstrates how effectively an individual or company is achieving key business objectives. Organisations use KPIs at multiple levels to evaluate their success at reaching targets.
Flexible	Able to be easily modified to respond to altered circumstances.
Arrangements	The action, process, or result of arranging or being arranged.

3. Procedure

Key personnel may approve a request made by an individual, however the decision must be in accordance with Bilingual Care Worker Cooperative of Australia Limited’s standards and regulations. Individual’s will be made aware of the terms under which they are able to request flexible work arrangements, via their individual employment contract.

Bilingual Care Worker Cooperative of Australia Limited will discuss and inform the method of application to be able to make any changes to their work status. Key personnel will also discuss the time frame in which an individual is allowed to request flexible work arrangements.

Bilingual Care Worker Cooperative of Australia Limited’s authorised personnel must be made aware immediately of any requests an individual makes in regard to amending their work status. This is to allow Bilingual Care Worker Cooperative of Australia Limited to ensure the accuracy of entitlements and to plan future actions and work tasks appropriately. Key personnel are to record and document all requests and actions made.

4. Responsibilities

Worker Responsibilities:

- To request and apply for flexible work arrangements.
- To not take further actions if the application has not been accepted by key personnel.
- To abide by and follow the regulations provided upon submitting the applications.
- Complete application process within appropriate time frame.

Management Responsibilities:

- Provide all necessary information to all personnel regarding the application process and time frame.
- Offer equal opportunities for all personnel and not make any biased decisions.
- Document and record all information and actions that occurred throughout the duration of the application process until the outcome.
- Notifying key personnel of any financial changes made to ensure it correctly reflects the decision made of an individual's work arrangements.

5. Application Process

The person requesting an amendment to their work arrangement must provide all required documents and information to designated key personnel. They must outline their proposed change to work arrangements and how they will meet their workloads and duties, in accordance with their new suggested work arrangements.

Individuals must provide reasonable notice to Bilingual Care Worker Cooperative of Australia Limited to ensure that the request can be reviewed in an appropriate and timely manner.

All Flexible Work Arrangements documents and application forms must state and contain, but are not limited to:

- Explanation of the reason an individual is requesting flexible work arrangements.
- Accurate details and dates the individual wishes to proceed to the new arrangements.
- An outline of the future proposed work and the new time schedules that would need to be created to suit the individual's request.
- A clear and structured communication plan.

6. Consideration of Applications

Key personnel to review the application and make a decision based on a number of factors, including (but not limited to):

- The ability to reinstate and organise any alternative individuals who may be required to replace the current person.
- The needs of the person requesting flexible work arrangements, and also the needs of the relevant service and clients.
- The expected work that is required.
- The possible impacts that could occur to future services.

- A realistic and probable outcome of managing the arrangement.
- Any implications for Bilingual Care Worker Cooperative of Australia Limited and other personnel.

7. Approval of Application and Documents

Once an application for flexible work arrangements has been approved, key personnel are required to amend and/or create a new contract for the relevant individual.

The new contract must outline the new arrangements and detail the changes to other arrangements, such as financial remuneration and KPIs.

Key personnel must also discuss and explain the new duties and performance that is now expected due to changing an individual's work status.

All documentation and forms submitted must all be recorded and stored securely in the individual's personnel file. A hard copy will also be given to the person requesting the change.

7. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance

Leave Policy and Procedure

1. Policy

The Leave Policy and Procedure is implemented throughout Bilingual Care Worker Cooperative of Australia Limited to ensure the rights of all personnel to have reasonable absences from the workplace are maintained and exercised. All personnel are granted leave throughout the duration of their work life.

Employment Leave can be defined as the quantity of hours or days, an individual has accrued throughout the duration they have been committed to an employer. It outlines the amount of time that they are authorised to be away from the premises without receiving any penalties for doing so. Requested time off will be compensated to that individual in line with relevant laws and regulations.

All leave requested by an individual must be applied through the appropriate documents and forms. Bilingual Care Worker Cooperative of Australia Limited will clearly communicate the application process to all personnel, along with the regulations that solely relate to the rights of leave.

Bilingual Care Worker Cooperative of Australia Limited will ensure that all personnel are granted equal opportunity to take their entitled leave. It is important that no individual is prevented from taking their leave based on biased decisions by key personnel. Any individual requesting leave must have a legitimate reason for doing so.

An individual may request leave for any of the following, however it is not limited to:

- Annual Leave
- Long Service Leave
- Study Leave (for any individual committed to external studies)
- Parental Leave
- Personal Leave
- Leave without Pay
- Compassionate Leave

An application of leave process will be implemented to follow the guidelines and regulations of Bilingual Care Worker Cooperative of Australia Limited correctly and accurately. Bilingual Care Worker Cooperative of Australia Limited will ensure all personnel have a clear understanding of the terms and processes related to applying and taking leave.

Although Bilingual Care Worker Cooperative of Australia Limited would seek to satisfy the desires of an individual's request of leave, they are able to exercise their rights to reserve applications if timing is deemed inappropriate. Bilingual Care Worker Cooperative of Australia Limited may also request an individual to take their leave if they possess excessive amounts.

2. Definitions

Annual Leave	The period of time considered once a year, when an employee may use their paid leave accrued over a period of time. Annual leave for
--------------	--

	workers is a time period calculated in addition to national holidays, casual leave, sick leave, and maternity or paternity leave.
Long Service Leave	A period of paid leave granted to an employee who has served a specified period of continuous employment.
Study Leave	Leave of absence from work granted in order to allow a person time to study or carry out research; (also) leave given to allow a school pupil to study at home, typically in order to prepare for examinations.
Parental Leave	Parental leave is time away from work, with or without pay, that parents are allowed in order to look after newly arrived children (by birth or adoption). The amount of paid or unpaid leave is usually agreed within the individual employment contract and based on the benefits offered by a particular employer. There are minimum periods allowed by law.
Personal Leave	Sick and carer's leave (also known as personal leave or personal / carer's leave) lets an employee take time off to help them deal with personal illness, caring responsibilities, and family emergencies. The National Employment Standards includes both paid and unpaid leave entitlements.
Compassionate Leave	A period of absence from work granted to someone as the result of particular personal circumstances (e.g. the death of a relative).
Compensation	Something, typically money, awarded to someone in recognition of loss, suffering, or injury.

3. Responsibilities

Worker Responsibilities:

- To ensure all leave is requested to key personnel in a timely manner.
- Abide and follow the regulations of requesting and taking leave.
- If sick, to communicate to key personnel at the early convenience (e.g. 2 hours' notice before a scheduled shift).

Management Responsibilities:

- Provide adequate training and clearly communicate the information required about the terms of leave and the application process.
- Aim to accommodate all leave if timing is deemed appropriate.
- Ensure all personnel are treated fairly, and not make any decisions based on unrelated issues.
- Maintain all copies of leave applications in personnel files.
- Make alternative resourcing arrangements if an individual is unable to attend their duties.

4. Annual Leave

Annual Leave allows an individual to be granted compensation while being absent from Bilingual Care Worker Cooperative of Australia Limited. All personnel are paid annual leave, with the exception of casual employment.

4 weeks' Annual Leave is granted to full-time personnel. Part-time personnel will have their allocation awarded on a pro-rata basis.

Personnel will be able to view and access their total accrued annual leave amount via pay slips or any other designated location, which will be communicated by key personnel.

5. Sick Leave and Carer's/Personal Leave

Sick Leave is defined as a paid leave for individuals who are unable to attend work due to things such as personal injury, illness, stress induced health and pregnancy.

Paid Carer's Leave is also eligible for any individual who is required to take immediate absence from Bilingual Care Worker Cooperative of Australia Limited to support a member of their immediate family or household who may have fallen ill, suffered an injury or has an unexpected emergency.

For any individual who has requested sick leave and has been accepted, it is crucial that they provide a medical certificate if absence exceeds more than two consecutive days.

Like all leave requested, an application must be submitted to key personnel to provide awareness of the absence. All forms and documents must be completed immediately after the individual has returned from their leave.

Individuals who are permanently positioned within the organisation are entitled to 10 days of Personal/Carers Leave per year.

6. Compassionate Leave

Compassionate Leave is granted in most cases when a relative has passed away.

A leave application form must be submitted and completed immediately and must reflect the correct events that had occurred.

7. Leave Without Pay and Study Leave

Study Leave is available for individuals who are attending external courses and studies, that are relevant to Bilingual Care Worker Cooperative of Australia Limited. Personnel are entitled to Leave without Pay and Study Leave based on their contract and individual agreements with the organisation.

8. Worker's Compensation

Workers Compensation is a form of insurance for individuals who requires wage replacement. This can be due to suffering serious and sustained injuries as a result of completing their work tasks or duties.

9. Leave Requests and Applications

Any individual who is requesting and requiring any type of leave must complete and submit an Application for Leave form. If a person has failed to do so, payment may not be granted for the leave that have been used. All leave must be approved by either the immediate manager, Human Resources Manager or the Managing Director.

All annual leave applications must be submitted at least 28 days prior to the desired leave date. This is to ensure that the timing of leave is appropriate and will offer key personnel an adequate time frame to organise alternative resourcing.

To ensure all personnel are given fair and equal opportunities to pursue absence throughout the busier periods, leave applications will be evaluated and reviewed under with the following considerations, particularly during the peak periods of Bilingual Care Worker Cooperative of Australia Limited:

- The amount of leave an individual possesses.
- If another individual involved in the same work department is requesting leave within the same period.
- The quantity of leave a person is requesting.
- If past leave has been granted to an individual within the peak period of Bilingual Care Worker Cooperative of Australia Limited.

Designated key personnel are expected to provide an outcome of a leave request, within 1 week of an application being received. Bilingual Care Worker Cooperative of Australia Limited will nominate a key personnel, such as an Human Resources Manager to decide if leave will be granted. They will ensure that they are following the guidelines of Bilingual Care Worker Cooperative of Australia Limited's application process and update internal systems and records to ensure appropriate compensation and updating of leave balances.

10. Updating and Amending Rostered Shifts

When an individual has become absent from Bilingual Care Worker Cooperative of Australia Limited, key personnel are required to alter existing rosters. They must then organise a replacement of that individual who is taking leave. The new amended copy of the roster must then be sent to all personnel required to implement the changes.

11. Documentation and Recording of Annual Leave

All annual leave accrued by an individual is recorded and tracked on their pay slips. Bilingual Care Worker Cooperative of Australia Limited's Human Resources Manager is expected to notify payroll of any deductions or changes made to an individual's entitled leave amount.

All personnel are responsible for maintaining and updating their timesheets. It is important that all timesheets are filled out accurately to reflect correct working hours. Bilingual Care Worker Cooperative of Australia Limited will communicate with individuals the expected time frame that timesheets are expected to be submitted.

The Human Resources Manager or any other assigned key personnel are responsible for the collection of all timesheets. They then will review the timesheets against original rostered hours to ensure pay runs are correct.

12. Worker's Compensation Claims

If a person has been injured within Bilingual Care Worker Cooperative of Australia Limited, they are required to complete a Worker's Compensation Form, which will then be submitted to Bilingual Care Worker Cooperative of Australia Limited's insurer.

Relevant supporting documentation should be included (e.g. official witness statements, medical documentation and certificates).

Bilingual Care Worker Cooperative of Australia Limited will ensure to arrange a representative on behalf of an individual who has sustained any injuries if they are unable to complete and submit a Worker's Compensation Form for any reason. An appropriate representative is a legitimate witness or a relative of affected person.

The Human Resources Manager is responsible for submitting all documents to Bilingual Care Worker Cooperative of Australia Limited's insurer within 7 days of the claim being lodged.

8. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance

Rostering Policy and Procedure

1. Policy

The Rostering Policy and Procedure is implemented and utilised within Bilingual Care Worker Cooperative of Australia Limited, to maintain all personnel shifts in an organised manner. Bilingual Care Worker Cooperative of Australia Limited will communicate to all workers the method and location of where an individual is able to access their roster.

The Rostering Policy and Procedure is utilised within Bilingual Care Worker Cooperative of Australia Limited to ensure all allocated shifts of an individual are planned and communicated to eliminate any risk of non-deliveries of care and services. Bilingual Care Worker Cooperative of Australia Limited will demonstrate how an individual is to access and store their personal roster.

Bilingual Care Worker Cooperative of Australia Limited aims to offer fair opportunities for an individual to change their already allocated shifts, bearing in mind the needs and preferences of clients.

2. Responsibilities

Worker Responsibilities:

- To frequently check and maintain their personal roster.
- To communicate to key personnel if there are dates that they are unable to work, prior to making the roster.
- To make early enquiries/applications to change their allocated roster if, for any reason, they are unable to work.
- Organise a potential alternative for replacement of allocated shift.

Management Responsibilities:

- To create and organise a fair and logical roster.
- Maintain and amend all necessary changes.
- Organise a replacement of an individual if they are suddenly unable to work.
- To inform allocated payroll of any changes that may affect an employee's financial situation at that current time.
- To communicate changes of rosters to clients.

3. Preparation of Roster

Bilingual Care Worker Cooperative of Australia Limited aims to organise and plan a roster 4 weeks in advance of services being delivered. This is to ensure that all leave applications and requests, shift and staff availability changes are all taken into consideration and planned accordingly.

The Managing Director and key personnel are responsible for gathering statistics, data and reports regarding diverse client requirements and support demands on a regular and frequent basis, in order to evaluate and inform required personnel numbers and expertise.

All personnel will be informed that they are obliged to work a minimum of 2 shifts per week. Each roster will outline the total number of hours and shifts an individual has been assigned and the duration of that specific roster. It will also entail the individual's shift position and duties.

Bilingual Care Worker Cooperative of Australia Limited operates 24/7 throughout the year. This indicates that all personnel are expected and obliged to work throughout public holiday periods, as required.

4. Continuous Monitoring of Staff Levels

Real-Time Monitoring

- Implement a digital workforce management system to track staff attendance, shift coverage, and workload in real-time. Eziplan is currently being used to do this.
- Designate a scheduling coordinator responsible for monitoring staffing levels.
- Set minimum and optimal staffing thresholds to ensure adequate coverage.

Regular Staff Audits

- Conduct weekly audits of staffing levels to identify trends and potential gaps.
- Compare actual staffing levels with planned rosters and address discrepancies.
- Schedule monthly management meetings to review staffing reports and discuss potential improvements.

Contingency Planning

- Maintain a pool of on-call or relief staff to fill unexpected gaps.
- Establish an escalation process for immediate action when staffing shortages arise.
- Develop cross-training programs to ensure staff can cover multiple roles when needed.

5. Addressing Staffing Gaps and Shortfalls

Immediate Response to Gaps

- Use automated alerts to notify management when staffing levels fall below the required threshold.
- Deploy replacement staff from a standby list or external agency partnerships.
- Offer additional shifts to existing staff with incentives where applicable.

Long-Term Planning

- Analyse past staffing shortfalls to refine recruitment and retention strategies.
- Adjust workforce planning to accommodate seasonal trends or increased demand.
- Implement training programs to upskill staff and improve retention.

6. Feedback Collection from Staff and Care Recipients

Staff Feedback Mechanisms

- Conduct quarterly staff surveys to assess satisfaction with the rostering system.
- Hold monthly team meetings to discuss scheduling concerns and gather input.
- Maintain an open-door policy for staff to provide feedback at any time.

Care Recipient Feedback

- Distribute biannual surveys to care recipients and their families regarding service effectiveness.
- Establish a feedback hotline or email system for ongoing input.
- Conduct periodic in-person check-ins with care recipients to ensure their needs are being met.

7. Continuous Improvement Based on Feedback

Data Analysis and Reporting

- Aggregate and analyse feedback to identify common concerns or areas for improvement.
- Share findings with management and staff to develop actionable solutions.

Implementing Changes

- Adjust rostering practices based on staff and care recipient feedback.
- Provide training for scheduling coordinators to improve responsiveness.
- Evaluate changes through follow-up surveys to ensure effectiveness.

Ongoing Review

- Schedule biannual policy reviews to refine procedures based on collected data.
- Benchmark against industry best practices to remain competitive and efficient.

By implementing these procedures, staffing levels will be consistently maintained, and the rostering system will remain adaptive, effective, and responsive to the needs of both staff and care recipients.

9. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance

Technology and Social Media Usage Policy

1. Policy and Procedure

Bilingual Care Worker Cooperative of Australia Limited implements the Technology and Social Media Usage Policy and Procedure to ensure all personnel are using all technology and social media appropriately and in accordance with Bilingual Care Worker Cooperative of Australia Limited's standards and regulations.

Technology systems will include internet usage, computers, laptops, printers, email, photocopying and fax machines and equipment and telephone. Social Media accounts and platforms consist of, however are not limited to, Facebook, Instagram, Snapchat, personal email, YouTube and non-work related internet browsing etc.

Bilingual Care Worker Cooperative of Australia Limited will communicate to all personnel the expectations and guidelines of how to utilise all technology programs and platforms correctly. It is essential that no individual is to use any technology and social media for personnel use, unless they are authorized to do so.

All electronic device and programs provided by Bilingual Care Worker Cooperative of Australia Limited must not be used for an individual's personnel social media and browsing. This extends to all employees and meets relevant laws and regulations and standards.

2. Definitions

Technology	machinery and equipment developed from the application of scientific knowledge.
Devices	a thing made or adapted for a particular purpose, especially a piece of mechanical or electronic equipment.
Conscientious	wishing to do one's work or duty well and thoroughly.
Social Media	websites and applications that enable users to create and share content or to participate in social networking.

3. IT and computer policy

Virus protection

In order to prevent the introduction of virus contamination into the software system, the following rules must be observed:

- unauthorised software including public domain software, magazine cover disks/CDs, applications, or internet downloads must not be used and
- all software must be virus checked using standard testing procedures before being used.

Use of computer equipment

In order to control the use of Bilingual Care Worker Cooperative of Australia Limited's computer equipment and reduce the risk of contamination, the following rules will apply:

- the introduction of new software and applications must first of all be checked and authorised by management before general use will be permitted
- only authorised employees are permitted access to Bilingual Care Worker Cooperative of Australia Limited's computer equipment
- only software that is used for business applications may be used on Bilingual Care Worker Cooperative of Australia Limited's computer equipment
- no software may be brought onto or taken from Bilingual Care Worker Cooperative of Australia Limited's premises without prior authorisation
- unauthorised access to computing facilities will result in disciplinary action up to and including termination and
- unauthorised copying and/or removal of computer equipment and/or software will result in disciplinary action up to and including termination.

4. Internet policy

The purpose of this policy is to provide a framework to ensure that the expectations and rules relating to the use of the internet while performing duties for Bilingual Care Worker Cooperative of Australia Limited are clear.

Authorised employees are encouraged to make use of the internet as part of their professional activities. This includes, but is not limited to, accessing the internet on Employer devices. Attention must be paid to ensuring that published information has relevance to normal professional activities before material is released in Bilingual Care Worker Cooperative of Australia Limited's name. Personal views must not be expressed or stated on any internet site or platform.

The availability and variety of information on the internet means that it can be used to obtain material reasonably considered to be offensive. The use of the internet to access and/or distribute any kind of offensive material, or material that is not work-related, leaves an individual liable to disciplinary action up to and including termination.

Bilingual Care Worker Cooperative of Australia Limited will not tolerate the use of the internet at work for unofficial or inappropriate purposes, including:

- accessing websites which put Bilingual Care Worker Cooperative of Australia Limited at risk of viruses, compromising copyright or intellectual property rights
- using Employer devices to access the internet for inappropriate or illegal purposes
- using social media in breach of Bilingual Care Worker Cooperative of Australia Limited's social media policy
- accessing Bilingual Care Worker Cooperative of Australia Limited's internet on personal devices

- connecting, posting or downloading any information unrelated to their employment and, in particular, pornographic or other offensive material; and
- engaging in computer hacking and other related activities or attempting to disable or compromise the security of information contained on Bilingual Care Worker Cooperative of Australia Limited's computers.

You are reminded that these activities may constitute a criminal offence.

5. Email

The use of the work email system (**work email**) is encouraged as its appropriate use facilitates efficiency. Used correctly, it is a facility that is of assistance to Bilingual Care Worker Cooperative of Australia Limited. However, inappropriate use causes a number of problems, including distractions, time wasting and legal claims. The policy sets out Bilingual Care Worker Cooperative of Australia Limited's position on the correct use of work email.

Unauthorised or inappropriate use of work email may result in disciplinary action up to and including summary termination.

Work email is available for communication and matters directly concerned with the legitimate business of Bilingual Care Worker Cooperative of Australia Limited. Employees using work email should:

- comply with Employer communication standards
- only send emails to those to whom they are relevant
- not use email as a substitute for face-to-face communication or telephone contact
- not send inflammatory emails (i.e. emails that are abusive or may be perceived as abusive)
- be aware that hasty messages sent without proper consideration can cause upset, concern or misunderstanding
- if the email is confidential, ensure that the necessary steps are taken to protect confidentiality and
- be aware that offers or contracts transmitted by email are as legally binding on Bilingual Care Worker Cooperative of Australia Limited as those sent on paper.

Bilingual Care Worker Cooperative of Australia Limited will not tolerate the use of work email for unofficial or inappropriate purposes, including:

- any messages that could constitute bullying, harassment or other detriment
- personal use (e.g. social invitations, personal messages, jokes, cartoons, chain letters or other private matters)
- on-line gambling
- accessing or transmitting pornography
- social media
- transmitting copyright information and/or any software available to the user or
- posting confidential information about other employees, Bilingual Care Worker Cooperative of Australia Limited or its service users or suppliers.

6. Monitoring

Bilingual Care Worker Cooperative of Australia Limited considers any and all data created, stored or transmitted upon the systems (the **Systems**) as work product and as such, expressly reserves the right to monitor and review any data upon the Systems, including your usage and history, on an intermittent basis without notice.

In addition to this, Bilingual Care Worker Cooperative of Australia Limited has the right to protect its business interests and confidentiality. This includes the right to survey, audit and/or monitor the Systems, including but not limited to:

- monitoring sites users visit on the internet
- monitoring time spent on the internet
- reviewing material downloaded or uploaded and
- reviewing emails sent and received.

Information reports will be available to Bilingual Care Worker Cooperative of Australia Limited which can subsequently be used for matters such as system performance and availability, capacity planning, cost re-distribution and the identification of areas for personal development.

For the avoidance of doubt, Bilingual Care Worker Cooperative of Australia Limited reserve the right to monitor all internet and email activity by you for the purposes of ensuring compliance with Bilingual Care Worker Cooperative of Australia Limited's policies and procedures and for ensuring compliance with the relevant regulatory requirements and you hereby consent to such monitoring. Information acquired through such monitoring may be used as evidence in disciplinary proceedings.

7. Social media

Whilst social media can be used to strengthen Bilingual Care Worker Cooperative of Australia Limited's brand and overall image of the business, work related issues or materials being placed on social media can adversely affect Bilingual Care Worker Cooperative of Australia Limited, a service user/client, colleague or others.

Social media is a mechanism for communication and sharing, rather than one specific program, activity or object. It is often a website or other electronic application that enable users to create and share content or to participate in social networking.

To protect the mutual interest of all involved, unless otherwise authorised, work related matters must not be placed on social media at any time either during or outside of working hours and this includes access via any mobile computer equipment, including mobile phone or other devices.

Work-related usually means that Bilingual Care Worker Cooperative of Australia Limited, its clients, suppliers, employees, contractors or any other associated parties can be identified and be in some way connected back to your relationship with Bilingual Care Worker Cooperative of Australia Limited.

Likewise, all employees are strictly prohibited from using social media (whether on Bilingual Care Worker Cooperative of Australia Limited's devices or their own personal device) during work time.

You may be granted access to Bilingual Care Worker Cooperative of Australia Limited's social media in order to complete your duties as directed by Bilingual Care Worker Cooperative of Australia Limited. Any access to Bilingual Care Worker Cooperative of Australia Limited's social media must be approved, in writing, by management prior to any work performed. During this access, you must not bring Bilingual Care Worker Cooperative of Australia Limited, its clients, suppliers, contractors or any other associated parties into disrepute through the content of your usage. While representing Bilingual Care Worker Cooperative of Australia Limited on social media, it is expected that you will exhibit a professional and courteous attitude with service users, your colleagues, suppliers and other members of the public and ensure that you act in Bilingual Care Worker Cooperative of Australia Limited's best interests at all times.

Any breach of this policy will be considered serious and may result in disciplinary action.

8. Phones and other devices

Bilingual Care Worker Cooperative of Australia Limited's phones, computers, laptops and other devices are to be used for business purposes only.

Any unauthorised personal use may be repayable by you and may result in disciplinary action up to and including termination. Bilingual Care Worker Cooperative of Australia Limited reserves the right to request to deduct the appropriate sums from your salary in the event that repayments are not made.

Limited and reasonable use of personal mobile phones, mp3 players and other personal devices is permitted, provided such devices are set to silent and the use does not impact on your output or quality of work. Bilingual Care Worker Cooperative of Australia Limited reserves the right to ask you to switch off any device at any time.

9. Surveillance

Surveillance may be conducted in the workplace. If you are a new employee, the surveillance may already be in place and could start immediately on commencement of work.

Surveillance may be conducted using:

- tracking on company cars and mobile phones
- internet usage recording devices, such as data capture, web browsing and email history captured on servers, and keystroke recognition
- any form of visual recording devices including all types of camera, such as CCTV cameras
- any form of audio recording devices; and
- electronic recording devices in any part of the workplace.

The surveillance may be conducted at any time and any employee may be subject to surveillance. The surveillance may be continuous or intermittent at Bilingual Care Worker

Cooperative of Australia Limited's discretion. Bilingual Care Worker Cooperative of Australia Limited may, at their discretion, disclose the surveillance records for any reason that is not barred by privacy legislation.

You may consult with Bilingual Care Worker Cooperative of Australia Limited regarding any concerns about the surveillance. All cameras are visible and recording devices (including cameras) will not be placed in bathrooms or change rooms.

The purpose of the surveillance is to ensure the safety and security of employees, visitors and property.

Bilingual Care Worker Cooperative of Australia Limited reserves the right to review and use the CCTV in disciplinary proceedings.

10. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance

Disciplinary Action Policy

1. Introduction

This policy sets standards of performance and behaviour expected by Bilingual Care Worker Cooperative of Australia Limited, together with the procedure to be followed in the event of disciplinary issues. The policy aims to help promote fairness and order in the treatment of individuals. It is Bilingual Care Worker Cooperative of Australia Limited's aim that the rules and procedures should emphasise and encourage improvement in the conduct of individuals where they are failing to meet the required standards, and not be seen merely as a means of punishment. We reserve the right to amend these rules and procedures where appropriate. Every effort will be made to ensure that any action taken under this procedure is fair, with you being given the opportunity to state your case.

The following rules and procedures should ensure that:

- the correct procedure is used when requiring you to attend a disciplinary hearing
- you are fully aware of the standards of performance, action and behaviour required of you
- disciplinary action, where necessary, is taken speedily and in a fair, uniform and consistent manner
- you will only be disciplined after careful investigation of the facts and the opportunity to present your side of the case
- at all disciplinary hearings, rather than investigatory meetings, you have the right to be accompanied by a support person at all stages of the formal disciplinary process
- you will not normally be dismissed for a first breach of discipline, except in the case of serious misconduct and
- if you are disciplined, you will receive an explanation of the penalty imposed.

On some occasions temporary suspension on contractual pay may be necessary in order that an uninterrupted investigation can take place. This should not be regarded as disciplinary action or a penalty of any kind.

2. Disciplinary rules

It is not practicable to specify all disciplinary rules or offences that may result in disciplinary action, as they may vary depending on the nature of the work. In addition to the specific examples of unsatisfactory conduct, misconduct and serious misconduct shown in this policy, a breach of other specific conditions, procedures and practices set out elsewhere in the Employee Handbook or that have otherwise been made known to you, will also result in this procedure being used to deal with such matters.

3. Rules covering unsatisfactory conduct and misconduct

You will be liable to disciplinary action if you are found to have acted in any of the following ways:

- contrary to the behaviour statements of the Code of Conduct for Aged Care

- failure to abide by Bilingual Care Worker Cooperative of Australia Limited's health and safety policies and procedures and your general health and safety responsibilities
- actions which could threaten the health and safety of yourself, your colleagues or others
- persistent absenteeism and/or lateness
- unsatisfactory standards or output of work
- rudeness towards service users/clients, members of the public or your colleagues, objectionable or insulting behaviour, harassment, bullying or bad language
- failure to devote the whole of your time, attention and abilities to our business and its affairs during your normal working hours
- unauthorised use of email, internet and/or social media
- failure to carry out all reasonable instructions or follow our rules and procedures
- use of Bilingual Care Worker Cooperative of Australia Limited's vehicles without approval or the private use of our commercial vehicles without authorisation
- failure to report any incident whilst driving Bilingual Care Worker Cooperative of Australia Limited's vehicles, whether or not personal injury or vehicle damage occurs
- if your work involves driving, failure to report immediately any type of driving conviction, or any summons which may lead to your conviction
- carrying unauthorised goods or passengers in Bilingual Care Worker Cooperative of Australia Limited's commercial vehicles or the use of Bilingual Care Worker Cooperative of Australia Limited's vehicles for personal gain
- loss of driving licence where driving on public roads forms an essential part of the duties of the role
- unauthorised use or negligent damage or loss of our property
- failure to report immediately any damage to property or premises caused by you.

This list is not exhaustive.

4. Serious misconduct

Occurrences of serious misconduct are significant because the penalty may be termination without notice, even without any previous warning being issued. It is not possible to provide an exhaustive list of examples of serious misconduct. However, any behaviour or negligence resulting in a fundamental breach of your contractual terms that irrevocably destroys the trust and confidence necessary to continue the employment relationship will constitute serious misconduct. Examples of offences that will normally be considered to be serious misconduct include serious instances of:

- theft or fraud
- physical violence or bullying
- sexual misconduct
- deliberate damage to property

- deliberate acts of unlawful discrimination or harassment
- possession, or being under the influence, of illegal drugs at work
- breach of Bilingual Care Worker Cooperative of Australia Limited’s health and safety policies and procedures and your general health and safety responsibilities or any actions that endangers the lives of, or may cause serious injury to, employees or any other person.

5. Disciplinary procedure

Disciplinary action taken against you may be based on the following procedure:

Offence	1st occasion	2nd occasion	3rd occasion	4th occasion
Unsatisfactory conduct	Formal verbal warning	Written warning	Final written warning	Termination
Misconduct	Final written warning	Termination		
Serious misconduct	Termination			

We retain discretion in respect of the disciplinary procedures to take account of your length of service and the severity of the misconduct to vary the procedures accordingly. If you have a short amount of service, you may not be in receipt of any warnings before termination, but you will retain the right to a disciplinary hearing.

If a disciplinary penalty is imposed it will be in line with the procedure outlined above, which may encompass a formal verbal warning, written warning, final written warning, or termination, and full details will be given to you.

There may be occasions where the performance or conduct of an employee is serious enough to by-pass one of the above steps and move immediately to a first and final written warning but not a summary termination. This option might be used in circumstances where Bilingual Care Worker Cooperative of Australia Limited’s policy is breached but it is not so serious as to warrant instant termination.

In all cases, warnings will be issued for misconduct, irrespective of the precise matters concerned and any further breach of the rules in relation to similar or entirely independent matters of misconduct will be treated as further disciplinary matters and allow the continuation of the disciplinary process through to termination if the warnings do not change behaviour.

6. General notes

If you are in a supervisory or managerial position then demotion to a lower status at the appropriate rate of pay may be considered as an alternative to termination, except in cases of serious misconduct.

In exceptional circumstances, suspension from work without pay for up to five days as an alternative to termination (except termination for serious misconduct) may be considered by the person authorised to dismiss.

Serious misconduct offences will result in termination without notice.

11. Applicable Aged Care Quality Standards

- Standard 7 - Human Resources
- Standard 8 - Organisational Governance