

CLAN Human Resources Policy

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1. Introduction

CLAN is a not for profit, non-government Incorporated Association. CLAN is committed to applying employment terms and conditions of employment principles and practices as required by Fair work Australia. CLAN is also committed to caring for people involved in CLAN activities and to ensure a positive and supportive work environment. CLAN's mission and its activities determine personnel that will be needed for current and future activities. The composition of CLAN's governing body, the Executive Committee, is responsible for managing employment processes. CLAN's projects/programs and activities will determine the various and changing needs for professionals and volunteers engaged in the implementation of its programs and projects.

2. Purpose

The purpose of this policy is to provide an overview for the management of personnel associated with CLAN. This includes association members, employees, contractors, volunteers and any other person or party who may be involved in CLAN activities.

3. Scope

This policy applies to all staff and other key groups. 'Staff' refers to: full time, part time, international and national personnel and also those engaged by CLAN on short term contracts such as: consultants, researchers, photographers etc. 'Others' refers to: committee members, volunteers, and visitors in partnership agencies, and any other individuals or groups that have a responsibility with respect to CLAN's programs.

4. Definition

Definition Human resource management includes the management of personnel in an organisation to provide quality in planning, implementation of projects and activities, and wise management of resources to achieve desired outcomes.

5. Policy

The purpose of this policy is designed to provide guidance to the activities and outcomes of CLAN to ensure the health, safety and welfare of persons involved in delivery with CLAN and its activities. CLAN is required to comply with Australian legislation when involved in employment procedures and is also committed to providing terms and conditions for employees, contractors and volunteers that are fair and equitable.

6. Procedures

CLAN works with partners, consultants, contractors, and volunteers to achieve outcomes. CLAN may occasionally employ a person for a temporary position to fulfil a specific need. CLAN is committed to

implementing equal opportunities, equity and acceptance of diversity for those involved in CLAN activities.

Volunteers can approach or be approached by CLAN. This will involve an initial conversation with the potential volunteer and the President and Vice President or nominated person/s where an assessment as to potential suitability is made.

If the application progresses, all personnel are required to provide evidence of a current Working With Children Check or equivalent and a criminal records check as a first stage review of suitability to deliver CLAN's mission. Following the successful provision of these documents contact is made with nominated referees seeking information specific to aptitude and characteristics, integrity, team and independent work ethic, communication skills (written, oral and presentation), organisation and time management.

Following this process and the applicant continues, a behavioural- based interview will be conducted to assess understanding of, and compliance to child safety requirements, privacy, professional conduct and other policy related information. If successful, the applicant is inducted.

The induction process involves the requirement to familiarise oneself with the CLAN website and Policy Handbook. The Induction handbook provides a precis of key policies and a checklist of essential items for easy transition into the organisation.

Induction training is planned based on relevance to each CLAN position of involvement. Basic inductions relevant to all positions will include requirements for compliance to the ACFID Code of Conduct, CLAN Code of Ethics and Behavioural Conduct Policy, and other key policies including Child Protection, Preventing Sexual Exploitation, Abuse and Harassment Policies and the obligation for staff and volunteers to report wrongdoing. The induction will also include any other codes and standards relevant to their role in CLAN. Training will also include topics covering travel, safety and security, and specific codes and standards where relevant to their roles.

New volunteers are advised that any breach or non-compliance with any policy contained within the Handbook or any directive given by a member of the CLAN Executive Committee may result in the termination of the arrangement. This is particularly the case in relation to child protection and safeguarding matters and inappropriate use of CLAN social or related social media where disciplinary action may result.

Employment contracts, if made, will contain consequences such as dismissal, suspension or transfer of duties for breach of child protection policies and codes of conduct requirements. Employment matters such as remuneration and benefits, family and leave provisions are managed according to the terms of employment or involvement, as under an Award, a contract, or as a volunteer.

Job descriptions or terms of reference will be provided for staff and key volunteers who fill formal roles in CLAN. Basic training will be provided to all those including volunteers who are involved in CLAN activities and will include topics including child protection, preventing sexual exploitation, abuse and harassment and relevant codes and standards, complaint management, fundraising and Ethical Decision Making Framework in Communications.

Relevant training will also include information about requirements for conduct, confidentiality, integrity, conflict of interest, safety and security, workplace health and safety and obligations to report wrongdoing.

Topics will also include performance management, misconduct, and grounds for termination as discussed and stated in the Induction Handbook. Information will also include procedures for managing a grievance of dispute and whistleblowing protection. Pre-deployment training will be provided where relevant. Specific staff learning and development planning is relevant to the needs of each group and will be based on risk assessments for activities pertinent to each program or activity. Refresher training will be provided in key areas such as codes of conduct, child protection, complaints and whistle-blowing situations.

Performance or conduct management procedures for staff and volunteers will be implemented for underperformance and serious misconduct. Management of underperformance includes discussing concerns, addressing issues, a performance improvement plan, regular performance reviews, building cooperative relationships and reviews. Where required, warning/s in writing are given prior to dismissal. Serious misconduct or criminal offence such as theft, fraud, assault, being under the influence of illegal drugs or alcohol on CLAN business, abuse of prescription drugs, and refusing to carry out duties may result in instant dismissal. However, every complaint matter must be given due consideration as per the Complaint Management Policy.

In situations where a serious incident is reported, the incident is to be documented, dated, signed, reviewed and reported to CLAN's nominated person. Serious incident reports are to be presented to CLAN's Association meetings.

CLAN is committed to providing appropriate assistance to employees and volunteers where involvement in CLAN activities has impacted on health and wellbeing. This may include medical, social, legal and financial assistance or referrals to these services.

7. Association committee members and other members

CLAN's Committee has the overall responsibility for the management of persons associated with CLAN and its projects and activities, including association members, employees, contractors, partners and volunteers.

The Committee's responsibilities may include, but are not limited to:

- I. Appointment of association members and acceptance of volunteers
- II. The provision of information, guidelines and legal requirements to committee members contractors and volunteers where relevant
- III. Induction of association members, employees, contractors, volunteers and visiting personnel
- IV. Delegation and clarification of role descriptions, responsibilities, and/or accountabilities
- V. Developing plans to manage and support designated professional personnel involved in CLAN projects, both in Australia and overseas
- VI. Identification of safety and security strategies needed for CLAN projects/programs
- VII. Management of training and education where required
- VIII. Undertaking risk management analysis and strategies relevant to programs and projects
- IX. Implementing procedures for managing any personnel issues
- X. Providing professional development sessions to association members and relevant staff and volunteers to improve professional practices and contributions
- XI. Reviewing compliance and performance matters on a regular basis.

CLAN will review at association meetings the role of personnel involved in programs and projects and results.

8. Employees

Employees employed in Australia may be full-time, part-time, temporary or casual, and will be employed under the terms and conditions of Fair Work Australia, and CLAN's Policies. Pre-employment practices may include recruiting, interviewing and checking information provided by a potential employee, particularly in child protection areas. Professional development, performance management and personal improvement programs will be implemented during a period of employment. Termination will be determined by the employment contract and under the terms of the Award or Enterprise Agreement.

9. Consultants and contractors

Consultants and contractors are professional specialists employed by CLAN for a specific purpose such as a project, task, provision of advice, or other assignment related to its activities. A consultant may be employed on a contract or as a temporary employee. A contract will be provided containing conditions including the term of the contract, role description, duties, remuneration and any specific CLAN requirements specific to the contract position. An MOU may be made with employers of overseas consultants where relevant.

10. Partners

In most cases where partners are involved in CLAN activities, a legal agreement or MOU will be made for their contributions and working with CLAN.

11. Management of Volunteers

A volunteer is a worker who, without remuneration or reward, voluntarily engages in CLAN activities. Managing the work of volunteers is fundamental to achieving desired outcomes for CLAN.

CLAN is committed to applying the National Standards for Volunteer Involvement 2015 where relevant to their contribution. CLAN will follow similar processes when working with partners in collaborative volunteer activities. A risk management approach is to be implemented to assess any compliance or organisation risks before accepting volunteers. A guide to managing volunteers includes the following processes where relevant:

- I. Screening of volunteers, including suitability for a role, level of commitment and ensuring each volunteer has a working with children check (NSW) or equivalent or a criminal records check if working with children. Relevant similar screening will be undertaken for volunteers in other countries.
- II. A volunteer will be provided with a position description outlining roles and responsibilities, and other relevant information associated with a given program or project such as an estimate of time required in the position. The position will be discussed with the volunteer to determine any changes needed.
- III. A volunteer is not paid for any work undertaken, but may be recompensed for any costs agreed to by CLAN, such as travel or accommodation costs.
- IV. An induction will be provided to volunteer/s, and include topics such as, but not limited to:
 - Volunteer rights including safety, insurance, reimbursement of expenses, working hours,
 - Access to CLAN policies, confidentiality of personal information,

- Training and access to resources required to fulfil their role, and specifically if working with children
 - Procedures for managing certain situations, for example, accidents, dismissal, complaints and grievances
 - Supervision procedures relevant to position undertaken by the volunteer
 - Managing change to a volunteer's role
 - Workplace health and safety requirements and processes to protect safety of volunteers
- V. Recognition of volunteer contributions. CLAN's association will recognise volunteer efforts either informally or publically where relevant. Volunteer involvement records will be kept for reference.

Reference Documents

Fair Work Ombudsman, National Employment Standards
NSW Office of Communities, Risk Management Resource Volunteer
Volunteering Australia,
National Standards for Volunteer Involvement 2015

Relevant CLAN Policies

Code of Ethics and Professional Conduct Policy
Complaint Management Policy
Conflict of Interest Policy
Copyright and Intellectual Property Policy
Equal Employment Opportunity and Anti-Discrimination Policy
Disability Inclusiveness Policy
Gender Equality Policy
Grievance and Dispute Resolution Policy
Prevention of Sexual Exploitation, Abuse and Harassment Policy
Privacy Policy
Risk Management Policy
Safety and Security Policy
Staff Training and Development Policy
Workplace Health and Safety Policy
Whistle Blowers Policy