



## Human Resources Policy

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**Owner:** SWAS

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**Approved by:** SWAS CEO

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## **1. Introduction**

The South West Academy of Sport incorporated SWAS is an incorporated Association. Although accountable to parliament and subject to the financial administration and audit act 1985 SWAS is not a government authority. To achieve its vision SWAS will implement management and workplace practise based on the following principles.

### **1.1 Consultation and participation**

- (a) Inform and consult with employees on all matters relating to their employment.
- (b) Enable employees to participate in decision making processes, appropriate, through consultation committees and project teams.

### **1.2 Cooperative labour relations**

- (a) Work cooperatively with employees to implement flexible and efficient work practices.
- (b) Endeavour to maintain cooperative labour relations with unions on matters involving SWAS.

### **1.3 Core conditions**

- (a) Develop and maintain consistent core terms and conditions of employment, tailored to meet the operational need's SWAS.

### **1.4 Employee performance and development**

- (a) Provide training and career development opportunities for full time and part time employees.
- (b) Provide clear direction and feedback to individuals and teams through regular performance planning and reviews.
- (c) Act firmly and promptly in cases of poor performance or misconduct.

Establish and maintain a clear link between individual and organisational performance.

### **1.5 Fair treatment**

- (a) Treatment all employees fairly and consistently in accordance with equal opportunity principles.
- (b) Ensure that recruitment and promotion decisions for permanent positions are based on merit and equity.
- (c) Maintain an impartial and confidential process to address employee disputes and grievance.

### **1.6 Flexible organisation and work practices**

- (a) Maintain an appropriate structure to facilitate communication, teamwork and quality service.
- (b) Ensure that positions are correctly classified.
- (c) Continue to provide flexible working conditions to meet the needs of employees and SWAS.

### **1.7 Safe and healthy workplace**

- (a) Adopt a preventative approach to occupational health and safety to access and eliminate hazards before they cause injury or illness.

(b) Provide suitable means, where practicable, for injured employees to be rehabilitated and return to work.

### **1.8 Skilled workforce**

(a) Develop and maintain a highly skilled and motivated workforce to provide outstanding service to internal and external customers.

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

## **2. Employment status and contracts**

### **2.1.1 Definitions**

2.1.1 Employee as defined in section 6 of “The South West Academy of Sport certified agreement 2008”.

2.1.2 Independent contractors: independent contractors or consultants are not employees. They have contracts of services with SWAS and are paid for those services.

### **2.2 Aims**

2.2.1 To utilise the most appropriate categories of employment to best meet the operational needs of SWAS.

2.2.2 To ensure that all employees are covered by an appropriate industrial award and agreement.

2.2.3 To ensure that employees and contractors are aware of their employment status.

2.2.4 To ensure that employees and contractors treated fairly and equitably in regard to their employment status.

### **2.3 Standards**

2.3.1 Employees commencing with SWAS are required to sign “The south west academy of sport certified agreement 2008 agreement”

2.3.2 Ensure that categories of employment are applied consistently across the organisation.

2.3.3 Give all employees and contractors a letter of appointment specifying their status, terms and conditions and retain proof acceptance.

- 2.3.4 Employees are provided with a role description which governs their duties and provides the basis of performance evaluation, and retain proof of acceptance.
- 2.3.5 Ensure that employees are remunerated in accordance with the relevant award, agreement or industry standards.
- 2.3.6 Ensure that employment contracts are reviewed, and where appropriate renewed, well before the expiration of the current contract.
- 2.3.7 Ensure that independent contractors and consultants have their own personal indemnity and workers' compensation insurance.

### **3. Position establishment & classification**

#### **3.1 Definitions**

- 3.1.1 Position establishment: The process of identifying and formalising the jobs required to achieve organisational objectives.
- 3.1.2 Classification: process of assessing and determining the appropriate remuneration level for jobs.

#### **3.2 Aims**

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

#### **3.3 Standards**

- 3.3.1 Accurate job descriptions prepared and maintained for all permanent fixed terms positions.
- 3.3.2 Job descriptions are reviewed when vacancies occur and during performance planning and review sessions.
- 3.3.3 Jobs are appropriately classified and reclassified based on work value, and internal and external relativities.
- 3.3.4 The classification process is carried out in a fair, consistent, unbiased and timely manner using appropriate classification tools.

- 3.3.5 Classification assessments to be carried out by the relevant CEO and the SWAS board.
- 3.3.6 Classification documentation is conclusive; and decisions are open to review and appeal.
- 3.3.7 Confidentiality is maintained throughout the process.
- 3.3.8 Persons preparing job descriptions and classification documents have appropriate training.

## **4. Recruitment & mobility**

### **4.1 Definitions**

- 4.1.1 Recruitment: the process use to establish a pool of eligible people for vacant jobs.
- 4.1.2 Acting: temporary placement in a job for more than ten (10) working days, at an equivalent or higher classification level.

### **4.2 Aims**

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

### **4.3 Standards**

- 4.3.1 Ensure that legal and administrative requirements for recruitment and mobility are met.
- 4.3.2 Recruitment and mobility processes are fair, consistent and unbiased.
- 4.3.3 On request, provide information to all applicants outlining job requirements and selections criteria.
- 4.3.4 External and internal merit selection process used for substantive appointments (fixed term contract and permanent) to vacant positions.
- 4.3.5 Process is timely, delays are minimised and confidentiality is maintained.

## **5. Selection & appointment**

### **5.1 Definitions**

- 5.1.1 Selection: the process of determining the most suitable person for the job.
- 5.1.2 Police clearance: the process of completing a criminal history check at National level, relevant to staff who have frontline interaction with children (individuals under the age of 18) to determine their suitability to work with children. Working with children checks were phased in since 1 January 2006 to replace police clearances. Refer HR 24.

### **5.2 Aim:**

- 5.2.1 To ensure that the best available applicant is selected for a position using an appropriate recruitment process.
- 5.2.2 To meet staffing requirements in an efficient and timely manner.
- 5.2.3 To ascertain whether applications are suitable to work with children (where applicable).

### **5.3 Standards**

- 5.3.1 Internal merit selection process used for all transfers at level and acting appointments.
- 5.3.2 External and internal merit selection process used for all permanent or fixed term contract appointments and promotions.
- 5.3.3 Not all positions are required to be advertised. A decision to advertise will be made by the CEO after taking into consideration the seniority of the position and the time frame in which the position is required to be filled.
- 5.3.4 Selection process is fair, consistent unbiased, timely and delays are minimised.
- 5.3.5 Process for selecting applicants is unbiased, timely and delays are minimised.
- 5.3.6 Process for selecting applicants is based solely on a proper assessment of merit against the selection criteria.

- 5.3.7 At least two selection techniques used in selection process (eg. Interview and referee reports).
- 5.3.8 Selection panels have minimum of two people, where possible it should include at least one male and one female.
- 5.3.9 The relevant manager will make the final decision for the appointment, but will prepare a selection report to include justification for decision and merit assessment for each applicant.
- 5.3.10 Decisions documented in a manner that enables the process to be reviewed.
- 5.3.11 Confidentiality is maintained throughout the process.
- 5.3.12 All unsuccessful applicants to be notified in writing and be given the opportunity to request further feedback.
- 5.3.13 Legal and administrative requirement for selection and appointment are met.
- 5.3.14 Staff who, in the term of their employment, are required to have frontline interaction with children (individuals under the age of 18), must first obtain a police clearance SWAS will absorb the cost associated for existing staff. However, as of 1 November 2004, successful job applicants are required to pay for the police check/working with children check and SWAS will refund the fee if the check is clear and the prospective employment. This police check is required to be completed every 2 years of the date on the previous certificate, to ascertain staff suitability to work with children (where applicable). Refer to HR 24 for further information regarding working with children checks.

## **6. Induction & probation**

### **6.1 Definitions**

- 6.1.1 Induction: the process by which a new employee learns about the job and becomes familiar with the organisation's structure, procedures and culture.
- 6.1.2 Probation: a trial period when an employee first commences full time or part time employment, during which time both parties can determine suitability of the employee to the position. Either party can terminate employment during the probationary period by giving 1 days notice during the first month of employment and one week thereafter. If performance is satisfactory, SWAS can offer the employee a contract for ongoing employment.



## **6.2 Aims**

- 6.2.1 To ensure all new full time and part time employees receive a comprehensive introduction to SWAS. This will enable them to quickly settle into their roles to improve productivity and build loyalty to SWAS.
- 6.2.2 To assess new employees' suitability for employment prior to offering permanent employment or further fixed term contracts.

## **6.3 Standards**

- 6.3.1 All new permanent and fixed term employees participate in an induction program in the 1<sup>st</sup> two weeks of employment commencement as determined by the CEO – see induction check list.
- 6.3.2 New employees complete a venue tour and initial information session on the induction/ probation process by the end of the first week.
- 6.3.3 New employees receive information, training and guidance required to enable them to competently perform the duties of the position.
- 6.3.4 The new employee completes and signs a salary deposit details form to enable the payroll system to be updated with the employee's banking details. This form, the signed contract or letter and other relevant documentation are forwarded to the CEO for entry into the payroll system.
- 6.3.5 Manager/supervisor provides employee with regular feedback on performance throughout the probationary period by way of regular contact and communication.
- 6.3.6 On successful completion of the probationary period, employees are provided with confirmation of their fixed terms or permanent appointment.

## **7. Performance management**

### **7.1 Definitions**

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

## **7.2 Aims**

- 7.2.1 To improve the performance of the organisation by raising the effectiveness of the individual.
- 7.2.2 To establish and promote employee awareness of links between individual performance and key result areas of SWAS.
- 7.2.3 To establish, and make employees aware of the performance standards expected of them.
- 7.2.4 To review and provide feedback to employees on their performance.  
To address performance problems in a fair, equitable and constructive way.
- 7.2.5 To acknowledge good performance through appropriate and reward strategies.
- 7.2.6 To ensure sufficient internal communication and feedback.
- 7.2.7 To identify staff training and development needs and to provide an opportunity to discuss career aspirations.
- 7.2.8 To provide information on which to base decisions relating to confirmation of appointments, increments etc.

## **7.3 Standards**

- 7.3.1 A process that is focused on both productivity improvement and individual development.
- 7.3.2 Employees know that their role is, what is expected of them and how their job contributes to the achievement of the organisation's objectives.
- 7.3.3 Employees receive regular informal and formal feedback on their performance and have the opportunity to provide feedback to their supervisor/ manager.
- 7.3.4 All permanent and fixed term employees complete annual reviews within the specified timeframe.
- 7.3.5 A high level of employee participation in the process is encouraged.

- 7.3.6 Instances of sub- standard performance are dealt with promptly and firmly with appropriate corrective action.
- 7.3.7 Employees are recognised and rewarded for their achievements and contribution to the organisation.
- 7.3.8 CEO handles employee performance in an effective and equitable manner.
- 7.3.9 Appropriate confidentiality is maintained.
- 7.3.10 CEO should seek feedback on an employee's performance from multiple sources including supervisors, peers, subordinates and athletes, as applicable.

## **8. Training & development**

### **8.1 Definitions**

- 8.1.1 Training: A structured process by which people acquire knowledge, skills and competencies that relate to the job performance.
- 8.1.2 Development: A structured process that relates to the broader and longer term learning experience and focuses on career and personal enhancement.

### **8.2 Aims**

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

### **8.3 Standards**

- 8.3.1 Management and employees are encouraged to identify training and development needs relevant to individuals performance standards and organisational objectives.
- 8.3.2 There is equitable access to training and development opportunities.
- 8.3.3 The process is timely and delays are minimised.

- 8.3.4 Employees' request for training and development are assessed in a fair, consistent and unbiased manner.
- 8.3.5 A training request form is filled in for approval by managers and forwarded to HR for organising.
- 8.3.6 Managers release staff to attend approved training and development sessions when convenient to organizations business operation.
- 8.3.7 Relevant and cost effective training needs and course details are adequately communicated.
- 8.3.8 Training and development activities will have clearly established and measurable objectives.
- 8.3.9 Employees are given the opportunity of feedback to the CEO of their evaluation of training courses attended.
- 8.3.10 In the workplace, employees are given the opportunity (where possible) to apply skills and knowledge learned whilst training.

## **9. Discipline & termination**

### **9.1 Definitions**

- 9.1.1 Discipline: taking action against employees in situations of misconduct inappropriate work behaviour, poor performance or a breach of SWAS's policies or procedures.
- 9.1.2 Termination: a person's employment ceases.
- 9.1.3 Exit interview: meeting conducted by CEO to obtain valuable feedback on the organisation's overall functioning and the identification of problem areas from the employee leaving the organisation.
- 9.1.4 Minor misconduct: unacceptable behaviour which is not consistent with the policies and procedures of the organization, however this behaviour is not unlawful. Eg: unauthorised absence from work.

- 9.1.5 Serious misconduct: unacceptable or unlawful behaviour of a serious nature eg: violence in the workplace, abusive language, drunkenness, substance abuse, disregard for rules, theft and sexual harassment.

## **9.2 Aims**

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

## **9.3 Standards**

- 9.3.1 Termination decision-making must be fair, consistent and based only on relevant factors. It must be capable of review.
- 9.3.2 The process must be timely and cost effective.
- 9.3.3 CEO and employees are informed about the standards and practices governing disciplinary action.
- 9.3.4 Employees are advised of the nature and practices of any allegations; are provided with the opportunity to be heard, to query decisions and to put his/ her own case; have the right to reasonable avenues of redress before impartial and independent decision makers.
- 9.3.5 Confidentiality is maintained.
- 9.3.6 CEO act promptly on any disciplinary matters and take action in accordance with relevant legislation.
- 9.3.7 Termination notice and payment is in accordance with employment contract.
- 9.3.8 Clear and concise documentation is maintained by the CEO which outlines the chain of events that has occurred prior to recommending any formal disciplinary steps.
- 9.3.9 If appropriate, witness statements will be obtained and the employee will be informed of the existence of the statements.
- 9.3.10 The appropriately signed resignation or termination letter is forwarded to the CEO for processing. A termination will also be processed on expiry of a contract, if no instruction to the contrary is received.

9.3.11 In all cases of termination, it is the responsibility of the relevant manager to ensure that all the institutes' assets (such as security passes etc) are returned.

9.3.12 Disciplinary actions following misconduct (based on progressive discipline) include oral or written warning, suspension with (or without pay), counselling or dismissal.

9.3.13 Serious misconduct may result in summary dismissal.

## **10. Redeployment & redundancy**

### **10.1 Defections**

10.1.1 Redeployment: the process of managing an employee whose position is no longer required to be done and who is surplus to the requirements of the organisation, by placing him/her in a suitable position within SWAS.

10.1.2 Redundancy: the termination of a permanent employee whose position is no longer required to be done and who is surplus to the requirements of the organisation.

### **10.2 Aim**

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

### **10.3 Standards**

10.3.1 The definitions of redundancy/ surplus employees relates to the job function not the individual.

10.3.2 Granting of redeployment status does not alter the employment status of the individual.

10.3.3 Employees are informed of their rights and responsibilities.

10.3.4 Ensure that legal and administrative requirements of redeployment and redundancy are met.

10.3.5 Appropriate confidentiality is maintained.

## **11. Substandard performance**

### **11.1 Definitions**

- 11.1.1 Performance deficiency: where the employee does not meet the expected performance standards.
- 11.1.2 Satisfactory performance: refers to using appropriate skills, knowledge and experience to competently undertake the tasks associated with the job in a manner that meets the reasonable expectations and service needs of SWAS.
- 11.1.3 Sub-standard performance: refers to identified inability or unwillingness to use appropriate skills, knowledge and experience to competently undertake the tasks associated with a job in a manner that meets the required expectations and service needs of SWAS.

### **11.2 Aims**

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

### **11.3 Standards**

- 11.3.1 The nature and particulars of any issues relating to sub-standards performance are fully discussed between the employee and manager.
- 11.3.2 Employees are provided with an opportunity to provide an explanation and put forward their case.
- 11.3.3 Decisions that are made are unbiased.
- 11.3.4 The performance problems are identified quickly and prompt discussions are held between the manager and employee.
- 11.3.5 Confidentiality is maintained.
- 11.3.6 Action plans for improvement are mutually agreed between the manager and the employee.
- 11.3.7 Feedback on performance is provide at regular and agreed intervals.

11.3.8 All documentations relating to sub-standards performance is sighted and signed by the employee.

## **12. Staff grievance**

### **12.1 Definitions**

12.1.1 Grievance: complaint or issue of concern raised by any staff member in respect of any issue which is work related

12.1.2 Complainant: staff with the grievance or making the complaint

12.1.3 Respondent: staff whom the complain/grievances is about

### **12.2 Aims**

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

### **12.3 Standards**

12.3.1 Grievance are expressed and addressed in a manner which is not threatening and in which there is no fear of retribution

12.3.2 The complainant shall not be subject to any reprisal as a result of their registration of a complaint. This includes obvious reprisal as well as subtle or implied reprisal. Reprisal for complaints will not be accepted in any form

12.3.3 Staff, have the right to raise a grievance of the organisation. However the grievance should be addressed and where possible resolved at the point of conflict by the persons concerned, or at as low a level in the organisation as is possible

12.3.4 Staff, have the right to have their chosen advocate present at any time

12.3.5 After discussing a grievance with someone, staff, have the right to indicate what course of action they wish to be taken



- 12.3.6 Person investigating the complaint has the responsibility to do so and try to resolve the issue within 14 days
- 12.3.7 If the grievance is deemed to be serious, management has the right to investigate the complaint even if the complainant has not requested that course of action
- 12.3.8 All grievances are treated as confidential. However if a staff member requests that a grievance be investigated AND the grievance is about another staff member, then the respondent will be told about the nature of grievance. The identity of the complainants will also be disclosed
- 12.3.9 The respondent has the right to respond to the complaint and to have support from an advocate of their choice
- 12.3.10 In any case where a formal investigation is required, a record, (form grievance record form) shall be kept outlining the nature of the grievance, the results of any investigation and the final outcome
- 12.3.11 If the grievance has been taken to the highest level and remains unresolved, the matter may be referred to an appropriate such as the industrial relations commission (for matters relating to discrimination, harassment or EEO) etc
- 12.3.12 Commitment that all complaints are treated seriously
- 12.3.13 The process must be timely and cost effective
- 12.3.14 Procedural fairness is maintained

## **13. Occupational safety & health**

### **13.1 Definitions**

- 13.1.1 Hazards: defined as anything which has the potential to cause injury or harm to the health of a person.
- 13.1.2 Duty of care: relates to the legal requirement of the employer and the employee to take reasonable care in the course of work.

### **13.2 Aims**

- 13.2.1 To ensure compliance with the occupational safety & health Act 1984;

- 13.2.2 Provide and maintain a working environment in which its employees are not exposed to hazard
- 13.2.3 Provide employees with information, instruction, training and supervision to enable them to work in a safe manner
- 13.2.4 Consult and co-operate with safety and health representatives in matters related to safety and health at work
- 13.2.5 Provide adequate protective clothing and equipment where hazards cannot be eliminated
- 13.2.6 Ensure handling and transportation of equipment is conducted safety.

### **13.3 Standards**

- 13.3.1 In the course of their employment, employees need to comply with OSH guidelines in the workplace. In particular, employees should:
  - (a) Comply with instructions and procedures given or established in the workplace for safe work methods or systems, unless the employee has reasonable cause to believe that to continue such work will expose them or others to danger;
  - (b) Maintain the workplace in a safe and hygienic condition at all times as far as is practicable;
  - (c) Use protective clothing and equipment as required;
  - (d) Store and maintain all personal protective equipment as agreed with the supervisor;
  - (e) Use equipment only for the purposes designed, and no equipment will be deliberately damaged;
  - (f) Not alter machinery so as to increase the risk of an accident;
  - (g) Report to the immediate supervisor any situation in which they have reason to believe could present a hazard and they cannot correct;
  - (h) Inform the supervisor when issues are likely to affect their ability to carry out their work in a safe manner;
  - (i) Report any injury or harm to health that arises in the course of work to the supervisor as soon as possible.
  - (j) Report to the supervisor any accident, incident or injury to health that arises in the course of work, that may/may not have the potential for more serious consequences;
  - (a) Follow the workplace procedure for reporting and rectifying hazards;
  - (b) Co-operate with the CEO in improving safety and health at the workplace;
  - (c) Attend training course/sessions where appropriate; and

(d) Attend the workplace induction

## **14. Workers compensation**

### **14.1 Definitions**

14.1.1 Disability: defined as per workers compensation and rehabilitation Act 1981

### **14.2 Aims**

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

### **14.3 Standards**

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

14.3.2 A completed worker's compensation claim form, a first medical certificate and a witness statement form (should be attached if the accident was witnessed) must be provided as soon as possible after the accident. These forms are available from the CEO.

14.3.3 SWAS must forward employee claim forms (worker's compensation claim form, first medical certificate & if applicable a witness statement form) to broker within 3 working days of receiving them, together with a completed employer's report.

14.3.4 Where practical, doctor's appointments should be made outside work hours using flexitime arrangements. If not possible, the employee may attend, but that time spent at the appointment will be considered as leave for worker's compensation purposes. Any time taken off as part of the rehabilitation program will be covered as worker's compensation.

- 14.3.5 Where an employee is absent from work for health related reasons, a sick leave application form is required. At the time liability is accepted by the insurer, all sick leave hours debited will be re-credited to the respective employee. Where liability is not accepted, normal sick leave provisions will apply.
- 14.3.6 Where it is established or suspected that there has been a workplace caused injury or illness, supervisors must immediately take all reasonable steps to prevent any further similar occurrences, and minimise any serious risk to the health or safety of the employees.
- 14.3.7 A return to work program will be developed where:
- (a) An injured employee's treating doctor advises the CEO to do so;
  - (b) When the injured employee's treating doctor indicates a partial or total capacity to return to work, or
  - (c) When the employee's treating medical practitioner states the worker has total capacity to return to work but for some reason is not able to return to the position they held immediately before the injury occurred.
- 14.3.8 It is important that supervisors understand that, in addition to the formal processes of claim assessment, case management and rehabilitation, an important step in dealing with injuries and illness (work related or otherwise) that restrict attendance at the workplace is maintenance of ongoing dialogue and contact with such employees.
- 14.3.9 Supervisors, in liaison with the return to CEO, are encouraged to:
- (a) Regularly and as soon as practicable after they become aware of the employee's situation, visit the employee, subject to their consent, at home or in hospital;
  - (b) Where direct contact is not possible, contact the employee's spouse or other immediate family to advise them of the institute's concern for the employee's health and well being;
  - (c) Express the institute, their own and the employee's colleagues' concern for their health and their well being;
  - (d) Remind the employee that they are valued members of the institute and we will work with them and their medical providers to develop a suitable return to work program (if required);
  - (e) Take other steps to ensure the employee does not feel isolated, less valued or unwanted;
  - (f) Where practicable, this may include; advising them of, and inviting them to, work related social events, arranging some remote access to the institute's email and

similar systems and reminding them that they are welcome to visit their colleagues in the workplace; and

- (g) Allow and encourage colleague employees or groups of employees to take some reasonable time during working hours to occasionally visit the ill or injured employee. Ensure that, as far as is practicable, this contact is kept informal, friendly, and separate from formal assessment and rehabilitation processes.

14.3.10 Worker's compensation cases can be re- opened if the employee experiences a recurrence of the original injury and a doctor provides certification that the symptoms complained of directly relate to the original 'disability' (fill in details on the recurrence of disability form- available from CEO)

14.3.11 Coverage for travel to a workplace will be provided when an employee:

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

14.3.12 Once the employee has been provided with a final medical certificate, provided when the doctor believes that the employee is fit and able to return to work, the compensation claim may be considered closed.

## **15. Use of corporate motor vehicle**

### **15.1 Aim**

15.1.1 The Academy motor vehicle must only be used for official institute purposes unless private use is authorised. Where walking or use of public transport is not

appropriate (or practical), the Academy vehicle should be utilised in preference to a taxi facility.

## **15.2 Standards**

- 15.2.1 Employees driving the Academy vehicle must hold a current valid driver's licence (i.e. for the class of vehicle to be driven).
- 15.2.2 When using the Academy vehicle, employees are required to behave courteously and to comply with all traffic regulations and parking bylaws. It is the responsibility of the employee concerned to meet the cost of any fines or penalties incurred through indiscretion or oversight.
- 15.2.3 A Caltex fuel card is located in the SWAS vehicle. The card may be used to purchase fuel, car washes, and/ or emergency repairs to the SWAS vehicle. Every endeavour should be made to contact the board before approving repairs so as to ensure vehicle warranty will not be adversely affected. The principles applicable to corporate credit cards (refer to HR 15 corporate credit card policies) also apply to the use of fuel of fuel cards. The card may only be used for vehicle for which it has been assigned.
- 15.2.4 Employees using the SWAS vehicle are obliged to complete the vehicle log sheet in the vehicle, if a log is in use, for FBT purposes. The information required includes starting location, fuel purchased, destination, date odometer reading at start and finish and purpose.
- 15.2.5 The vehicle must be driven consistent with the purposes for which they were designed.
- 15.2.6 In the events of a fine or infringement notice, a malfunction, or damage to a vehicle, the driver of the vehicle, the driver of the vehicle will be responsible for payment. The finance department must be advised of a vehicle incident immediately.
- 15.2.7 The primary user has the responsible for payment. The finance department must be advised of a vehicle and for ensuring that warranty servicing is completed.
- 15.2.8 Where a vehicle is involved in an accident, the first priority is to ensure personal safety and have any medical issues addressed. At the first available opportunity, the finance department must be advised of the accident including the state of the vehicle, its location, and whether or not the police have been informed (consistent with state traffic laws).

15.2.9 At the first available opportunity, the driver of the vehicle must complete an accident report from (available from police stations) detailing the circumstances of the accident and all related information on the form. The insurance broker and the finance department will arrange submission of the claim through the insurer and for repair of the vehicle.

15.2.10 Where a vehicle is involved in a breakdown or needs urgent mechanical repairs for completion of a journey, the following action should be taken:

- (a) The first priority is to ensure personal safety. No vehicle should be driven for any extended time or distance if any key safety components such as brakes, lights or seat- belts are not working, or for mechanical or component failure.
- (b) Where a vehicle is considered safe. It needs to be removed from traffic flow, and to ensure that it is not a hazard for other road users. At the first available opportunity, the finance department must be advised of any mechanical or component failure.
- (c) Punctured, blown or unroadworthy tyres should be repaired or replaced as soon as practicable so a sound- matching spare is carried at all times.

## **16. Air travel**

### **16.1 Definitions**

16.1.1 Contracted carrier: specific carrier contracted by the Academy under the terms and conditions of an air services contract.

16.1.2 Discretionary travel: air travel arranged for purposes related to, but not mandatory for, the conduct of the Academy's business.

16.1.3 Preferred carrier: contracted carrier nominated as such as part of the air services contract.

16.1.4 Private travel: air travel arranged within the framework of the air services contract which is not for the sole purpose of conducting the Academy's business.

16.1.5 Required travel: air travel arranged for the express purpose of conducting business which is essential for the Academy's operation.

16.1.6 Seating categories: air travel Academy includes economy class, or equivalent.

## **16.2 Aims**

- 16.2.1 To regulate and facilitate air travel by staff members travelling by air on the Academy's business

## **16.3 Standards**

- 16.3.1 The CEO may travel business class on domestic flights and economy class on international flights
- 16.3.2 Staff travel economy class or equivalent is deemed appropriate by the CEO, and is thereby authorised.
- 16.3.3 The official Academy form must be used for requesting air travel, irrespective of whether or not an air services contract or a preferred carrier arrangement exists, and the completed form must be approved and signed by the relevant authorised person.
- 16.3.4 The authorised persons for approving arrangements for both required and discretionary air travel will be the Board, or their nominees.
- 16.3.5 The Academy may, as it deems necessary and beneficial, enter into the air services contract with a specific air transport carrier for the provision of air travel. This may include a "preferred carrier" clause.
- 16.3.6 The staff member requesting air travel will be responsible at all times for custody of the ticket issued by the carrier. The staff member is also responsible for advising the carrier directly of any amendments or cancellations, and should remain aware of any conditions relating to refunds.
- 16.3.7 Travel insurance will be arranged automatically via our insurance broker when travel is organised. Employees are responsible for collecting a card from corporate services and returning it when their travel is completed.

## **17. Work Experience**

### **17.1 Aim**

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



## **17.2 Standards**

- 17.2.1 SWAS will only accept work experience student at University level.
- 17.2.2 Before engaging a work experience student, staff must obtain approval from the CEO.
- 17.2.3 The work experience student must sign a work experience agreement form or similar form provided by the educational institution before starting a programme.
- 17.2.4 SWAS does not provided personal accident insurance for students on work experience, hence the work experience students must be provided with insurance cover organised by their educational institution.
- 17.2.5 SWAS takes every precaution necessary to protect the safety and well being of students whilst participating in work experience.

## **18. Mobile Phone**

### **18.1 Aim**

- 18.1.1 To regulate SWAS reimbursing a predetermined amount for business calls made on mobile telephones by employees deemed to require a mobile phone while they are working offsite or interstate.

### **18.2 Standards**

- 18.2.1 SWAS will provide reimbursement of work related mobile phone calls to predetermined maximum limits through either the SWAS reimbursements.
- 18.2.2 Staff are required to provide receipts for reimbursements for SWAS calls made using personal mobile phones.
- 18.2.3 While in the SWAS building, during normal operational hours, mobile phones should be turned off or onto silent mode so as not to disturb other staff working in the vicinity.
- 18.2.4 While in the SWAS office, staff must use the SWAS landline telephone for outgoing calls instead of their mobile phone.

18.2.5 Consistent or international use of a mobile phone contrary to this clause will be considered to be a breach of SWAS policy.

## **19. Meal Allowance**

### **19.1 Aim**

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

### **19.2 Standards**

19.2.1 To be eligible for the allowance, an employee must comply with the meal allowance policy.

19.2.2 Meal allowance can be obtained as either a cash advance or paying for meals using the employees corporate credit card and retaining receipts.

19.2.3 The maximum daily allowance for meals is \$45 for each whole day the employee is away. When an employee is away for only part of a day or some meals are provided the prescribed amounts per meal will apply (breakfast \$15.00, lunch \$10.00, dinner \$20.00).

19.2.4 Employees cannot claim the difference between the maximum daily allowance and the actual cost of the meals if their meals cost less than the maximum prescribed amount above.

## **20. Privacy Guidelines**

### **20.1 Aim**

20.1.1 To provide SWAS staff with guidelines to the national privacy principles (NPP's) regarding their obligations in how they should collect, use, keep secure and disclose personal information.

20.1.2 In December 2000, the privacy Amendment (private sector) Act 2000 (the amendment Act) was passed by federal Parliament and the legislation became effective from 21<sup>st</sup> December, 2001.

20.1.3 The national privacy principles in the privacy act set out how private sector organisations should collect, use ,keep secure and disclose personal information.

## **20.2 Collection of information**

20.2.1 Personal information will be gathered on staff and athletes on an 'as needed basis' and SWAS will endeavour to ensure the reason for collecting the information is clear.

20.2.2 Our duty of confidentiality applies except where disclosure is:

- (a) By law- i.e. disclosure of information to government agencies, e.g. providing a tax file number to the Australian tax office;
- (b) By consent- we will request a person's consent before disclosing their personal information, either verbally or in writing.

## **20.3 Use of information**

20.3.1 SWAS will always seek permission prior to using personal information for a different purpose for which it was initially collected for e.g. personal information obtained on commencing employment used DAIS.

## **20.4 Storage of personal information**

20.4.1 Information relating to staff and athletes will be collected and stored in a secure environment with access on an 'as needed basis'.

20.4.2 Information no longer required will be destroyed.

20.4.3 Staff can request access to their personnel file at any time.

## **20.5 Disclosure of information**

20.5.1 SWAS will not provide personal information to a person outside of SWAS without the consent of the person concerned, i.e. staff member, athlete or job applicant.

## **21. Working with children (criminal record checking) Act 2004**

### **21.1 Definitions**

21.1.1 Child: person under 18 years of age.

21.1.2 Child related work: usual duties which involve or are likely to involve contact with a child in connection with sporting activities, counselling and support services.

21.1.3 Contact: any form of physical contact, oral communication, whether face-to-face, by telephone etc, or electronic communication.

### **21.2 Aims**

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

21.2.2 Prevent those with such criminal records who do apply, from gaining positions of trust in certain paid or unpaid employment with SWAS;

21.2.3 Establish consistent standards for criminal record screening for working with children and the ethical use of such information;

21.2.4 Contribute to awareness that keeping children safe is a whole community responsibility.

### **21.3 Standards**

21.3.1 Requirements for working with children checks are as per current legislation and phasing in timetable, which can be found at [www.checkwwc.wa.gov.au](http://www.checkwwc.wa.gov.au) .

21.3.2 Working with children checks will cost \$50 for employees and volunteers \$10 for a period of three years which includes a passport sized photo which will be taken at the time of submitting the application.

21.3.3 Employees can apply direct through Australia post. A list of post offices processing the applications is available on the working with children website [www.checkwwc.wa.gov.au](http://www.checkwwc.wa.gov.au) or via human resources.

21.3.4 Employees will be provided with a WWC card which SWAS will validate on the working with children website.

## **22. Equal employment opportunity principles**

SWAS supports and is committed to the principles of equal opportunity for all persons regardless of their age, sex, marital status, pregnancy, race, nationality, impairment, religious or political conviction or affiliation. The commitment also extends to include family responsibilities and family status in accordance with amendments made to the equal opportunity Act.

The objectives of SWAS in adopting this policy are:

- (a) To utilise and develop the full potential of employees;
- (b) To promote and improve equal opportunity for all persons consistent with principles of selection based on merit; and
- (c) To eliminate all forms of discrimination.
- (d) To achieve this SWAS will implement management and workplace practices based on the following principles.

### **22.1 EEO Outcomes are integrated into management systems**

- (a) Integrating EEO principles into organisational objectives.
- (b) Incorporating EEO objectives into the corporate, business, strategic and other plans.

### **22.2 Workplaces are free from employment practices that discriminate unlawfully against employees or potential employees**

- (a) Ensuring that selection criteria reflect the requirements of the position.
- (b) Establishing procedures for promotion, transfer, recruitment and selection which are non- discriminating and are based on merit against job related selection criteria.
- (c) Ensuring consultants who conduct recruitment on behalf of the organisation are aware of EEO requirements and use non- discriminatory processes.
- (d) Ensuring that development of staff is based on job related selection criteria.

### **22.3 Employment practises recognise and where appropriate, include measures intended to achieve equality of opportunity for people from EEO groups**

- (a) **Implementing specific employment initiatives to ensure persons from minority groups have equal employment opportunities with others.**

### **22.4 Workplaces are free from sexual or racial harassment**

- (a) Developing and implementing sexual and racial harassment policies.

- (b) Developing and implementing grievance procedures for the resolution of complaints.
- (c) Obtaining the commitment of managers and senior staff to the elimination of harassment.

**Your contact for Discrimination or Sexual Harassment complaints is the CEO.**

## **23. Sexual Harassment in Sport**

### **23.1 Definitions**

23.1.1 Sexual harassment: the equal opportunity Act states that sexual harassment occurs when individuals are subjected to unwelcome sexual advances, requests for sexual favours, or other conduct of a sexual nature and the individuals has reasonable grounds for believing that:

- (a) Rejecting or objecting to such behaviour could disadvantage the individual in relation to current employment or possible employment; and
- (b) Individuals are disadvantaged as a result of rejecting or objecting to such behaviour.

23.1.2 Sexual verbal harassment: includes remarks of a sexual nature to or in the presence of a person about a person's appearance or conduct in his/her private life, offensive jokes or obscene remarks.

23.1.3 Sexual physical harassment: involves unwelcome physical contact including touching, rubbing, patting, and constant brushing against another's body.

23.1.4 Display of materials of a sexual nature display to an individual of written and graphic materials of a sexual nature e.g. offensive magazines, pictures, calendars or posters.

### **23.2 Aim**

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

### **23.4 Standards**

23.4.1 It is the responsibility of the employees to assist in maintaining proper standards of conduct in the workplace.

23.4.2 Management and staff in supervisory positions should ensure that the work environment is free from sexual harassment.

23.4.3 No action will be taken unless requested by the complainant.

23.4.4 Complaints of sexual are attended to promptly by the employee's supervisor/ manager.

23.4.5 Confidentially is maintained at all times.

## **23.5 Policies**

23.5.1 Coaches and scientists are quite unique in the significant and positive contribution that they make to the sporting and personal development of athletes. This valuable contribution should be recognised by all. Coaches and scientists are also in significant positions of power and authority in relation to the athletes they coach and assist, which pertains to positions of great trust. This can have the consequence that a coach's or scientist's behaviour might, in some circumstances, amount to unacceptable harassment of an athlete, in a sexual or non- sexual way, or, it might be perceived by the athlete or others as harassment.

23.5.2 In order protect the athletes from harassment, and in order to protect the coaches and scientist from being perceived as harassing the athlete, the following guidelines have been developed for coaches and scientists at the AIS and state institute and academies of sport. Other coaches and scientists are also urged to follow these guidelines.

23.5.3 This is not a "black and white" area. Whilst many behaviours will be recognised by all as unacceptable, many other practise are in the "grey" area. When in doubt, coaches and scientists are advised to refrain from such practices, as, at the very least, they may be perceived as harassment.

## **23.6 Guidelines**

23.6.1 A Coach or scientist cannot operate effectively in a squad situation if having a relationship with an athlete. For that reason a coach or scientist is strongly discouraged from sexual relations with an adult athlete under his or her care. A coach or scientists must never have sexual relations with a junior (under eighteen) athlete, even with that athletes consent. This extends to touching a young athlete for a sexual purpose. Because of the coach's or scientist's position of trust, the law will treat any such incidents rigorously.

23.6.2 Coaches, scientist and athletes should respect each others' personal space. When providing medical coaching, personal space should only be breached in an unambiguous manner. A coach or scientist should be careful about which part of the athlete's body is touched by which part of the coach's or scientist's body and about

the state of dress/undress of the athlete. Where possible, a verbal explanation accompanying the touching avoids misunderstanding. Such touching should always take place in the view of another person.

- 23.6.3 A coach or scientist should provide a team/ squad/ athlete with an environment where both women and men feel comfortable and can train and compete to their personal best. There are a number of activities which are counterproductive in this sense, such as showing sexually graphic material, making suggestive comments and jokes, making unwanted physical contact, including touching, petting, pinching, kissing, making unwelcome sexual flirtations, advances, requests or invitations, making suggestive comments about an athlete's physical appearance or sexual preferences, questioning an athlete about his or her sex life, making belittling (degrading?) comments based on sex role stereotypes, or making suggestive or obscene gestures. These activities are also considered to be sexual harassment.
- 23.6.4 A coach or scientist should select an appropriate site to counsel. Console or meet an athlete alone. Again personal space should not be invaded, the message should be unambiguous and another coach/ manager should be told what is happening. Avoid being alone in a closed room or even a car with an athlete especially if the athlete is young or of the opposite gender.
- 23.6.5 Above all, coach or scientist should always remember that he or she is in a position of trust and power in relation to his or her athlete and this introduces a greater level of responsibility, and also a greater possibility of suspicion that would otherwise be the case. Therefore the coach or scientist needs to take extra care.
- 23.6.6 An athlete who feels harassment has occurred, a coach or scientist who is concerned that some action may be construed to be harassment, or anybody who thinks that someone may have harassed or be harassing another, should confidentially report the matter to an harassment contact officer appointed by the relevant institute or sporting body.
- 23.6.7 The person to contact at SWAS is the CEO.

## **24. Racial discrimination**

### **24.1 Definition**

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



24.1.2 Racism: Behaviour based on prejudice (unfavourable negative feelings about an individual or group formed without knowledge, reason, though or fact) based on race.

24.1.3 Racial harassment: Acts of racism perpetuated against an individual or group designed to intimidate, coerce, harm, derogate, insult or slander.

24.1.4 Discrimination: Receiving less favourable treatment than another person in the same or similar circumstances.

## **24.2 Aims**

24.2.1 To create a work environment which is free from racial harassment or discrimination.

24.2.2 Standards

- (a) It is the responsibility of all employees to assist in maintaining proper standards of conduct in the work place.
- (b) Management and staff in supervisory positions should ensure that the work environment is free from racial discrimination.
- (c) No action will be taken unless requested by the complainant.
- (d) Complaints of racial discrimination are attended to promptly by the employee's supervisor/ manager.
- (e) Confidentiality is maintained at all times.

## **25. Sexual harassment in the workplace**

### **25.1 Definitions**

25.1.1 Sexual harassment: Any unwelcome behaviour or innuendo of a sexual nature that is likely to make a person or a group of people feel offended, intimidated or humiliated.

25.1.2 Unwelcome behaviour- includes:

- (a) Subjecting a person to physical contact or uninvited intimacy
- (b) Verbal remarks that have a sexual connotation

- (c) Actions (inappropriate staring or unwanted attention) or comments of a sexual nature made in a person's presence or behind their back
- (d) Range of gestures, lewd staring or graffiti
- (e) Display of inappropriate objects or pictures or written material of a sexual nature sent by voicemail, email or text message

## **25.2 Aim**

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

## **25.3 Standards**

25.3.1 Sexual harassment is against the law.

25.3.2 As an employer, SWAS is required to take all reasonable steps to prevent sexual harassment.

25.3.3 A workplace is seen as a public place and hence you are legally responsible for your behaviour at work as you would in any public place. If you break the law, you are personally liable and may have to pay damages or compensation.

25.3.4 Anyone can be a victim or perpetrator of sexual harassment whether a manager, supervisor, co-worker, contractor, service provider or customer.

25.3.5 sexual harassment can occur outside the normal workplace or after regular working hours (for example: at a work function or during a business trip).

25.3.6 A sexual harassment complaint can be made about:

- (a) A single incident or a series of different unwelcome sexual behaviours.
- (b) A workplace, individual or a group of people

25.3.7 In a sexual harassment complaint, it is the impact of the behaviour that counts (whether it is offensive, intimidating or humiliating)- intent is irrelevant. Whether the act was a joke or harmless banter is no excuse- the feelings of the person making the complaint or those who have witnessed the act are the prime considerations in the investigation of a sexual harassment complaint.

- 25.3.8 Who can make a complaint of sexual harassment:
- (a) An individual or a group experiencing sexual harassment
  - (b) People who witness the inappropriate behaviour (even if the behaviour was not targeted at them)
  - (c) An individual or a group on behalf of the victim of sexual harassment
- 25.3.9 All sexual harassment incidents need to be treated seriously in a prompt and confidential manner.
- 25.3.10 The CEO responsible for clarifying concerns or managing formal complaints of sexual harassment.
- 25.3.11 Inappropriate behaviours which can lead to sexual harassment complaints include:
- (a) Sending voicemail, email or messages (including sms) with sexual connotation or innuendo
  - (b) Accessing pornographic material at work or displaying material of a highly sexual nature
  - (c) Inappropriate staring or unwanted attention
  - (d) Lewd comments, jokes and gestures
  - (e) Prying into someone's social life or sexual questioning
  - (f) Sexual proposition or request for sexual favours
  - (g) Sexual comments about physical appearance
  - (h) Uninvited physical contact
- 25.3.12 Disciplinary action will be taken in proven cases.
- 25.3.13 It is illegal to retaliate in any way against an employee for complaining or reporting workplace harassment.

## **26. Bullying in the workplace**

### **26.1 Definitions**

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

26.1.2 Overt bullying- includes:

- (a) Acts of violence
- (b) Loud and abusive language
- (c) Yelling and screaming
- (d) Unexplained rages
- (e) Unjustified criticisms and insults
- (f) Constant humiliation
- (g) Unjustified threats of dismissal or other disciplinary action

26.1.3 Covert bullying- includes:

- (a) Acts of sabotaging an employee's work by withholding information which is required to fulfil tasks
- (b) Hiding documents or equipment
- (c) Constantly changing targets or work guidelines
- (d) Overloading an employee with work and impossible deadlines
- (e) Not providing appropriate resources and training
- (f) Isolating or ignoring an employee on a constant basis
- (g) Practical joking

26.1.4 Bullying can take place between:

- (a) Men and women
- (b) Employee and a manager (or supervisor)
- (c) Co- workers
- (d) Employee and another person in the work place (i.e. visitor)
- (e) A group of workers
- (f) Organisational, individual and cultural factors may influence bullying at work.

**26.2 Aim**

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

**26.3 Standards**

- 26.3.1 SWAS considers workplace bullying unacceptable and will not tolerate it under any circumstances.

- 26.3.2 Workplace bullying may cause the loss of trained and talented employees, reduce productivity and morale and create legal risks.
- 26.3.3 SWAS believes all employees should be able to work in an environment free of bullying. The CEO must ensure employees are not bullied.
- 26.3.4 SWAS has grievance and investigation procedures to deal with workplace bullying. Any reports of workplace bullying will be treated seriously and investigated promptly, confidentially and impartially.
- 26.3.5 SWAS encourages all employees to report workplace bullying. The CEO must ensure employees who make complaints, or witnesses, are not victimised.
- 26.3.6 Disciplinary action will be taken against anyone who bullies a co- employee. Discipline may involve a warning, transfer, counselling, demotion or dismissal, depending on the circumstances.
- 26.3.7 The contact person for bullying at this workplace is the CEO.