



# Human Resources Policy and Procedure Manual

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# Welcome

Congratulations on your appointment and welcome to the team at NCB Group! We are excited that you have decided to join us and look forward to a long, happy and successful partnership together. Our business is primarily about serving the community and providing real outcomes in the Social Welfare sector. You have been hired because we believe you can help us to deliver these high levels of customer satisfaction. We want to ensure that your interactions with other NCB Group employees and our customers will reflect the value that NCB Group places on people, teamwork, bottom up management and our commitment to superior customer service.

The purpose of this Manual is to introduce you to the NCB Group, give you some information about our history, our clients and what we do. You will also find information about your terms and conditions and employment, our expectations around your behavior and our policies and procedures. This manual should be read in conjunction with your Contract of Employment.

This Manual is by no means an exhaustive guide to your employment with us. It has been developed to act as a resource and reference for you. The policies within this Manual are easily listed and easily accessed via the contents page. This Manual will be updated as required as our business evolves and grows. You will be notified of any changes as they occur. If you have any questions about the content please do not hesitate to contact Andrew Gason on 0401 747 188.



## Our Company History

New Civilization Builders Group or NCB Group was formed in 1998 by founder Andrew Gason to address the main problems faced by the Community Social Support Sector.

The idea behind it is to use its wealth of experience to empower communities and make them more resilient to the problems facing them when dealing with the Social Sector. Problems such as lack of income, lack of staff, lack of knowledge of the economic system and lack of resources.

The solution was to develop programs that would educate, connect and empower individuals to be able to confront, solve and handle their organisation better through more effective management, free marketing resources, more income ideas, better structure and more networks.

This has lead into branching out into Education, Employment, Business, Immigration, Healthcare, Community and Property. These are the main areas of society that need to be addressed in order to under-cut the Crime, Illiteracy, Drugs and Immorality rates.

## What We Do

At NCB Group we provide the following products and services to our clients:

- Employment Services & Labour Hire
- Business Mentoring
- Property Investment
- Community Volunteering and Project Development
- Immigration Advocacy



- Education Services
- Health Care Consultations

## **Our mission, vision & values**

### **Mission Statement:**

NCB Group's mission is to help our communities build and develop sustainable, independent infrastructures for Social Welfare services where they are no longer dependant on Govt funding or resources.

### **Vision Statement:**

Our aim is to be:

- Known for high quality outcomes
- Known for growth strategies
- To be able to help every single person we come across no matter who they are or where they come from.

### **Values:**

- Respected
- Trusted Advisors
- Experts
- Flexible



# Your employment

Your employment with NCB Group is essentially governed by your contract of employment, NCB Group Policies, in conjunction with this Manual. The following section provides general information regarding your pay, conditions and our expectations of you. This Manual specifically applies to Part Time and Full Time Staff only. Casual and Contracted staff are covered under Contractor Policies. For more information on these contact our head office on [ncb.employment@gmail.com](mailto:ncb.employment@gmail.com)

## Payroll

Your pay cycle is fortnightly. Our pay cycle runs from Monday to Sunday over a two week period and pays are processed on Tuesdays, fortnightly. Depending on which bank you use, some people may be able to access their pay on Thursdays because this is the day payroll is actually processed.

Pays will be automatically deposited electronically into the bank account details provided to NCB Group.

Taxation payments are automatically deducted from your salary. Superannuation payments are paid into your nominated fund.

## Changing Pay Details

Please advise the HR Manager via email should you wish to change any pay details like changing or closing your bank account. Please ensure you notify us prior to the date you wish for the change to be effective by. Your payroll contact is the Payroll Manager and all requests for changes should be made via email.

## Hours of Work

Office/Business hours are generally between 9am to 5pm Monday to Friday. Your hours of work will depend on business needs and the requirements of the work you are assigned.

Your Manager will work with you to establish your standard hours of work and break times.



NCB Group adopts a common sense approach to managing work hours.

## **Overtime and Additional Hours**

Overtime is work which is performed at the direction of the manager and which is in excess of your contracted hours of work. If you cannot for some reason work reasonable additional or overtime hours you must notify your Manager as soon as practicable with the reasons as to why.

## **Lateness for work**

Any absence or late arrival due to illness, injury or any other reason, and the expected duration of leave must be personally reported to your supervisor as soon as practicable (and prior to your normal starting time wherever possible). If you are unable to do this personally, you are requested to ask someone to telephone on your behalf.

Subsequent to this, you must keep your Manager informed of your progress.

Wherever possible you should make dental, medical, business or other appointments outside your normal working hours.

It is essential that you are ready to commence work at your normal commencement time as other employees and the business depend upon you and your contribution.

## **Reimbursement of Expenses**

NCB Group will reimburse employees for pre-approved expenses properly incurred by employees in the proper performance of their duties. Reimbursement will be subject to employees providing the Practice with receipts or other evidence of payment and of the purpose of each expense, in a form reasonably required by the NCB Group. Employees will also be required to complete the Expense Reimbursement Form which is included in the Office Forms section of this Manual.

## **Travel**

Reasonable travelling expenses, where incurred in the performance of an employee's duties, will be reimbursed, provided that all claims are made on the appropriate form, signed by the appropriate Manager and supported with the necessary substantiating



documentation. The payment of expenses is at all times subject to the prior authorisation of, and at the discretion of, the Practice.

Employees should arrange travel and accommodation through the NCB Group preferred travel supplier prior to departure.

Generally air travel will be by economy class, with a carrier chosen by the NCB Group.

## **Business Environment**

### **Work Areas**

As many employees work in an open plan area, it is important that your workstation and or desk remains clean and tidy and free of boxes, papers and magazines. Our expectation is that your workstation will be cleared and tidied at the end of every day. Any items that require storage should be put away, hard copy paper files should be kept to a minimum, with soft copies of files stored on the relevant shared drive electronically. Laptops should not be left on desks overnight unless you have your own lockable office.

### **Security**

Entry to the NCB Group premises during and / or outside of normal business hours will be by way of keys/security pass.

It is the responsibility of every NCB Group employee to ensure that this key/security pass is kept in safe custody. It must be returned on demand.

If building access devices are lost or misplaced, you must notify your Manager immediately so that they can be cancelled.

Employees must ensure that all confidential/sensitive documents are locked away at night. You should make sure that your personal belongings and valuables are locked away and secured. Personal property is not covered by Company insurance.

### **Kitchen and Bathrooms**

Please keep the kitchen and bathroom areas clean at all times, cleaning up after use. You should be mindful that these are public areas and you should be respectful to others by





always cleaning up after yourself. If you use dishes then wash them immediately after use.

If there are any issues with these facilities you should notify your Manager immediately.

## **Meeting rooms**

If you need to book or use a meeting room please ensure that you book through the receptionist/office manager/booking system. Please tidy up after meetings, take away your dirty cups, files papers etc. Place chairs back in position and clean all work away.

## **Printing**

Save costs on printing wherever possible by printing on both sides of paper. Please pick up all printed matter off the printer and ensure that the printer is stocked with paper at all times. Colour printing should be kept to a minimum.

## **Waste Bins**

Most individuals will have these under their desk. These bins should be used for any items which are not recyclable eg; plastics, metal, a pen, food scraps etc. Please use your discretion and be mindful of disposing food scraps in the office. Liquids should not be poured/ placed into bins.

## **Recycling Bins**

Please recycle where you can using the appropriate bins. Only paper and cardboard with NO company, client or candidate information is to be placed into these bins. NO general rubbish is to be placed in these bins.

## **Security Disposal/Shredders**

Paperwork with any sensitive or confidential NCB Group information needs to be disposed of by either being shredded or placed into the locked security disposal bin. The key for this bin will be the responsibility of the Practice Manager. Documents to be placed in the security bins include but are not limited to:

- Company Information



- Client information
- Forms
- Terms and conditions
- Policies

## **The noise factor**

Try to avoid shouting at each other across the office or on site at a client and respect people's busy periods or meeting times. Or if someone is engrossed in something at their computer or there are more than two people meeting with someone, it usually means they are busy. Try to talk quietly when you are on the telephone and respect others around you.

# **Code of Conduct Policy**

## **Purpose**

This policy affirms NCB Group's belief in responsible social and ethical behaviour from all employees. This policy clarifies the standards of behaviour that NCB Group expects of all employees.

## **Principles**

Our employees contribute to the success of our organisation and that of our Clients. NCB Group fully endorse that all employees are not deprived of their basic human rights.

Furthermore, our employees have an obligation to the Business, our Clients and themselves to observe high standards of integrity and fair dealing. Unlawful and unethical business practices undermine employee and Client trust.

## **Policy**

Our Code of Conduct policy applies to all employees and provides the framework of principles for conducting business, dealing with other employees, Clients and suppliers.



The Code of Conduct does not replace legislation and if any part of it is in conflict, then legislation takes precedence. This policy is based on the following:

- Act and maintain a high standard of integrity and professionalism
- Be responsible and scrupulous in the proper use of Company information, funds, equipment and facilities
- Be considerate and respectful of the environment and others
- Exercise fairness, equality, courtesy, consideration and sensitivity in dealing with other employees, clients and suppliers
- Avoid apparent conflict of interests, promptly disclosing to a NCB Group senior manager, any interest which may constitute a conflict of interest
- Promote the interests of { Business }
- Perform duties with skill, honesty, care and diligence
- Abide by policies, procedures and lawful directions that relate to your employment with NCB Group and/or our Clients
- Avoid the perception that any business transaction may be influenced by offering or accepting gifts
- Under no circumstances may employees offer or accept money
- Any employee, who in good faith, raises a complaint or discloses an alleged breach of the Code, whilst following correct reporting procedures, will not be disadvantaged or prejudiced. All reports will be dealt with in a timely and confidential manner.

NCB Group expects cooperation from all employees in conducting themselves in a professional, ethical and socially acceptable manner of the highest standards.

Any employee in breach of this policy may be subject to disciplinary action, including termination.

Should an employee have doubts about any aspect of the Code of Conduct, they must seek clarification from the HR Manager.



This policy will be regularly reviewed by NCB Group and any necessary changes will be implemented by the HR Manager.

## **Dress Code Policy**

NCB Group's objective in establishing a safe and comfortable environment includes setting some standards for workplace dress code. This is to enable all people to project a professional image that is in keeping with the needs of our clients and customers to trust us. Because our industry requires the appearance of trusted professionals a standard dress code is necessary for everyone.

### **Office Employees**

Office employees are expected to dress business casual during work hours. If not wearing the NCB Group's uniform, office employees must dress in a neat and well-presented manner at all times.

### **General**

Sales/Management or other employees who attend meetings with clients or potential clients (valid only on meeting days)

Clothing should consist of a formal business attire that looks professional and sharp.

### **Prohibited Clothing**

Employees should not wear ripped clothing of any sort, low cut clothing such as jeans and shirts, track suits (pants or windcheaters) or thongs.

## **IT, Internet, Email & Social Media Policies**

### **Internet Use**

The internet is provided by NCB Group for business use. Limited private use is permitted if the private use does not interfere with a person's work and that inappropriate sites are



not accessed e.g. pornographic, gambling. Management has the right to access the system to check if private use is excessive or inappropriate.

Failure to comply with these instructions is an offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staff need to be aware that some forms of internet conduct may lead to criminal prosecution.

## Email Use

1. Email facilities are provided for formal business correspondence.
2. Take care to maintain the confidentiality of sensitive information. If emails need to be preserved, they should be backed up and stored offsite.
3. Limited private use of email is allowed if it doesn't interfere with or distract from an employee's work. However, management has the right to access incoming and outgoing email messages to check if an employee's usage or involvement is excessive or inappropriate.
4. Non-essential email, including personal messages, should be deleted regularly from the 'Sent Items', 'Inbox' and 'Deleted Items' folders to avoid congestion.
5. All emails sent must include the approved business disclaimer.

To protect NCB Group from the potential effects of the misuse and abuse of email, the following instructions are for all users:

1. No material is to be sent as email that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of NCB Group in the community or to its relationship with staff, customers, suppliers and any other person or business with whom it has a relationship.
2. Email must not contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening, discriminatory, involves the harassment of others or concerns personal relationships.
3. The email records of other persons are not to be accessed except by management (or persons authorised by management) ensuring compliance with this policy, or by authorised staff who have been requested to attend to a fault,



upgrade or similar situation. Access in each case will be limited to the minimum needed for the task.

4. When using email a person must not pretend to be another person or use another person's computer without permission.
5. Excessive private use, including mass mailing, "reply to all" etc. that are not part of the person's duties, is not permitted.
6. Failure to comply with these instructions is a performance improvement offence and will be investigated. In serious cases, the penalty for breach of policy, or repetition of an offence, may include dismissal.

This policy also applies to all employees, contractors and sub-contractors of NCB Group who:

have an active profile on a social or business networking site such as LinkedIn, Facebook, MySpace, Bebo, Friendster or Twitter;

write or maintain a personal or business' blog; and/or

post comments on public and/or private web-based forums or message boards or any other internet sites.

This policy does not form part of an employee's contract of employment. Nor does it form part of any contractor or sub-contractor's contract for service.

## **Professional Use of Social Media**

NCB Group expects its employees to maintain a certain standard of behaviour when using Social Media for work or personal purposes during work.

This policy applies to all employees, contractors and sub-contractors of NCB Group who contribute to or perform duties such as:

- maintaining a profile page for NCB Group on any social or business networking site (including, but not limited to LinkedIn, Facebook, MySpace, Bebo, Friendster or Twitter);
- making comments on such networking sites for and on behalf of NCB Group;
- writing or contributing to a blog and/or commenting on other people's or business'



blog posts for and on behalf of NCB Group; and/or

- posting comments for and on behalf of NCB Group on any public and/or private web-based forums or message boards or other internet sites.

## **Procedure**

No employee, contractor or sub-contractor of NCB Group is to engage in Social Media as a representative or on behalf of NCB Group unless they first obtain NCB Group's written approval.

If any employee, contractor or sub-contractor of NCB Group is directed to contribute to or participate in any form of Social Media related work, they are to act in a professional manner at all times and in the best interests of NCB Group.

All employees, contractors and sub-contractors of NCB Group must ensure they do not communicate any:

- Confidential Information relating to NCB Group or its clients, business partners or suppliers;
- material that violates the privacy or publicity rights of another party; and/or
- information, (regardless of whether it is confidential or public knowledge), about clients, business partners or suppliers of NCB Group without their prior authorisation or approval to do so; on any social or business networking sites, web-based forums or message boards, or other internet sites.

Confidential Information includes any information in any form relating to NCB Group and related bodies, clients or businesses, which is not in the public domain. This includes, but is not limited to information relating to {Insert examples}.

## **Private / Personal Use of Social Media**

### **Procedure**

NCB Group acknowledges its employees, contractors and sub-contractors have the right to contribute content to public communications on websites, blogs and business or social networking sites not operated by NCB Group. However, inappropriate behaviour on such sites has the potential to cause damage to NCB Group, as well as its employees, clients,



business partners and/or suppliers.

For this reason, all employees, contractors and sub-contractors of NCB Group must agree to not publish any material, in any form, which identifies themselves as being associated with NCB Group or its clients, business partners or suppliers.

All employees, contractors and sub-contractors of NCB Group must also refrain from posting, sending, forwarding or using, in any way, any inappropriate material including but not limited to material which:

- is intended to (or could possibly) cause insult, offence, intimidation or humiliation to NCB Group or its clients, business partners or suppliers;
- is defamatory or could adversely affect the image, reputation, viability or profitability of NCB Group, or its clients, business partners or suppliers; and/or
- contains any form of Confidential Information relating to NCB Group, or its clients, business partners or suppliers.

All employees, contractors and sub-contractors of NCB Group must comply with this policy. Any breach of this policy will be treated as a serious matter and may result in disciplinary action including termination of employment or (for contractors and sub-contractors) the termination or non-renewal of contractual arrangements.

Other disciplinary action that may be taken includes, but is not limited to, issuing a formal warning, directing people to attend mandatory training, suspension from the workplace and/or permanently or temporarily denying access to all or part of NCB Group's computer network.

For the purposes of this policy, the following definitions apply:

**Social Media** includes all internet-based publishing technologies. Most forms of Social Media are interactive, allowing authors, readers and publishers to connect and interact with one another. The published material can often be accessed by anyone. Forms of Social Media include, but are not limited to, social or business networking sites (i.e. Facebook, LinkedIn), video and/or photo sharing websites (ie. YouTube, Flickr), business/corporate and personal blogs, micro-blogs (i.e Twitter), chat rooms and forums and/or Social Media:





# Recruitment

## Policy

NCB Group 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.

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.

Our Business recruits people via the following methods:

- Internal
- External
- Employee Referred

## Procedure

1. Create a simple position description for the job covering key activities, tasks, skills required, expectations, deliverables and safety considerations. When advertising, avoid discriminatory language e.g. young person. Target the requirements of the job e.g. we seek an energetic person.
2. 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, for example *Do you plan to have a family in the near future?*
3. 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 note and start details.



4. Once the candidate has accepted, contact the unsuccessful candidates as a matter of courtesy.

## Induction

## Training & Development

### Policy

NCB Group will give employees adequate training to do their job safely and competently. Our business believes training is a two-way process. We encourage employees to participate and to highlight any gaps in their own skills or knowledge they believe they have.

Training includes internal on-the-job training, written instructions such as standard operating procedures, coaching, external training and courses. Safety training takes precedence.

## Probation

### Policy

The 3 month probationary period is a time for both the employee and the business to assess suitability, fit and competency within a role. During this period the NCB Group commits to reviewing employee performance and at the end of this time ongoing permanent employment will be confirmed. .

### Procedure

1. Use system to track and monitor probationary periods
2. Managers to give informal and formal appraisal during the probation period.
3. Give at least one formal appraisal four weeks before the end of probation.



4. At the end of the probation period, complete a final probation appraisal and advise the employee of the result via a formal written letter.

## Occupational Health & Safety

### Policy

NCB Group will, as far as practicable, provide a safe work environment for the health, safety and welfare of our employees, contractors, visitors and members of the public who may be affected by our work.

To do this, NCB Group will:

- develop and maintain safe systems of work, and a safe working environment
- consult with employees and health and safety reps on safety
- provide protective clothing and equipment, and enforce its use
- provide information and training for employees
- assess all risks before work starts on new areas of operation, for example, buying new equipment and setting up new work methods, and regularly review these risks
- remove unacceptable risks to safety
- provide employees and contractors with adequate facilities (such as clean toilets, cool and clean drinking water, and hygienic eating areas)

Ultimately, everyone at the workplace is responsible for ensuring health and safety at that workplace.

All persons responsible for the work activities of other employees are accountable for:

- identifying practices and conditions that could injure employees, clients, members of the public or the environment
- controlling such situations or removing the risk to safety. If unable to control such practices and conditions, report these to their manager



- making sure workers use personal protective equipment (PPE), training workers to use PPE correctly
- making sure PPE is maintained and working properly

NCB Group demands a positive, proactive attitude and performance with respect to protecting health and safety by all employees, irrespective of their position.

## **Manual handling policy**

It is NCB Group's policy to provide all employees with a safe and healthy workplace by identifying, assessing and controlling manual handling risks.

While management is responsible for the health, safety and welfare of all staff, all employees must report potential and actual manual handling hazards.

Never lift or manually handle items larger or heavier than you can easily support. If you are in any doubt, do not hesitate to ask for help.

## **Workers compensation policy**

All employees may be eligible for workers' compensation benefits if injured while at work.

## **Injury procedure**

If there is an injury:

1. The first priority is medical attention. The injured worker or nearest colleague should contact one of NCB Group's first aiders. For a serious injury also call an ambulance.
2. Any employee who is injured on the job, experiences a safety incident or a near miss, must report the incident to their manager.
3. The manager must write a report in the Register of Injuries, Incidents and Near Misses. This standard report must include:
  - employee's name and job details
  - time and date of injury
  - exact location the injury/incident occurred



- how the injury/incident happened
  - details of the injury/illness and the part/s of the body injured
  - names of any witnesses
  - name of the person entering details in the Register
  - date the employer was notified
4. NCB Group will let the injured employee know in writing that we have received notification of any injury or illness reported in the Register.

The manager must report serious injuries to WorkSafe immediately.

## **Smoking policy**

NCB Group has a non-smoking policy. Smoking is not permitted on NCB Group property or in offices at any time.

Smokers who need to take breaks should do so in their allotted breaks. These breaks must not be taken at the entrance to NCB Group offices. Excessive smoking breaks will be regarded as absenteeism and performance improvement action may be taken.

## **Alcohol & drugs policy**

NCB Group is concerned by factors affecting an employee's ability to safely and effectively do their work to a satisfactory standard. The business recognises alcohol or other drug abuse can impair short-term or long-term work performance and is an occupational health and safety risk.

NCB Group will do its utmost to create and maintain a safe, healthy and productive workplace for all employees. NCB Group has a zero tolerance policy in regards to the use of illicit drugs on their premises or the attending of other business related premises (e.g. clients) while under the influence of illicit drugs. Contravening either of these points may lead to instant dismissal.

NCB Group does not tolerate attending work under the influence of alcohol. This may result in performance improvement action or dismissal.

NCB Group, at times, makes alcohol available to staff over the age of 18. Limiting the



consumption of any alcohol made available is the responsibility of the employee. Driving over the legal limit or under the influence of illicit drugs is illegal.

## Equal Employment Opportunity (EEO) & Anti Bullying

### Policy

This policy applies to all staff including contractors and covers all work-related functions and activities including external training courses sponsored by NCB Group.

It also applies for all recruitment, selection and promotion decisions.

The objective of NCB Group's Equal Opportunity Policy is to improve business success by:

- attracting and retaining the best possible employees
- providing a safe, respectful and flexible work environment
- delivering our services in a safe, respectful and reasonably flexible way

### Discrimination, Sexual Harassment and Bullying

NCB Group is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behaviour that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal.

For the purposes of this policy, the following definitions apply:

#### Discrimination:

**Direct discrimination** occurs when someone is treated unfavourably because of a personal characteristic that is protected under Victorian law.

**Indirect Discrimination** occurs when a rule seems neutral, but has a discriminatory impact on certain people. For example a minimum height requirement of 6 foot for a



particular job might be applied equally to men and women, but would indirectly discriminate on the basis of sex, as women tend to be shorter than men.

**Sexual harassment** includes unwelcome conduct of a sexual nature in circumstances in which it could reasonably be expected to make a person feel offended, humiliated or intimidated a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated or intimidated.

**Workplace bullying** may include behaviour that is directed toward an employee, or group of employees, that creates a risk to health and safety e.g. physical and/or verbal abuse, excluding or isolating individuals; or giving impossible tasks.

NCB Group provides equal opportunity in employment to people without discrimination based on a personal characteristic protected under state and federal equal opportunity legislation.

Under State legislation they include:

- age
- breastfeeding
- carer status
- disability
- employment activity
- gender identity
- industrial activity
- lawful sexual activity
- marital status
- parental status
- personal association with someone having any of these characteristics
- physical features
- political activity/belief
- pregnancy



- race
- religious activity/belief
- sex
- sexual orientation

Any employee found to have contravened this policy will be subject to disciplinary action, which may include dismissal as outlined in the complaint procedure below.

Employees must report any behaviour that constitutes sexual harassment, bullying or discrimination to their manager.

Employees will not be victimised or treated unfairly for raising an issue or making a complaint.

## **Reasonable adjustments**

Reasonable adjustments are changes that allow people with a disability to work safely and productively.

NCB Group 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 in order 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 (see 'Flexible work arrangements')
- 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 NCB Group 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 NCB Group 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.

## **Procedure: To make a complaint**

If you believe you are being, or have been, discriminated against, sexually harassed or bullied, you should follow this procedure.

1. Tell the offender the behaviour is offensive, unwelcome, and against business policy and should stop (only if you feel comfortable enough to approach them directly, otherwise speak to your manager). Keep a written record of the incident(s).
2. If the unwelcome behaviour continues, contact your supervisor or manager for support.
3. If this is inappropriate, you feel uncomfortable, or the behaviour persists, contact another relevant senior manager. Employees may also lodge a complaint with the Victorian Equal Opportunity and Human Rights Commission, the Australian Human Rights Commission, or take action under the *Fair Work Act 2009*.

Employees should feel confident that any complaint they make is to be treated as confidential as far as possible.

## **Procedure: To receive a complaint**

When a manager receives a complaint or becomes aware of an incident that may contravene NCB Group EEO Policies, they should follow this procedure.

1. Listen to the complaint seriously and treat the complaint confidentially. Allow the complainant to bring another person to the interview if they choose to.
2. Ask the complainant for the full story, including what happened, step by step.
3. Take notes, using the complainant's own words.



4. Ask the complainant to check your notes to ensure your record of the conversation is accurate.
5. Explain and agree on the next action with the complainant.
6. If investigation is not requested (and the manager is satisfied that the conduct complained is not in breach of NCB Group EEO policies) then the manager should:
  - act promptly
  - maintain confidentiality
  - pass any notes on to the manager's manager

If an investigation is requested or is appropriate, follow the next procedure.

### **Procedure: To investigate a complaint**

When a manager investigates a complaint, they should follow this procedure.

1. Do not assume guilt.
2. Advise on the potential outcomes of the investigation if the allegations are substantiated.
3. Interview all directly concerned, separately.
4. Interview witnesses, separately.
5. Keep records of interviews and the investigation.
6. Interview the alleged harasser, separately and confidentially and let the alleged harasser know exactly of what they are being accused. Give them a chance to respond to the accusation. Make it clear they do not have to answer any questions, however, the manager will still make a decision regardless.
7. Listen carefully and record details.
8. Ensure confidentiality, minimise disclosure.
9. Decide on appropriate action based on investigation and evidence collected.
10. Check to ensure the action meets the needs of the complainant and NCB Group.
11. If resolution is not immediately possible, refer the complainant to more senior



management. If the resolution needs a more senior manager's authority, refer the complainant to this manager.

12. Discuss any outcomes affecting the complainant with them to make sure where appropriate you meet their needs.

## **Possible outcomes**

If after investigation management finds the complaint is justified, management will discuss with the complainant the appropriate outcomes which may include:

- disciplinary action to be taken against the perpetrator (counselling, warning or dismissal)
- staff training
- additional training for the perpetrator or all staff, as appropriate
- counselling for the complainant
- an apology (the particulars of such an apology to be agreed between all involved)

# **Pregnancy at Work**

## **Advising of pregnancy**

NCB Group encourages employees to inform their manager of their pregnancy as soon as possible. However, we respect that an employee may not wish to advise us of her pregnancy earlier than the minimum notice period.

We also respect an employee's wishes regarding when it is appropriate to tell colleagues about the pregnancy.

See the Parental leave policy on page about requirements for taking unpaid parental leave, including notice periods.

## **Harassment while pregnant**

NCB Group is committed to ensuring the safety of pregnant employees and considers harassment, bullying and discrimination to be unacceptable behaviour.



(See the Equal Employment Opportunity policy on page for our general policy and procedure on harassment, bullying and discrimination.)

## **Safety at work**

NCB Group understands pregnancy to be a healthy and normal process and recognises that women have different experiences. When an employee notifies her manager that she is pregnant, the manager will ask the employee to let them know if they experience any changes to their work capacity during the pregnancy. The employee and her manager will then discuss what is needed to keep the employee safe at work and adjustments will be made accordingly where possible.

Options to reduce hours, change of duties, light duties, rotated tasks, provision of a chair and provision of additional breaks are common ways to ensure safety at work, and will be considered on a case-by-case basis.

## **Transfer to a safe job**

If it's not safe (due to illness, risks or hazards) for a pregnant employee who is entitled to parental leave to continue in her usual position, she can be transferred to a 'safe job' with no change to terms and conditions.

The employee needs to provide NCB Group with reasonable evidence that she is fit for work, but it would be inadvisable to continue in her present position. NCB Group may insist on a medical certificate.

If NCB Group can't transfer the employee to a safe job, she may take (or be required by NCB Group to take) paid 'no safe job' leave for the time stated in the medical certificate or until the pregnancy ends (either by giving birth or otherwise).

'No safe job' leave is not sick leave – it is a separate paid leave type (pregnancy- no safe job). This leave will be paid at the rate specified in the award or agreement which, at a minimum, can be no lower than the employee's base rate of pay for her ordinary hours of work. In the six weeks prior to the expected date of the birth of the child, an employer may ask an employee on safe job leave for medical certificates stating that she would be fit to perform a safe job, if one were available to her.

An employee may be required to take unpaid parental leave (instead of paid no safe job



leave) if she does not provide a medical certificate within seven days or if she provides a medical certificate stating she is not fit for any work.

## **Working until the birth**

A pregnant employee may work until the expected date of birth of her child. If she wishes to continue working in the last six weeks of her pregnancy she may be requested to provide a medical certificate within seven days confirming she is fit to work.

If the medical certificate indicates the employee is not fit for work, she may be required to start parental leave or take a period of unpaid leave as soon as practicable.

## **Return to work**

If the employee has agreed to contact during leave, then towards the end of the leave period, the manager should confirm the employee's intention to return on the agreed date. The employee also may want to discuss any requests for flexible work arrangements at this time.

An employee must provide four weeks notice if they want to extend their leave beyond the return date that was initially advised.

The employee on parental leave has the right to return to the job they held prior to going on leave, including any promotion. If that position no longer exists, the employee will be given whichever other available position is nearest in status and remuneration to the position they held prior to going on leave.

If an employee was placed in a safe work position prior to leave, the employee is entitled to return to the position they held immediately before the safe work position.

If the pre-parental leave position no longer exists, NCB Group will follow its redeployment and redundancy procedures to determine if a suitable alternative position is available.

## **Breastfeeding at work**

NCB Group aims to understand and support mothers in the workplace, including accommodating breastfeeding as much as possible e.g. providing a private space.

An employee should discuss her needs with her manager and NCB Group will endeavour to make a private space available or other arrangements made by agreement. Depending



on the employee's duties this may include cover while she is away from her work environment.

## **Other forms of parental support**

# **Flexible Working Arrangements**

Employees may request flexible working arrangements based on parental and carer responsibilities. Employees are encouraged to put the request in writing.

To comply with the Equal Opportunity Act, NCB Group will consider this request, and consider all relevant facts and circumstances in deciding whether or not to agree to the request. Such a request will not be refused unless it is reasonable to do so.

Circumstances that may be relevant to determining whether a refusal is or is not reasonable include:

- the nature of the employee's work and parental or carer responsibilities
- the nature and cost of the arrangements required for an employee to fulfil their family or carer responsibilities
- the financial circumstances of the employer
- the size and nature of the workplace and the employer's business
- the effect of the flexible working arrangements on the workplace, including the financial impact on the business
- the consequences for the employer of having the flexible working arrangements
- the consequences for the employee of not having the flexible working arrangements

Other factors that might be relevant in a particular case include:

- when the arrangements are to commence
- how long the arrangements will last
- information that has been provided by the employee about their situation



- the accrued entitlements of the employee, such as personal, carer's or annual leave
- whether any legal or other constraints affect the feasibility of the employer accommodating the responsibilities, such as occupational health and safety laws or award penalty rates.

In addition, under the National Employment Standards, employees who have at least 12 months continuous service, with responsibility for the care of a child under school age, or for care of a child under 18 with a disability have the right to request flexible working arrangements.

Flexible work arrangements will also be considered as a form of reasonable adjustments to allow people with a disability to work safely and productively (see information on reasonable adjustments above).

This right applies to all employees including permanent full-time and part-time employees, as well as casual employees, regardless of role or job function.

Employees must put such a request in writing.

NCB Group will provide a written response granting or refusing the request within 21 days and will only refuse such requests on reasonable business grounds. These reasons will be detailed in the written refusal.

## Options for flexible work practices

Flexible work options which may be considered by NCB Group include:

- permanent, part-time work
- graduated return to work (for employees returning from parental leave), e.g. the employee returns part time and then builds up to full-time work flexible start and finish times for staff to accommodate childcare and school pick-up requirements
- flexible rostering such as working split shifts
- job-sharing - where two or more employees share one full-time position, each working on a part-time basis
- work from home



- purchased leave (48/52 leave) – where employees take an additional four weeks leave per year by adjusting their salary to 48 weeks paid over the full 52 weeks
- compressed hours – where the employee works additional daily hours to provide for a shorter working week or fortnight

This is not an exhaustive list, and other options may be agreed.

Employees utilising flexible work practices will be treated no less favourably than any other employee. Flexible working is not a barrier to promotion or supervisory responsibilities.

## Leave

### General leave policy

Unless specified otherwise, employees referred to in this policy mean permanent full-time or part-time employees.

All employees are entitled to leave in accordance with the relevant awards or agreements and statutory provisions. Where the entitlements or practices in this document conflict, the applicable award, workplace agreement, employment contract or employment law takes precedence.

All planned leave has to be mutually agreed, and take into account workloads and the employee's needs. Leave must be approved in advance, except when the employee can't anticipate the absence. Any documents regarding leave will be kept on the employee's personnel file.

### Annual leave policy

Each Part time or Full time employee is entitled to a minimum of 14 days annual leave a year (pro-rata for part-time). Leave entitlements are calculated from the date they started work and accrue in accordance with workplace relations legislation or industrial instruments. Annual leave counts towards continuous service (used when calculating long service leave). Applications for annual leave need to be lodged 4 weeks in advance.





An employee is expected to take accrued annual leave for business close down periods. If insufficient leave is accrued, NCB Group may direct an employee to take unpaid leave.

NCB Group will decide on a case-by-case basis whether it will agree with an employee to 'cash out' annual leave as permitted by workplace relations legislation or any industrial instrument.

In some circumstances, leave in advance of what leave has accrued may be approved. This is conditional on the employee agreeing to the business deducting any advance in the event of termination, or to the employee accepting leave without pay.

### **Personal (sick) leave policy**

An employee is entitled to a minimum of 10 days of personal/carer's leave every 12 months which can all be taken as carer's leave if required.

An employee should notify his/her manager as soon as possible if they are unable to attend work due to illness or injury. Management, at its discretion, may request evidence such as a medical certificate showing that the employee was entitled to take personal leave during the relevant period.

### **Carer's leave policy**

Carer's leave is available to an employee for the care or support of an ill family or household member or if an unexpected emergency affects a family or household member. It is typically part of personal (sick) leave and is dealt with similarly to above.

Employees including casual employees are entitled to take up to two days unpaid carer's leave for each occasion of family or household member illness or unexpected emergency. An employee cannot take unpaid carer's leave if they could instead take paid carer's leave.

### **Compassionate leave policy**

Compassionate leave is paid leave taken by an employee to spend time with a family member/member of the employee's household, who has a personal illness, or injury, that poses a serious threat to his/her life, or after the death of a family member/member of the employee's household.



Each employee is entitled to a period of two days paid compassionate leave for each occasion where a family member has died, or the employee needs to spend time with a seriously ill family member. Additional unpaid leave may be granted at management's discretion.

Casual employees are entitled to two days unpaid compassionate leave for each occasion.

## **Long service leave policy**

Employees are entitled to long service leave in line with Victorian long service leave laws (or per a relevant Award or Agreement).

## **Parental leave policy**

### **Unpaid parental leave**

Employees (including a de facto or same sex partner, or single person) who are expecting a child or adopting a child are eligible for 52 weeks of unpaid parental leave if they are:

- permanent full-time or part-time with at least 12 months service prior to the expected date of birth or adoption placement
- casual with 12 months regular and systematic service who have a reasonable expectation of continuing regular and systematic work

After birth or adoption, the parent with responsibility for the care of the child is entitled to unpaid parental leave. Employees who are pregnant may commence leave up to six weeks before the expected date.

Employees may request to extend their leave by a further 12 months (for a total of 24 months maximum), to be submitted in writing at least four weeks before the end of the original 12 months unpaid parental leave.

NCB Group will respond in writing within 21 days and may refuse only on reasonable business grounds. The written response will include details if the request is refused.



## **Parental Leave types:**

Available Parental Leave types at NCB Group include:

- Parental Leave
- Concurrent Leave
- Special Maternity Leave

## **Parental Leave**

If you are the primary caregiver of your child, you can access up to 52 weeks of Parental Leave. Parental leave is unpaid except in the instances where an employee is eligible for Parental Leave Pay in line with legislation. Parental Leave with Pay is described in full in the following section.

## **Concurrent Leave**

Both employees of an employee couple may take leave at the same time for a maximum period of 8 weeks. This leave must be taken within 12 months of the birth or adoption of a child. The concurrent leave may be taken in separate periods. Each period must be no shorter than 2 weeks unless the employer agrees.

## **Special Maternity Leave**

Unpaid Special Maternity Leave is available to pregnant female employees in the case of pregnancy-related illness or if the pregnancy ends within 28 weeks of the expected date of birth. The duration of this leave should be agreed with the NCB Group management as soon as is practically possible, and any unpaid Special Maternity leave will reduce the amount of Maternity Leave you are entitled to take by the same amount.

## **Parental Leave Pay**

Available Parental Leave Pay types at NCB Group include:

- Primary Caregiver Pay
- Dad and Partner Pay



Please note that NCB Group will only make payments in line with the two types of Parental Leave Pay detailed below. Where relevant, Parental Leave Pay will be paid in line with the standard NCB Group pay cycles.

## **Primary Caregiver Pay**

In line with legislation, eligible employees who are the primary caregiver may be entitled to 18 weeks paid leave, paid at the minimum wage. Please note that a child's primary caregiver is the person who is most meeting the child's physical needs. This will usually be the birth mother of a newborn child or the initial primary caregiver of an adopted child, even if your child is in hospital.

This leave is not in addition to the 52 weeks parental leave mentioned above. Any periods of unpaid and paid Parental leave must not exceed 52 weeks in total.

Employees may take subsequent periods of paid Parental Leave, however, in order to be eligible for this, you must return to work and complete a minimum of 12 months continuous service following your return from any previous paid Parental Leave.

## **Dad and Partner Pay**

If your partner is the primary caregiver of your child, you may be entitled to 2 weeks of Government funded paid Dad and Partner Pay whilst on Concurrent Leave. It is your responsibility to check your entitlement to this payment with the Department of Human Services.

## **Parental leave for partners**

Generally, only the parent with responsibility for the care and welfare of the child is entitled to take unpaid parental leave. However, up to three weeks unpaid parental leave may be taken at the same time by both members of an employee couple, with the period of concurrent leave starting on the day of the birth (unless the manager agrees to other arrangements).

## **Applying for leave**

An employee wishing to take unpaid parental leave must provide written notice at least 10



weeks before starting the leave (or as soon as is practicable) including the intended leave start and end dates.

Leave dates or any changes of dates must be confirmed at least four weeks before the leave starts. The manager will confirm the leave and any affected entitlements such as continuous service in writing.

## **Adoption**

Because NCB Group recognises that the timing of placement for an adopted child may be uncertain, employees should keep their manager informed of any changes to the likely placement date and commencement of leave.

## **Other Paid leave**

### **Annual leave**

If the employee has paid annual leave available, he or she may, in agreement with the manager, take some or all of that leave at the same time as the unpaid parental leave.

### **Time off for antenatal appointments, adoption interviews or examinations**

Personal leave may be available for attendance at medical appointments. Appointment times and the availability of leave should be discussed with the manager.

An employee may take up to two days unpaid pre- adoption leave. Employees must provide notice of the leave including expected leave period as soon as practicable (which may be after the leave has started).

If an employee requires more than two days pre-adoption leave, they should discuss their requirements with their manager.

### **Leave for pregnancy related illness**

If an employee is ill during her pregnancy, she may access her ordinary sick leave entitlements, including any accrued leave.

If an employee experiences extended illness due to pregnancy, she can access unpaid 'special maternity leave' for the period her treating doctor certifies is necessary. Special maternity leave is included in the 52 weeks available unpaid parental leave period.



The employee must make a special maternity leave application as soon as practicable which details the period of leave required. The manager may request a medical certificate and if so, this must be provided by the employee.

### **Loss of a child while pregnant**

If the pregnancy ends within 28 weeks before the due date without a live birth, the employee may take unpaid 'special maternity leave' for the period her treating doctor certifies is necessary. Unpaid parental leave is not available in this situation, instead special maternity leave applies.

The employee must make a special maternity leave application as soon as practicable, specifying the expected leave period and providing a medical certificate, if this is requested by the manager.

NCB Group will be sensitive to the personal issues associated with this type of leave.

### **During parental leave**

Even though the employee is on leave, they will continue to be protected against discrimination as an employee. See the Equal Employment Opportunity policy on page .

NCB Group respects that some employees do not want any contact while on leave, and others do. The manager should discuss with the employee what sort of communication the employee would like while on leave, and record this agreement.

While an employee is on unpaid parental leave, NCB Group will ensure that the employee is considered and kept informed of significant changes that may occur in the business.

Where a decision will have a significant effect on the status, pay or location of the pre-parental leave position, the NCB Group will take all reasonable steps to inform the employee and discuss the effect of the decision. During any restructures, employees on parental leave will be treated no less favourably than other employees and will be kept informed of the process.

If an employee has applied for less than 52 weeks unpaid parental leave, they can extend the period of leave once to take the total leave up to a maximum of 52 weeks. The employee must give at least four weeks notice prior to the end date of the original leave period. A period of unpaid parental leave may be reduced by agreement between NCB



Group and the employee.

An employee can resign while on parental leave but they must give the required notice of resignation as set out in {insert award/contract/letter of offer}.

Employees should not undertake any activity during leave which is inconsistent with the employment contract, including other employment and they should remain responsible for the care of the child.

The employee's position may be filled on a temporary basis while they are on leave. NCB Group will notify the replacement employee that their employment in this role is temporary and that the pregnant employee has the right to return to the position.

### **Time in lieu policy**

NCB Group will grant time in lieu to an employee who is required to work outside their normal hours. Time worked towards time in lieu must be approved in advance unless exceptional circumstances exist, in which case management will consider granting approval after the time is worked.

Time in lieu will be added to the employee's annual leave. NCB Group will record time-in-lieu credits and debits. Generally, employee should take time in lieu in the same financial year within which they accrue it. A manager must approve time-in-lieu leave. An employee cannot accrue more than {X} hours of time in lieu.

### **Leave without pay policy**

Management has the discretion to approve leave without pay that an employee is not otherwise entitled to.

### **Jury duty policy**

An employee is entitled to paid leave for jury duty in accordance with legislation. An employee on jury service should supply the official request to attend, the details of attendance and the amount the court has paid them. NCB Group will reimburse the employee the difference between this amount and their base salary. If an employee is absent because of jury service of more than 10 days in total, the employer is only required to pay the employee for the first ten days of absence.



## **Emergency services leave policy**

If an employee needs to take temporary absence from work because of voluntary emergency management activities (for example, as a volunteer dealing with an emergency or natural disaster as a member of SES, CFA or Army Reserve) then they should ask management for leave as soon as possible after they become aware of the need to take leave.

NCB Group will support such activities wherever possible, as an important community service.

NCB Group may require evidence of these activities at its discretion.

# **Performance Management**

## **Policy**

The purpose of performance management is to improve performance. It is an ongoing process. It should include informal and formal review. We encourage a two-way process, that is, employees can also give management feedback on performance.

All employees will undergo a formal performance review with their immediate managers at least 2 times a year.

## **Procedure**

1. The manager and the employee agree on the date for a performance appraisal meeting to allow time to prepare.
2. The manager and employee will meet and openly and constructively discuss performance over the period.
3. The manager and the employee will agree any objectives and outcomes for the next appraisal period.
4. Training and development will be considered as part of the process.
5. Notes should be taken of the meeting and copies kept.





6. Outside of this formal process, employees are encouraged to raise any issues they have when they arise.

## Performance improvement

### Policy

Where warranted NCB Group will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, NCB Group may decide to end an employee's employment. Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or retraining.

NCB Group 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, NCB Group 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, NCB Group 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. NCB Group 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. NCB Group will only refuse such requests on reasonable business grounds.

### Procedure

1. NCB Group will advise the employee of any shortfall in their performance, and give them an opportunity to respond.



2. Once they respond, the manager will consider their response and decide if performance improvement action should be taken. NCB Group will provide support such as training where appropriate.
3. If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.
4. 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.
5. The manager will allow the employee to respond before making a decision and consider the employee's responses. The employee may have a support person present at such meetings.
6. The manager will decide if more action is needed.
7. 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
8. 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
9. 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.
10. They will continue to support the employee and note the support they give, for example, training or counselling.



11. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps 4–10 above. This document needs to warn the employee in clear terms NCB Group will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

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

## **Gross or serious misconduct policy**

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the facts involved). Management should seek advice before taking this step.

### **Procedure**

1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The manager should also have a witness present. The manager shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. NCB Group will send the employee a letter of termination noting brief details.

## **Grievance complaints**

### **Policy**

NCB Group 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, NCB Group 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.

## **Procedure**

1. The employee should try to resolve the grievance as close to the source as possible. This can be informal and verbal. At this stage, every possible effort should be made to settle a grievance before the formal grievance process starts. If the matter still can't be resolved, the process continues and becomes formal.
2. To start the formal grievance the complainants must fully describe their grievance in writing, with dates and locations wherever possible and how they have already tried to settle the grievance.
3. The person(s) against whom the grievance/complaint is made should be given the full details of the allegation(s) against them. They should have the opportunity and a reasonable time to respond before the process continues.
4. If the grievance still can't be resolved, refer the matter to the most senior manager for consideration and a final decision. A grievance taken to this level must be in writing from the employee.

## **Conflict of Interest**

### **Policy**

Conflict of interest arises whenever the personal, professional or business interests of an employee are potentially at odds with the best interests of NCB Group.



All employees are required to act in good faith towards NCB Group. Employees need to be aware of the potential for a conflict of interest to arise and should always act in the best interests of NCB Group.

As individuals, employees may have private interests that from time to time conflict, or appear to conflict, with their employment with NCB Group. Employees should aim to avoid being put in a situation where there may be a conflict between the interests of NCB Group and their own personal or professional interests, or those of relatives or friends. Where such a conflict occurs (or is perceived to occur), the interests of NCB Group will be balanced against the interests of the staff member and, unless exceptional circumstances exist, resolved in favour of NCB Group.

It is impossible to define all potential areas of conflict of interest. If an employee is in doubt if a conflict exists, they should raise the matter with their manager.

## **Procedure**

Employees must:

- declare any potential, actual or perceived conflicts of interest that exist on becoming employed by NCB Group to management
- declare any potential, actual or perceived conflicts of interest that arise or are likely to arise during employment by NCB Group to management
- avoid being placed in a situation where there is potential, actual or perceived conflict of interest if at all possible

If an employee declares such an interest, NCB Group will review the potential areas of conflict with the employee and mutually agree on practical arrangements to resolve the situation.

Employees must disclose any other employment that might cause a conflict of interest with NCB Group to their manager. Where there are external involvements that do not represent a conflict of interest, these must not affect performance or attendance whilst working at NCB Group. If such involvement does affect performance or attendance it will be considered a conflict of interest.

Employees must not set up or engage in private business or undertake other employment



in direct or indirect competition with NCB Group using knowledge and/or materials gained during the course of employment with NCB Group.

Engaging in other business interests during work hours will result in strong performance improvement action.

Failure to declare a potential, actual or perceived conflict of interest or to take remedial action agreed with NCB Group, in a timely manner, may result in performance improvement proceedings including dismissal.

## Intellectual Property & Security

All intellectual property developed by employees during their employment with NCB Group, including discoveries or inventions made in the performance of their duties related in any way to the business of NCB Group, will remain the property of NCB Group.

Employees may be given access to confidential information, data, business property, keys to premises or any other business related property/information in the performance of their duties. This must be protected and used only in the interests of NCB Group.

Employees must not:

- disclose or use any part of any confidential information outside of the performance of their duties and in the interests of NCB Group; or
- authorise or be involved in the improper use or disclosure of confidential information;
- during or after their employment without the Employer's written consent, other than as required by law.

'Confidential information' includes any information in any form relating to NCB Group and related bodies, clients or businesses, which is not in the public domain.

Employees must act in good faith towards NCB Group and must prevent (or if impractical, report) the unauthorised disclosure of any confidential information. Failure to comply with this policy may result in performance improvement proceedings including dismissal, and NCB Group may also pursue monetary damages or other remedies.



# Environmental Best Practice

## Policy

NCB Group will comply with all local, state and federal laws and regulations on:

- disposing of hazardous waste (including EPA's list of prescribed industrial waste), trade waste (i.e. waste added to the sewer) and wastewater
- safe handling, storage and transport of hazardous waste and dangerous goods
- noise
- land use
- air pollution and carbon emissions

## Procedure

NCB Group will set targets each year to increase energy and water efficiency, and seek opportunities for reducing and recycling waste. To do this, we will:

### General

- investigate ways to reduce consumption or recycle waste
- publish monthly energy and water use on the staff notice board including savings made, and report on greenhouse gas emissions
- give preference to maintenance and other contractors using green products

### Energy

- buy electrical and lighting systems rated as energy efficient
- use accredited GreenPower, either in part or whole

### Water

- buy appliances rated as water efficient
- buy plumbing devices (e.g. taps) with built-in flow restrictors in kitchen and



washing up areas, or add these to existing fittings

## NCB Group - Policies and Declaration

You must read all the policies contained in this document and listed below. Company policies are a part of your employment contract and therefore must be read and understood to ensure you are fully aware of your responsibilities as an employee of NCB Group.

Please read each of the policies listed below and tick where shown to indicate you are aware of the rules and responsibilities you have whilst employed by NCB Group.

1. Code of Conduct Policy
2. Dress Code Policy
3. IT, Email and Internet Policy
4. Recruitment & Selection Policy
5. Induction Policy
6. Training & Development Policy
7. Probation Policy
8. Occupational Health & Safety Policy
9. EEO and Anti-Bullying Policy
10. Pregnancy at work policy
11. Flexible Work Arrangements Policy
12. Leave Policy
13. Performance Management Policy
14. Performance Improvement Policy
15. Gross & Serious Misconduct Policy
16. Grievance and Complaint Policy
17. Conflict of interest Policy





18. Intellectual Property & Security Policy

19. Environmental Best Practice

### **Employee Declaration:**

I have read and understand the contents of this manual along with the above policies and  
I agree to the terms of conditions of these documents.

Employee Name:

Employee Signature:

Date:

