



# Human Resources Policy and Procedure

## Scope

This policy applies to all Brook RED employees.

## Purpose

This policy sets forth the principles and procedures for recruiting, selecting, and inducting employees at Brook RED. It also provides guidelines around performance management and ongoing support to employees.

## Principles

Brook RED is committed to ensuring that hiring, induction, and ongoing support practices for employees are fair.

## Policy

### 1. Recruitment and Selection

All recruitment and selection procedures and decisions will reflect Brook RED's commitment to providing equal employment opportunity by assessing all potential applicants according to their skills, knowledge, qualifications, and capabilities and without regard to any personal characteristics protected by the law.

### 2. Induction

All staff commencing work at Brook RED are provided with an introduction to the organisation, the responsibilities of their role, and their entitlements.

### 3. Equal Opportunity

All employees are given access to training, promotion, appointment, or any other employment related issue without regard to any factor not related to their competency and ability to perform the duties of the position.

## Procedure

### 1. Approval to Recruit

- 1.1. Requests for the recruitment of a position are to be submitted to the General Manager for approval.
- 1.2. For existing positions, the Position Description and mandatory/desirable criteria for the position need to be reviewed before approval is given; changes to a Position Description must be approved by the General Manager.
- 1.3. When a new appointment is required, a new Position Description is drafted and must be approved by the General Manager.

### 2. Advertising the Position

- 2.1. Advertising of positions can occur after approval has been obtained from the General Manager and an appropriate advertising strategy has been determined.

# Human Resources Policy and Procedure

2.2. The HR and Compliance Manager will coordinate the recruitment process including advertising, receiving of applications, and scheduling of interviews.

2.3. Job advertisements will encourage applications from Aboriginal and Torres Strait Islander people, Culturally and Linguistically Diverse people, and people who identify as LGBTQIAP+.

## 3. Selection and Appointment

3.1. The HR and Compliance Manager will assemble a selection panel.

3.2. The selection panel should consist of a panel of at least two people, including the HR and Compliance Manager or a Manager, and another employee with best knowledge of the position.

3.3. The selection panel is responsible for:

- Reviewing applicants against the criteria for the position, we will consider the following:

*Is the candidate suitably qualified for the role?*

*Will the candidate fit the organisational culture?*

*Will the candidate be of value to the organisation?*

- Agreeing the means by which applicants are shortlisted;
- Determining the selection process for short listed applicants;
- Preparing and conducting interviews for short listed applicants using the Interview Template Form;
- Conducting at least one reference check (two recommended) for the preferred applicant/s using the Reference Check Form;
- Documenting how a final selection is made; and
- Advising successful and unsuccessful applicants on the outcome.

3.4. The HR and Compliance Manager is then provided with all documentation and will send a Letter of Offer and relevant documents to the successful applicant.

3.5. All other documentation regarding the recruitment is kept for one year after which it is confidentially destroyed. This is discussed with them and is in regard to retaining the information for a future position.

*An applicant may request to see any notes arising from the selection process, relevant to the application, such as emails between panel members, results of reference checks, and interview assessments. As such, the selection process must be transparent and able to withstand appropriate scrutiny, as dictated by the Privacy Act 1988 (Cth).*

# Human Resources Policy and Procedure

## 4. Induction

4.1. An induction kit is prepared before the employee commences which includes all payroll and HR forms as well as policy information.

4.2. Inductions will cover the following (where relevant):

- How the new worker fits in the organisation (Organisational Chart etc)
- The workers general duties and responsibilities including duty of care
- Information about restrictive practices if appropriate
- Policies and procedures
- Incident report procedure
- Handling complaints
- Orientation to the work site

4.3. The HR and Compliance Manager or their delegate will, with the employee, prepare a schedule for on-the-job training and any other training requirements.

Core Training for All Staff:

- First Aid and CPR training
- Applied Suicide intervention Skills Training (ASIST) where appropriate
- Fire training
- Food safety training where appropriate
- Staying Infection Free training
- Diversity training
- Anti-bullying and harassment training

4.4. The HR and Compliance Manager or their delegate will provide an introduction to the organisation including to other employees, relevant resources, and equipment.

4.5. The Services Coordinator or their delegate will orient the new employee to Brook RED's approach to peer work and practice using the Peer Worker Induction Modules, Staff Practice Milestones Guidelines, and Guiding Principles Reflective Exercise.

## 5. Worker Screening

Where funding contracts specify that employees be screened via an Australian federal police check we will consider the appropriateness of the employee on a case by case basis generally in consultation with the individual.

## 6. Position Descriptions

Each worker role type requires a documented Position Description which outlines:

- Identified skills and knowledge required for the role including essential criteria
- Responsibilities of the role
- Any mandatory training required for the role

# Human Resources Policy and Procedure

## 7. Staff Records

For all workers the following records must be kept:

- Identification
- Proof of right to work
- Pre-employment checks
- Qualifications or experience
- Completion of required training
- Details on continuing professional development where appropriate

## 8. Line Management and Practice Supervision

Please refer to the Line Management and Practice Supervision Guidelines for more information.

## 9. Performance Management

Performance reviews are conducted annually by the worker and their Line Manager, these can be used to:

- Provide feedback
- Build skills and confidence
- Set clear performance measures mapping to position descriptions
- Identify supports which may assist an employee with their performance
- Identify performance issues early

If concerns arise outside of the scope of the performance review these should be addressed at the earliest possible opportunity. An informal approach is favoured as is a supportive approach intended to assist the employee in understanding and meeting performance requirements. If a more formal approach is required, the HR and Compliance Manager will contact the employee by email stating the issues in performance and organise a time to meet with them, their support person if they wish to have one present, and Line Manager. A Performance Improvement Plan will be developed to identify a course of action. Brook RED considers that performance is a shared responsibility and that both employees and management work in a partnership to meet the goals of the organisation.

## 10. Worker Grievances

A grievance is a wrong or hardship suffered (real or perceived) which is grounds for complaint. A worker grievance can also include any allegation of discrimination, bullying or harassment by any worker or manager. Workers should follow the Complaints procedure in this instance.

## 11. Dismissals

All worker dismissals are conducted in line with legislative requirements, this includes:

- The notice given
- The employee's entitlements
- Organisational responsibilities
- Record keeping

# Human Resources Policy and Procedure

- Employees may be dismissed without prior notice if they are implicated in cases of serious misconduct, have seriously breached abuse and neglect, bullying, harassment, and discrimination policies, or breached duty of care responsibilities

## 12. Resignation of employment

Workers that have resigned should be given the opportunity to provide feedback via an exit interview.

## 13. Emergency and Disaster Management

In the event of an emergency or disaster, HR procedures may shift to virtual modalities (telephone or web-based) rather than face to face. This may include recruitment, induction, training, supervision, and performance management.

## References

Brook RED Anti-Discrimination Policy  
 Brook RED Code of Conduct Policy  
 Brook RED Complaints Policy  
 Brook RED Guiding Principles Reflective Exercise  
 Brook RED Line Management and Practice Supervision Guidelines  
 Brook RED My Employment Q&A  
 Brook RED Interview Template Form  
 Brook RED Peer Worker Induction Modules  
 Brook RED Performance Improvement Plan  
 Brook RED Rainbow RED Policy  
 Brook RED Reference Check Form  
 Brook RED Staff Practice Milestones Guidelines

## Document Control and Record of Changes

Version	Effective Date	Approved by	Summary of Change	Date of Next Review
Version 01	September 2019	Eschleigh Balzamo	Introduction of new policy	January 2021
Version 02	June 2021	Eschleigh Balzamo	Review and Update	June 2022
Version 03	June 2022	Eschleigh Balzamo	Review and Update	July 2023
Version 04	August 2023	Eschleigh Balzamo	Review and Update	August 2024

# Human Resources Policy and Procedure

The General Manager has overall responsibility for this policy. If there are any questions regarding this policy, please direct these to the Business Services Manager or General Manager.