

SET OF

ORGANISATIONAL POLICIES

FOR

NOT-FOR-PROFIT

ORGANISATIONS

IN

NEW ZEALAND

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GOVERNING PROCESS POLICY

The board will adopt as its guiding principle a governing rather than managing approach to its stewardship; it will make every effort to separate the twin roles of governance and management and maintain a focus on strategic or long-term issues and those associated with 'ends' rather than on day-to-day administration.

Procedures

The board will:

- Utilise its Terms of Reference as the base document from which it takes its operational direction
- Keep its focus on the strategic implications and required outcomes of programmes and services rather than on their management
- Maintain an emphasis on the policy implications of all matters coming before it. All policies will stem from the mission and values established by the board and will be framed to achieve the intentions of these high level statements
- Maintain a commitment to excellence in all matters coming before it. It will establish a code of behaviour which is binding on all members. Included in this code will be statements regarding:
 - loyalty to the board and the organisation's policies and principles
 - commitment to attending meetings
 - acceptance of accountability for all organisational matters
 - commitment to maintaining a governing rather than managing perspective
 - commitment to representing the board and the organisation in a manner befitting board membership status
 - commitment to a collective responsibility for all matters pertaining to the board.
- Accept the principle that the board speaks with one voice, that no one member shall publicly express his/her own opinion should this deviate from an agreed board position or decision.
- Accept a level of accountability that automatically accompanies board membership. The board is accountable to its consumers, donors and the general community for the organisation's actions and decisions.
- Provide formal induction training for new members and provide ongoing training to ensure positive support for members in their work on the board.

Policy Reviewed - Every 3 years

MEETING PROCESS POLICY

The board has as a goal the achievement of effective and efficient meetings.

Procedures

Meetings will:

- Be based on a pre-prepared agenda, the preparation of which is the responsibility of the board Chairperson or in his/her absence the Deputy Chairperson. Such an agenda should reflect the board's governing role which at all times focuses the board's attention on the governing process, addressing board 'ends' rather than involving it in 'means'.
- Include the CEO as of right and as the representative and advocate of the paid staff and volunteers. From time to time at the suggestion of the CEO staff might be invited to the meeting by the board to present an issue or provide information or advice.
- Not unreasonably refuse access of the public to board meetings except when it declares a section of the meeting to be 'in committee'.
- Have the right to go 'in committee' at any time it chooses but in doing so will:
 - make the reasons for this clear
 - reserve the right to include or exclude any non-board member it so chooses
 - make all efforts to look ahead and signal any such 'in committee' session in the agenda or at the beginning of the meeting.
- Be held with the expectation that members have prepared for them and will participate in all discussions at all times within the boundaries of behaviour considered acceptable by the board.
- Keep written minutes.

Policy Reviewed - Every 3 years

BOARD COMMITTEES POLICY

With respect to the establishment of board committees, the board recognises that there are times when a committee can act more effectively than can the full board.

Procedures

- The board has the authority to establish both standing and ad hoc committees to assist it in its work.
- Committees shall develop their own terms of reference, endorsed by board, clearly defining their role, procedures and functions, and the boundaries of their authority.
- Board committees are established to do the board's work, not the staffs.
- Whilst staff might be involved at the committee level, their role is to advise and assist the committee to do its work, not to bring their work to the committee.
- Committees may co-opt outside members from time to time in order to bring additional skills, experience or networks.
- Committees may not delegate tasks to any staff unless the CEO has specifically agreed to such delegations..
- The role of the committee chairperson, selected by the committee and confirmed by the board, is central to the committee's maintaining its focus on board-level matters.
- All ad hoc committees are automatically disestablished once they have completed their work and have reported to board.
- All standing committees shall review their terms of reference annually including their membership and the results of their work and so report to August board.
- Unless explicitly empowered by the full board, committees cannot make binding board decisions. For the most part the function of committees is to solve problems for and/or make recommendations to the board on which the latter, and only the latter, has the power to make decisions or policy.
- The vehicle for committee reporting between board meetings is through the Chairperson.

Policy Reviewed - Every 3 years

BOARD TERMS OF REFERENCE

BOARD AUTHORITY

The board is the legal authority for the organisation. Board members are public trustees representing the interests of the organisation's members and volunteers and of the wider community and donors. As such, both the board and its members are entrusted by the community to ensure that the organisation is soundly managed for the benefit of all.

BOARD GOVERNANCE

The role of the board is governance rather than management which is the preserve of the CEO and professional and volunteer staff. Governance focuses on the organisation's wider issues of organisational purpose, direction and ends. The board works in close partnership with the CEO to ensure that its objectives and goals are achieved, supporting and resourcing the CEO to carry out his/her responsibilities. In order for board members to carry out their governance role they must be familiar with the organisation's policies, plans, and priorities and be able and prepared to demonstrate this familiarity through debate and participation in all areas of the board's responsibilities.

REQUIREMENTS FOR BOARD MEMBERSHIP

1. A commitment to work for the greater good of the organisation.
2. Board members will bring knowledge, expertise and influence relevant to the organisation's affairs.
3. Board members are required to serve on one or more committees or working parties. There is an expectation that board members will make every effort to attend all board meetings and devote sufficient time to become familiar with the organisation's affairs and the wider environment within which it operates.

BOARD-LEVEL POLICY

In order to fulfil its governing role of providing a framework for the organisation's operation, yet at the same time maintaining its distance from the operational processes, the board develops and monitors board-level policies which provide direction and boundaries for both its own and the CEO's functions. The board will develop the following board-level policies:

Ends or framework policies; encompassing the vision and mission statements, the organisation's values, the constitution and bylaws and any other legal frameworks.

Governing process policies; describing the way the board carries out its governing role including its policy on use of committees and meeting processes

Board/CEO policies; defining the boundaries of the relationship between the board and

the CEO.

Operational limitations and other operational policies; providing the framework for the operational management of the organisation.

EFFECTIVENESS EVALUATION

The board will undertake an assessment of its effectiveness on an annual basis at the August board meeting based on the achievement of its own plans established for the year and on the fulfilment of its overall responsibilities as defined in this Terms of Reference and in its policies.

TERM OF OFFICE

Board members are elected for a *x* year period in office.

Policy Reviewed - Every 3 years

BOARD/CEO POLICY

Recognising that the governance role is, of necessity, confined to the formulation and monitoring of high level policies, the board delegates to the CEO the role of further developing and implementing these through subsidiary policies. The CEO's job therefore is to implement and comply with the policies of the board.

The policies established by the board provide the framework within which the CEO is expected to work, offering boundaries of prudence and ethics. All board authority delegated to staff is delegated through the RM to whom in turn staff are accountable.

Procedures

The CEO:

- Establishes all operational policies essential for the effective operation of the organisation and take all actions necessary to give effect to these policies.
- Carries out the operational business of the organisation free from interference from the board or individual board members so long as these actions fall within the boundaries described within the board's ends or board-level policies and operational policies.
- Carries out his/her tasks without the necessity to consult with the board on matters other than those requiring urgent/immediate action falling outside of current policy and direction.

The board

- Will be available to provide support and guidance to the CEO as this is requested

Policy Reviewed - Every 3 years

CEO'S PERFORMANCE MONITORING POLICY

With respect to the monitoring of the CEO's performance in the job, the board will establish an ongoing performance monitoring process to monitor the board's delegation to the CEO to achieve the board's ends and board-level operational policies.

Procedures

- The board will only monitor those elements of the CEO's job that have been identified and agreed upon by both parties in advance.
- The CEO will meet regularly with the chairperson in an informal setting in which there will be an exchange of information about organisational programmes and services.
- In addition to the informal regular meetings between the CEO and the chairperson, there will be established an agreed-upon time when the CEO and the chairperson meet to carry out a formal appraisal based on the criteria agreed to and set at the beginning of the monitoring period. The format and process for this meeting will be negotiated and agreed upon between the CEO and the chairperson.
- The CEO's performance shall be assessed with reference to the strategic plan, board policies, the organisation's values and constitution and the current job description and his/her performance agreement.
- One outcome of the process will be the identification of training and/or professional development needs of the CEO.
- Although the CEO is accountable to the entire board for his/her performance, this accountability is expressed through a relationship with the Chairperson who will report to the board as and when appropriate. All reports and performance feedback are channelled through this relationship. The Chairperson shall advise the board of the results of any matters related to the CEO's review.
- If at any time the board engages an outside evaluator to conduct an organisation-wide assessment of the CEO's role, the process and extent of this monitoring will be negotiated between the evaluator and the board. Any such evaluator is an employee of the board, not the CEO, and as such will negotiate all aspects of the evaluation with the board.
- Performance review outcomes are relevant considerations in remuneration negotiations.

Policy Reviewed - Annually

CEO/CHAIRPERSON RELATIONSHIP POLICY

Through this policy the organisation aims to achieve the effective link between the board and the CEO that enables the CEO to seek policy guidance and support from the board between board meetings. To facilitate a productive, open and consultative relationship between the CEO and the board the following procedures apply:

Procedures

- The board Chairperson is the formal link between the board and the CEO.
- There will be both regular formal and informal interaction.
- Either party can initiate such a meeting.
- This relationship shall not replace board meeting or committee tasks.
- The Chairperson and CEO are bound by board policy at all times.
- This relationship is an essential informal component in the CEO's performance appraisal, respecting the overall principle that the board is concerned with the 'ends' or outcomes of the CEO's work rather than the means for achieving these.
- Instructional communications from the board to the CEO are via the Chairperson.
- The Chairperson regularly advises the board of the agreed outcomes of such meetings.

Policy Reviewed - Every 3 years

CEO APPOINTMENT AND TERMS AND CONDITIONS OF EMPLOYMENT POLICY

The aim of this policy is to ensure that the organisation employs the best person for the job and provides fair and appropriate terms and conditions of employment.

Procedures

- The responsibility for appointing and terminating the employment of the organisation's CEO lies with the board.
- When a new CEO is to be appointed, the position will be advertised in order to attract the widest possible range of potential applicants.
- The process of shortlisting and advertising is the responsibility of the Personnel Committee who, after due deliberation, will make a recommendation to the board.
- The final decision for the appointment of the CEO is made by the full board.
- The CEO's terms and conditions of employment are contained in the contract negotiated and signed on behalf of the board by the Chairperson and the CEO.
- The process of termination is contained in the contract.

Policy Reviewed - Every 3 years

FINANCIAL MANAGEMENT POLICY - VERSION 1

The CEO is responsible for the day-to-day financial management of the organisation and shall carry out this duty in a manner which shall in no way threaten the organisation's financial strength. To ensure this affairs are managed on a prudent strategic basis to ensure the organisation's financial sustainability.

Procedures

The CEO shall:

- Ensure that the organisation does not incur indebtedness other than the regular accounts payable incurred in the approved process of running the Organisation.
- Utilise funds solely for the furtherance of the organisation's purposes and priorities as approved by the board.
- Not allow ordinary operating expenses to become undischarged debts beyond a three-month period from when incurred.
- Use restricted or 'tagged' contributions for designated purposes only.
- Not allow any one person alone to have complete authority over any of the organisation's financial transactions.
- At all times operate within a financial environment as defined by the organisation's approved budget and within the organisation policy.
- Settle all pay-roll debts in a timely manner.
- Not approve expenditure which, although in keeping with the ends policies, is beyond the organisation's ability to meet.

Limits of Delegated Financial Authority

- The CEO is authorised to spend up to \$xxx on unbudgeted-for items without obtaining permission from the board or any board member provided that such additional expenditure can be achieved within the broad budgeted limits established by board and is consistent with the organisation's goals and objectives.

Policy Reviewed - Every 3 years

FINANCIAL MANAGEMENT POLICY - VERSION 2

Maintaining financial viability is the key to the organisation's continuing existence. To ensure this the following guidelines apply:

- A yearly budget to be approved by the board.
- The budget be written within the funding provided.
- The CEO be accountable and responsible for the budget execution.
- The funds be used solely for the purpose of the organisation's goals and priorities as approved by the board.
- That the expenditure beyond the organisation's reserves at any one time, even if budgeted for not go ahead.
- All expenditure be countersigned by CEO and one board member (within budget).
- Budget alterations and deviations be only by board approval.
- Accounts will be audited yearly by and approval auditor.
- All financial transactions are recorded using standard accounting practices.
- The CEO has authority to spend up to \$xxx without board approval.

Policy Reviewed - Every 3 years

FINANCIAL LIMITATIONS POLICY

The CEO shall in no way threaten the organisation's financial strength. Accordingly he/she shall not:

1. cause the organisation to incur indebtedness other than the regular accounts payable incurred in the approved process of running the Organisation.
2. utilise any organisational funds for purposes other than the furtherance of the Organisation's purposes and priorities as approved by the board.
3. allow ordinary operating expenses to become undischarged debts beyond a three-month period from when incurred.
4. use restricted or 'tagged' contributions for any purposes other than those designated.
5. allow any one person alone to have complete authority over any of the organisation's financial transactions.
6. operate within a financial environment that is not broadly defined by an approved budget and which is not supported by the organisation's policy.
7. settle pay-roll debts in anything other than a timely manner.
8. approve expenditure which, although in keeping with the ends policies, is beyond the organisation's ability, using budgeted resources to meet.

Policy Reviewed - Every 3 years

(Adapted from Carver)

BUDGETING POLICY

It is the responsibility of the CEO to research and develop the organisation's overall annual operating budget. The annual budget should be soundly prepared reflecting a mix of ongoing operational requirements and the organisation's critical strategic issues as identified in the strategic plan. The budget should reflect both expenditure and revenue projections.

Procedures

- The annual budget is a reflection of the organisation's annual operational plan and as such should be presented in partnership with the plan showing the relationship between planned-for events and associated costs and revenues.

The annual budget shall:

- Contain sufficient detail to allow an accurate projection of revenues and expenditures.
- Present a true cashflow position that does not confuse or mislead any audit trail.
- Contain projected expenditures which meet the projected reasonable estimate of revenue during the period covered by the budget.
- Comply with the board's stated objectives and priorities.
- Involve the staff concerned with the various day-to-day programme and service areas in the budgeting process.
- Be presented in such a way as to make it easy to interpret and follow and shall comply with standard budget presentation formats.

CEO Responsibilities

1. The CEO is responsible for the annual presentation of budgets (capital and revenue) and for providing such additional information to enable the board to make its approval.
2. The CEO is responsible for submitting to the board explanations for variances from the approved budgets.
3. The CEO is responsible for ensuring that any application to the board for expenditure which has not been specifically budgeted for is supported by precise costings and a recommendation as to how the new expenditure can be offset by deleting a similar amount elsewhere or by applying special purpose funds.

Policy Reviewed - Every 3 years

BUDGETING LIMITATIONS POLICY

With regard to the budgeting process, the CEO may not in any way prejudice the financial viability of any aspect of the organisation's operations. Thus he/she may not allow budgeting which:

1. contains insufficient detail to allow an accurate projection of revenues and expenditures.
2. in any way disguises the true cash flow position to confuse or mislead any audit trail.
3. contains projected expenditures which exceed the projected reasonable estimate of revenue during the period covered by the budget.
4. deviates markedly from the board's stated objectives and priorities.
5. has not at some stage in its development involved the staff concerned with the various programme and service areas responsible for the day-to-day management of these.
6. is not presented in such a way as to make it easy to interpret and follow or which deviates from standard budget presentation formats.

Policy Reviewed - Every 3 years

(Adapted from Carver)

FUNDRAISING LIMITATIONS POLICY

This policy is designed to protect the organisation's interests at such times as the organisation may embark on a fundraising programme.

Procedures

With respect to the organisation's fundraising programme, the CEO shall not pursue or in any other way support any fundraising activity or process which:

- Could in any way be considered unethical or illegal or which directly contravenes the organisation's stated values and beliefs.
- In any way involves any person, either as a staff member or as an agent of an outside the organisation when that person is known to have been associated with embezzlement or has been prosecuted for any form of.
- Could result in the organisation's good name being compromised, brought into ill repute or in its being associated in any way with another organisation or individual of ill repute.
- Involves the organisation laying out large sums of money in order to match a similar investment by an outside agency/the organisation or utilises financial reserves or current account to float a fundraising venture.
- Permits any one person to have complete authority over the financial transactions involved in any fundraising venture.
- Involves the organisation in any fundraising ventures which entail high risk unless the board has given its explicit approval.
- Is not fully within the board's cognisance; therefore it is expected that there will be furnished regular reports to board meetings indicating in general terms the financial position of any such programme accompanied by brief comments about issues current and relevant to all such programmes.

Policy Reviewed - Every 3 years

CEO FINANCIAL REPORTING POLICY

This policy is designed to ensure that all financial reporting to the board is presented in such a way that all board members are able to understand the meaning of the reports and that all reports are a true and accurate account of the financial affairs of the organisation.

Procedures

All financial reports submitted to the board by the CEO shall:

- Furnish quarterly accounts to board and comment on trends and variances
- Reflect a true and accurate picture of the accounts presented.
- Be a complete representation of the accounts presented.
- Utilise standard financial reporting formats which present the data in such a way as to make it easy to interpret or understand and comply with all legal and standard accounting requirements.
- Comply with the agreed board reporting procedures.

Policy Reviewed - Every 3 years

CEO FINANCIAL REPORTING LIMITATIONS POLICY

With respect to the reporting of the organisation's financial matters to the board the CEO shall not submit or allow to be submitted any reporting which:

1. does not reflect a true and accurate picture of the accounts presented.
2. is incomplete or misrepresentative of any aspect of the accounts presented.
3. does not utilise standard financial reporting formats or which presents the data in such a way as to make it difficult to interpret or understand.
4. deviates from the agreed board reporting procedures.

Policy Reviewed - Every 3 years

RESERVES POLICY

In addition to the General Reserve and in order to provide protection in the event of an unexpected and drastic reduction in income, the organisation will maintain a Continuity Reserve.

Procedures

Continuity Reserve

- The Continuity Reserve should be maintained at x % of planned levels of expenditure in any financial year.
- Management will top-up the Continuity Reserve at the end of each financial year to a sum which is x % of the approved budget for the year which is about to begin.

General Reserve

- A General Reserve of \$x shall be maintained.
- It is intended that whenever possible, the General Reserve should be maintained for development, income generation, insurance claims on a self insure basis.
- The Reserve may be used for any other special purposes approved by the board.

Policy Reviewed - Every 3 years

CREDIT CARD AUTHORISATION POLICY

The organisation provides authorised staff with a credit card to facilitate easy and convenient financial transactions. In order to provide some controls on the use of these cards the following procedures apply.

Procedures

- The CEO will develop and maintain an efficient and effective operational policy to ensure that there are limitation on expenditure and adequate checks and balances on the use of credit cards by card holding staff
- The CEO's credit card expenditure is to be authorised by the Chairperson monthly or as incurred

Policy Reviewed - Every 3 years

INVESTMENT POLICY

The organisation's Investment Assets are to be invested in such a way as to maximise long term total returns consistent with prudent levels of risk, whilst maintaining sufficient liquidity to enable the organisation to meet its day-to-day financial commitments. Recognising that these assets support the organisation in meeting these commitments, returns should enhance the real value of the assets after the funds have been released to meet the organisation's needs.

Procedures

- The board of the organisation considers that the investment of the assets should aim at the following:
 - to have all available funds securely invested to achieve the maximum long term return consistent with a low tolerance to risk;
 - to meet the investment interest goals set in the organisation's budget;
 - to maintain the real value of the organisation's assets after funds have been released to meet the organisation's needs.

Allocation of Investment Responsibilities

The board will be responsible for the following:

- Determining the appropriate level of risk (such as exposure to equity investments and variability of returns) after taking into account the practical difficulties that result from capital losses, be they realised or not.
- Developing and reviewing any board policy guidelines to be given to the CEO.

The CEO will be responsible for the following:

- Managing any day-to-day matters pertaining to the investments
- Determining where any investments shall be made provided that these are consistent with the board's guidelines

Policy Reviewed - Every 3 years

PERSONNEL POLICY

With respect to the organisation's personnel management processes and systems the board, in delegating full responsibility to the CEO, anticipates that all matters pertaining to staff will be managed in a sound, fair and respectful manner.

Procedures

The CEO shall:

- Thoroughly research and prepare a description of the position to be filled before employing a new staff member.
- Ensure that all staff have a current and relevant job description which accurately reflects the organisation's expectations of the person in each job held.
- Not judge the suitability of existing or new staff on any basis other than his/her relevant job qualifications and/or job related performance.
- Not deny to any employees and volunteers their rights to personal dignity, safety, the rights to ethical job-related dissent and to an approved and fair internal grievance process.
- Conduct for staff in all positions a regular performance review. Such a review shall be at least annual, be based on recognised performance review and management systems and offer to the job holder a process for challenging the outcomes should there be disagreement about these.
- Not deny staff the opportunity to pursue reasonable professional development relevant to their jobs. Such opportunities will be related to individual performance review with terms and conditions clearly stated in the staff level policies.
- Not deny the right of any staff member to join a relevant professional association or union or to have access to the services of that union as these relate to the workplace and related conditions.
- Keep up to date with all relevant employment related legislation, keep the board informed on such matters and base personnel management on the requirements of such legislation.
- Keep the Chairperson fully informed about impending disputes and grievances or disputes and grievances and actions against the board which may lead to termination of employment or action against the board.

Policy Reviewed - Every 3 years

EEO POLICY - VERSION 1

The organisation is committed to supporting the principles of equal opportunities in employment, training and promotion.

Our future depends on attracting and retaining high calibre people and our ability to do this is significantly increased if we draw from all possible sources of talent.

The philosophy of the organisation is to ensure actively there is no discrimination on the grounds of race, colour, ethnic or national origin, sex, marital status, disability or religion. We will work towards ensuring that:

Procedures

- The selection and employment of men and women is made solely on an impartial assessment of their ability to achieve the excellent performance standards needed to attain the organisation's goals.
- Equity issues are considered when dealing with the termination of employment because of redundancy.
- The personal development of employees and trainees is achieved by giving opportunities and training to enable the individual's achievement of full potential in accordance with the organisation's goals.
- Remuneration appropriately rewards the level of authority, responsibility, accountability, technical competence and achievement of the position and person.
- Every employee and trainee enjoys a working environment free of harassment.

Policy Reviewed - Every 3 years

EEO POLICY - VERSION 2

The organisation acknowledges the benefits gained from the diverse workforce and is fully committed to the principles and the practices of EEO.

Procedures

- All employees will be given the chance to perform to their full potential.
- The organisation recognises the aims and aspirations of Maori, thus contributing to the spirit of the partnership embodied in the Treaty of Waitangi.
- The organisation aims to get the best person for the job by removing barriers to discrimination based around such factors as race, nationality, gender, disability, religion, sexual orientation, age and marital/family status.
- The organisation will observe EEO principles in all of its activities and operations whilst recognising that in some of its overseas operation it may be necessary to respect local practices and conditions.

Policy Reviewed - Every 3 years

DISPUTES AND PERSONAL GRIEVANCES PROCEDURE POLICY

All staff have the right to appeal in the event of dissatisfaction with any aspect of the carrying out of their contract.

Procedures

Staff Appeals:

- An employee of the organisation who feels they have cause to appeal about an issue or decision that directly affects their employment shall address the appeal to their reporting Manager stating;
 - * The action or decision complained of
 - * The effect of that action on the complainant
 - * The remedial action sought by the complainant
- The reporting manager will reply within 10 working days to the appellant. If the appellant is not satisfied with the decision, all the information pertaining to the case will be passed over to the CEO for adjudication.
- If the appellant is represented by an employee representative, the appeal will be dealt with through the Personal Grievance Procedures as outlined in the Contracts of Employment.
- If it is not a Personal Grievance the CEO will adjudicate on the matter and reply to the appellant within 10 working days. This decision will be final, however such decisions should be reported to the board.
- Where the staff member is not satisfied with the outcome/s of the CEO's adjudication and, after due consideration, feels that his/her case warrants a further hearing, application can be made to the personnel committee.
- The decision of this board Committee is final.
- When the CEO has a grievance this shall, in the first instance, be taken to the board Chairperson. In the event of a satisfactory resolution not being reached between the CEO and the Chairperson, the grievance shall be taken to the Personnel Committee who will hear the grievance and make a recommendation to board.
- The decision of this board Committee is final.

Policy Reviewed - Every 3 years

VOLUNTEER TERMS AND CONDITIONS POLICY

The organisation recognises the right of all volunteers to fair and proper terms and conditions of engagement consistent with good employer practice.

Procedures

The CEO shall:

- Develop and keep up-to-date a set of standard terms and conditions of engagement for all volunteers serving in a the organisation sponsored placement.
- Carry out periodic reviews to ensure that such terms and conditions are met.
- Discuss with the board any significant changes required or desired prior to making such changes. On such occasions the CEO will present a written report outlining the proposed changes and the reason for these.
- Recognise that when any proposed changes to terms and conditions of service have implications for the board's governing responsibilities, board approval is required.
- Not permit volunteers to be placed in unacceptable employment situations.

Policy Reviewed - Every 3 years

STAFF RECRUITMENT AND APPOINTMENT POLICY

This policy is aimed at providing a set of guidelines ensuring consistent practices and processes in the appointment of staff.

Procedures

- All staff appointments below CEO level are made by the CEO to whom all staff are accountable.
- Proposed increases in staff salaries should be signalled by the CEO during the annual budgetary round with provision for these made at this time.
- There may be times when the CEO engages the assistance of other personnel to assist in the design of the position, short listing and selection.
- All full time positions will be advertised.
- No staff member shall be denied the opportunity to apply for any advertised position.
- The method of attracting potential staff to advertised positions is the responsibility of the CEO.
- Whenever possible, new staff positions should be signalled and budgeted for in the annual budgetary process. When a new position is created for which there is no budgetary provision, prior to advertising the CEO shall seek approval from the board demonstrating the need for such a position and providing relevant financial data.
- Prior to advertising any full time staff position, the current job description shall be examined by the CEO to ensure that it accurately reflects the requirements sought for the appointee.
- The creation of any new position, reappointment to an existing position, and design of advertising to attract staff to the organisation, shall reflect the values and priorities of the organisation as expressed in its framework policy statements including: the mission statement, values statement and EEO policy.
- All newly appointed staff shall have a three monthly period before their appointment is approved by the CEO. During that period either party can withdraw from the employment contract without penalty. This will be specified in the Employment Contract.

CEO Appointment

- The appointment of the CEO is a topic of a separate policy statement

Policy Reviewed - Every 3 years

STAFF SELECTION AND APPOINTMENT POLICY

Policy Goal

The organisation's selection and appointment policy is based on equal opportunity principle.

This policy is aimed at providing a set of guidelines ensuring consistent practices and processes in the appointment of staff.

Guidelines

- The CEO shall be responsible for all staff appointments.
- Appointments will be made after consultation with appropriate staff.
- All positions will be advertised publicly.
- Prior to advertising any staff position, the current job description shall be examined to ensure that it accurately reflects the requirements sought for the appointee.
- Appointments to all staff positions are confirmed by way of an employment contract, which is negotiable between the two parties.
- Appointments shall be ratified by the board.
- The board shall be notified prior to advertising staff positions and board approval will be sought on any new positions.

Policy Reviewed - Annually

PROGRAMMES AND SERVICES POLICY

This policy is designed to ensure that all the organisation's programmes and services are thoroughly researched prior to commencement and carefully managed once established.

Procedures

All programmes and services shall be:

- Aligned to the organisation's mission and aims.
- Feasible in terms of realistic goals and objectives.
- Able to be resourced, taking account of existing demands on staff and other physical resources.
- Carefully and accurately costed.
- Monitored regularly .
- Formally evaluated at least yearly.
- Reported on to the board at least yearly in the form of a general report indicating the extent to which the programme or service is working towards the achievement of the board's ends policies.

Policy Reviewed - Every 3 years

QUALITY ASSURANCE, QUALITY CONTROL AND EVALUATION POLICY - VERSION 1

This policy is designed to outline the way the organisation develops, implements and evaluates its Quality management systems. The policy should be viewed alongside the organisation's Quality Policy.

- While the board is responsible for the approval of all the Quality policies the implementation of these is delegated to the CEO.
- The board will appoint a Policy Review Organisation comprising 3 board members and the CEO whose task it is to undertake the annual review of policies due for review in any one year.
- Each policy statement has a policy review date at which time a policy review organisation will review the policy in terms of:
 - * its continuing relevance as written
 - * the match between current practice and the policy ideal
 - * conformance to any Quality standards included in the policy
 - * Quality audit requirements
- The Policy Review Organisation will report to the board noting where the Quality standards are not being met and making recommendations for improvements as these are needed.
- In addition to the formal annual review of policy, the monitoring of policy is ongoing with the board requesting that the CEO report to board meetings on aspects of the organisation's Quality policies

Policy Reviewed - Annually

QUALITY ASSURANCE, QUALITY CONTROL AND EVALUATION POLICY - VERSION 2

The organisation is committed to providing a quality assured service to its volunteers and to the application of sound quality management principles in its administration and management practices.

Procedures

- All the organisation's policies and procedures, both board level and operational level shall be reviewed at times specified for each policy.
- The CEO shall develop standards and procedures of practice for all key areas of the organisation's operation. In particular these shall apply to:
 - all areas of programme management, including volunteer recruitment, placement, supervision, debriefing, review of terms and conditions of engagement
 - all areas of the organisation's core operational management practices including financial management, records management and archiving, security of premises, refund of staff travel, authorisation for overseas travel, occupational health and safety, privacy and confidentiality of information, purchasing, monitoring of programmes, staff performance appraisal and professional development, discipline, staff meetings.
- Standards and procedures shall be documented and made available to all staff and board members.

Policy Reviewed - Annually

ADVOCACY AND PUBLIC RELATIONS POLICY

This policy is designed to ensure that no member of the board nor any staff member shall approve or in any way support any action or activity which in any way brings the organisation's name into ill repute.

Procedures

- When approving or initiating the publication of material or the making of statements by any outside agency, the CEO is responsible for vetting such material to ensure that it is consistent with the organisation's stated values and beliefs or its agreed position on any matter contained.
- No board member, the CEO or any staff members or volunteers shall make any statements to the press or any other public media that are derogatory or in any way damaging to the organisation or its members.

When embarking on any public affairs programme on behalf of the organisation the CEO shall first inform the board of the intention to do so making clear the relationship between such a programme and the organisation's ends policies and its stated values and beliefs.

- In the event of a newsbreak requiring urgent attention, the CEO and Chairperson can consult on this and approve desired/required action.
- As a general rule, public statements about the organisation policy are made by the Chairperson and public statements about operational matters are made by the CEO.

Policy Reviewed - Every 3 years

PROTECTION OF ASSETS POLICY

This policy is designed to prevent disrepair, excessive risk, untraceable transactions, or conflict of interest in the management of the organisation resources.

Procedures

The CEO:

- Will not permit any person that is not authorised to handle cash.
- Will not deposit the organisation funds in institutions where they are not fully protected.
- Will not allow abuse or misuse of the organisation assets. the organisation property will be inventoried and a security system in place to ensure adequate safeguards to prevent loss, damage, or theft of property.
- Will not insure the organisation assets for less than what is considered necessary for prudent risk management. Employees will not be allowed to drive the organisation or rental vehicles if their driving record increases the premium or cancels the vehicle insurance.
- Will not allow insurance coverage of stock and equipment, furniture and fixtures to fall below 90% of replacement value.
- Will not allow Insurances to expire without board notification.

Policy Reviewed - Every 3 years

PRIVACY POLICY

- Personal information collected by the organisation must be for a necessary and lawful purpose connected with the organisation's activities.
- Personal information must be collected directly from the individual concerned unless there are reasonable grounds for collecting that information from another source. Reasonable grounds are as specified in the Privacy Act.
- Personal information is to be collected only with the knowledge and informed consent of the individual concerned, unless there are reasonable grounds for not doing so.
- Personal information shall not be collected by the organisation by means which are unlawful; unfair; or an unreasonable intrusion upon that individual's personal affairs.
- Personal information will be protected against loss; unauthorised access, use or disclosure; or other misuse.
- The individual concerned is entitled to confirmation that personal information held by the organisation; and be provided access to that information. Access is to be granted unless there are 'good reasons' for refusing access. Good reasons are specified in the Privacy Act.
- The organisation will take reasonable steps to ensure reasonable steps are taken to ensure information is accurate, up to date, complete, and not misleading.
- The information will not keep information longer than is necessary.
- Personal information gained will not be used for any purpose other than that for which it is obtained.
- The individual is entitled to request correction or request that a correction statement be attached to the information.
- The organisation will not disclose personal information to anyone other than the individual concerned unless:
 - * Disclosure is for a purpose for which the information is obtained
 - * Source of information is publicly available
 - * Disclosure is authorised by the individual concerned
 - * Disclosure is necessary to prevent or lessen a serious and imminent threat to public health and safety, or the individual's life and health
 - * Disclosure will not identify the individual
 - * The organisation shall not assign a unique identifier to an individual unless the assignment of that identifier is necessary to enable the organisation to carry out any one or more of its functions efficiently.

The organisation will appoint a Privacy Officer from amongst appropriate staff.

Policy Reviewed - Every 3 years

RECORD KEEPING

The organisation requires an effective system of records management to be in place to ensure efficient operation, maintenance, security and preservation of the organisations current and historical records.

- An annual review of all office files, and publications is made to separate archival and current records.
- That all records of a personal and confidential nature are kept in a secure place will be destroyed when no longer relevant.
- The computerised filing system will be backed up and compatible with the hard copy filing system.
- All archival material will be kept in a secure and fire proof location.
- All current records will be kept in secure filing cabinets.
- The Office CEO will be responsible for operation, maintenance, security and preservation of the organisation's current and historical records.
- Trainee files will only be accessible to appropriate full-time teaching staff. Trainees will have access to their files upon request.

Policy Reviewed - Every 3 years

PUBLIC RELATIONS LIMITATIONS POLICY

With respect to the advocacy public affairs programme operated by the organisation, there is an expectation that the CEO shall not approve or in any way support any action or activity which in any way brings the organisation's name into ill repute. Accordingly the CEO shall not:

- Approve or initiate the publication of material or the making of statements by any outside agency, unless the content has been vetted by him/herself or an appointee and found consistent with the organisation's stated values and beliefs or its agreed position on any matter contained.
- Make any statements to the press or any other public media that are derogatory or in any way damaging to the organisation or its members.

Embark on any affairs programme on behalf of the organisation without first informing the board of the intention to do so or without first making clear the relationship between such a programme and the organisation's policies and its stated values and beliefs.

Policy Reviewed - Every 3 years

OCCUPATIONAL HEALTH AND SAFETY

As a responsible employer the organisation will abide by the Health and Safety Employment Act 1992 to prevent harm to employees, contractors, sub-contractors and trainees.

Procedures

- The organisation will take practicable steps to:
 - Ensure employees and trainees are safe at work
 - Identify all hazards in the place of work
 - Where the hazards identified are significant - eliminate, isolate or minimise employees' and trainees' exposure to hazards
- The organisation will provide appropriate facilities, ensure plant is safe to use, work methods do not harm employees, and develop emergency procedures.
- The organisation will keep a register of accidents and cases of *serious harm* that occur at work.
- In the case of an accident causing *serious harm* the procedures will be according to the Act including:
 - Non-interference with the scene of the accident until authorised by a OHS Inspector, unless it is to help the injured or to prevent serious damage or loss of property.
 - Notification of the accident to the OSH Department as soon as possible after the event.
 - Provide the OSH Department with a written report of the circumstances of the accident.
- Any other cases of *serious harm* will be reported to OSH as soon as practicable after the event or they become known or, and a written report provided within 7 days,
- The organisation will appoint a OSH Officer from amongst appropriate staff.

Policy Reviewed - Every 3 years

PROPERTY MANAGEMENT / PHYSICAL RESOURCE MANAGEMENT

That the physical resources are appropriate for the organisations goals and objectives and meet all regulatory standards where appropriate.

Guidelines:

- That the premises meet appropriate local and/or government standards and/or any other statutory or minimum code requirements.
- That repairs and maintenance for all property and resources be budgeted for around a value of 10% of their value.
- That replacement and upgrading of equipment be budgeted for within the particular item's lifespan.
- That an inventory of organisation property be maintained and reviewed regularly with a view to monitoring the lifespan, useability and lifespan of these.

Policy Reviewed - Every 3 years