

Human Resources Policy Templates

May 2019



SPORT NZ HUMAN RESOURCES MANAGEMENT POLICY SUITE

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These policy templates and the Employee Handbook template are provided by Sport NZ for use and adaptation by Sports and Recreation sector organisations.

Sector organisation can use and amend some/all of these policies (and the Employee Handbook) to fit their particular circumstances and organisational needs. When using and implementing any of the policies the organisation should take care in ensuring the policy is:

- a. Required;
- b. Reflective of that organisation's needs, circumstances and values;
- c. A fit with the culture of the organisation; and
- d. Complete and accurate.

Organisations are encouraged to use either internal or external expert advice in doing so.

Many of the policies in the Suite were adapted from Sector organisations and are used here with permission. Thanks to Swimming New Zealand, Hockey New Zealand, Sport Northland, Sport Whanganui and Sport Otago for their assistance. Organisations looking to implement new or amend existing policies are encouraged to contact other Sector organisations to benchmark and learn.

Finally – neither Sport NZ nor any of the source organisations take or accept any responsibility for the use of these policies. Organisations should seek their own independent expert advice when in doubt over policy matters.

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.1: HEALTH AND SAFETY

<p>Policy Rationale</p>	<p>[organisation] is committed to providing a safe and healthy work environment for all our employees, contractors and other 'workers', as well as our athletes and visitors. [organisation] is also committed to continuously improving our health and safety systems.</p>
<p>Policy</p>	<p>To achieve these commitments [organisation] will work in a collaborative way with our workers and others to address health and safety issues in our workplace. We provide systems to:</p> <ul style="list-style-type: none"> • identify and manage workplace hazards; • accurately record, report and manage accidents, injuries, near misses and symptoms of discomfort; • provide appropriate health and safety training according to the level of responsibility held; • assist with, where reasonable, rehabilitation in the event of an injury or illness to return employees to the workplace; • provide and support, where appropriate, wellness initiatives in the workplace; and • identify and implement emergency preparedness and response requirements. <p>[organisation] will:</p> <ul style="list-style-type: none"> • comply with all the requirements and obligations relating to the Health and Safety at Work Act 2015 and any associated regulations, codes of practice and industry guidelines and standards; • comply with the Health and Safety Employee and Volunteer Handbook, Practice Templates and Procedures ('the Health and Safety Handbook'); • maintain an organisational level of planning, review and coordination for health and safety; • take responsibility for ensuring that the [organisation] has information, processes and adequate resourcing for eliminating or minimising risks, responding to hazards and accidents, incidents and near misses, and ensuring compliance with the law; • fulfil all designated health and safety responsibilities. <p>[organisation]'s workers are responsible for complying with their obligations under the Health and Safety at Work Act, this policy, the Health and Safety Handbook, and any other procedures and sub-policies that apply to [organisation].</p> <p>Reporting and Monitoring</p> <p>Board reporting and monitoring of compliance with this policy will be via the following mechanisms:</p> <ul style="list-style-type: none"> • monthly reporting of workplace accidents, injuries or near misses to [organisations] Board; • inclusion of risks determined to have a 'high' or 'critical' risk rating within the monthly Board risks register; • a review of H&S related policy and procedures, at the Risk and Audit Committee on a six-monthly basis; and

	<ul style="list-style-type: none"> inclusion of H&S practices as part of the three-year internal audit programme, frequency based on risk. <p>Compliance</p> <p>If a worker is found to have not complied with this policy (or any other applicable health and safety requirement), either intentionally or unintentionally, disciplinary or other action appropriate to the seriousness of the non-compliance may be taken. Action may range from verbal or written warning through to dismissal (or in the case of a contractor, termination of the contractor's contract).</p> <p>If a serious instance of non-compliance with this policy (or any other applicable health and safety requirement) occurs, the Chairperson of the [organisation] Board) and Chairperson of the Audit, Finance and Risk Committee, must be notified immediately and the necessary action will be taken to eliminate or minimise risk to the [organisation], external organisations and to individuals.</p> <p>Day to Day Health and Safety Practices</p> <p>All staff should be aware of and comply with the following Health and Safety related rules:</p> <ul style="list-style-type: none"> All [organisation] premises, vehicles and property are Smoke Free Alcohol may only be consumed on [organisation]'s premises as part of an organised event with the permission of the Chief Executive Workers using [organisation] vehicles must comply with all relevant traffic laws. [organisation] has a zero-tolerance policy toward workplace violence, harassment or bullying. <p>Resources</p> <p>Link to (organisation) Employee handbook</p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p>
Legislative Considerations	<ul style="list-style-type: none"> Health and Safety at Work Act 2015 and applicable Regulations Employment Relations Act 2000 Accident Compensation Act 2001 Smoke Free Environments Act 1997
Review Protocol	<p>Policy Owner:</p> <p>Approved By:</p> <p>Policy Reviewed By:</p> <p>Date Reviewed:</p> <p>Next Review Date:</p> <p>Revokes Policy Reviewed:</p>
Employment Agreement	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.2: CODE OF CONDUCT

<p>Policy Rationale</p>	<p>[organisation] is committed to a workplace that is inclusive and respectful to all – employees, clients, stakeholders and athletes. To help us achieve this, this Policy details our Code of Conduct and expected behaviours.</p>
<p>Policy</p>	<p>Conduct</p> <p>All employees are expected to treat each other, and those they deal with, in the course of their work, with respect and in a professional manner. [organisation] does not tolerate any forms of harassment, discrimination or abuse including, but not limited to:</p> <ul style="list-style-type: none"> • Sexual or racial abuse or harassment; • Verbal or on-line abuse, or bullying or harassment; • Gossip or the spreading of rumours that have the potential to compromise work place relationships; • Undermining the reputation or integrity of colleagues or the organisation; and • Any behavior likely to breach the Human Rights Act 1993. <p>A non-exhaustive list of examples of what [organisation] deems to be serious misconduct can be found in the Misconduct and Disciplinary Matters Policy.</p> <p>Conflict of Interest</p> <p>During your employment, you must not undertake any activity or have any interest (e.g. memberships, directorships, shares, or contract) with any person or in any organisation which may constitute a conflict of interest with [organisation]. You must notify your manager immediately upon becoming aware of any potential or actual conflict of interest during your employment. Subject to your Employment Agreement any work undertaken with other organisations must have the prior approval of the Chief Executive to ensure it does not interfere or create a conflict with your main employment with [organisation].</p> <p>Confidentiality</p> <p>In the course of your employment you may have access to confidential information. Such information is strictly confidential and must not be used or divulged (directly or indirectly) by you, either during or after your employment with [organisation]. A breach of confidentiality is a very serious matter and may be grounds for disciplinary action up to and including dismissal and/or legal action.</p> <p>Copyright and Protection of Intellectual Property</p> <p>You agree that you are not entitled to any copyright or moral right in or arising from any work you produce during your employment with</p>

	<p>[organisation]. This includes any program, strategy or system you develop during your employment with [organisation].</p> <p>Any copyright or merchandising rights in such work shall be the sole and exclusive property of [organisation] in accordance with the Copyright Act 1994.</p> <p>Dealing with Media/Giving Interviews</p> <p>[organisation] may engage local media to advertise events, achievements and to publicise business relationships – normally with the relevant manager’s prior approval.</p> <p>All other media contact must have the approval of the Chief Executive prior to material being submitted to the media. Media includes (but is not limited to) print, television, radio and for on-line distribution.</p> <p>All media requests for interviews and/or comments must be firstly directed to the Chief Executive and/or the designated media liaison person.</p> <p>Privacy Relating to the Treatment of Personal Information</p> <p>Your personnel records are kept securely by the position. Access to this information can be obtained through your manager. You must ensure that all personal information is protected against unauthorised use, access and disclosure. All employees must comply with the Privacy Act 1993.</p> <p>Equal Employment Opportunity (EEO)</p> <p>[organisation] aims to be an equal opportunity employer and is committed to promoting equal opportunities regardless of religious belief, age, colour, race, creed, marital status, gender, sexual orientation, political affiliation, ethnic origin, family status or any disability you may have (subject to the exceptions contained in the Human Rights Act 1993).</p> <p>Harassment and Bullying</p> <p>Harassment and bullying in the workplace will not be tolerated. If any staff member feels they have been subjected to any form of harassment (sexual, racial, political, social, or religious) or bullying, it may be discussed (confidentially) with the Chief Executive, your Manager or another appropriate senior employee. Complaints of harassment or bullying will be taken seriously, and instances of harassment or bullying may lead to dismissal or to other appropriate action being taken in respect of the person conducting such behaviour. Refer to the Employee Handbook for further information and for the harassment or bullying complaint policy and procedure.</p> <p>Resources</p> <p>Link to [organisation] handbook</p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p>
<p>Legislative Considerations</p>	<ul style="list-style-type: none"> • Employment Relations Act 2000 • Human Rights Act 1993 • Privacy Act 1993

Review Protocol	Policy Owner: Approved By: Policy Reviewed By: Date Reviewed: Next Review Date: Revokes Policy Reviewed:
Employment Agreement	Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.3: RECRUITMENT AND INDUCTION

Policy Rationale	<p>[organisation] seeks to follow a robust and legally compliant recruitment process that ensures high quality appointments are made to all roles. Once appointed [organisation] seeks to offer a quality induction process that allows new starters to feel confident in their roles and to become effective contributors as soon as possible.</p>
Policy	<p>Recruitment</p> <p>Prior to undertaking any recruitment, the [position]/Chief Executive must approve filling the vacancy. This approval must be in writing and include the remuneration payable for the role.</p> <p>All roles should have a current Job Description and this should be reviewed prior to any recruitment activity.</p> <p>All approved vacancies will be advertised internally and, where appropriate, externally.</p> <p>[organisation] is committed to complying with the Human Rights Act 1993 and to conducting recruitment processes that are fair to all applicants.</p> <p>Recruitment activity should follow the Sport NZ guidelines which can be accessed via the link in the Resources Section.</p> <p>Ministry of Justice/Credit Checks will/will not be conducted.</p> <p>Psychometric Testing will be conducted as appropriate for key roles.</p> <p>Reference checks must be carried out with at least two references (work related) before any offer of employment is made.</p> <p>Sport NZ Funded Recruitment</p> <p>Where [organisation] has funding from Sport NZ toward a priority role the Sport NZ process for recruiting these roles must be followed (consult with your Partnership Manager). This includes the use of preferred Recruitment Consultants and Psychometric testing.</p> <p>Recruitment Consultants</p> <p>The use of Recruitment Consultants can be an expensive exercise. The Chief Executive must approve each engagement of a Recruitment Consultant unless Sport NZ funding requires such an engagement.</p>

	<p>Induction</p> <p>Managers of new employees are responsible for the induction process. The Sport NZ Induction checklist, which can be found in the link below, should be followed with additional induction activities added in as appropriate to the role.</p> <p>Resources</p> <p>Link to [organisation] handbook</p> <p><u>Induction:</u></p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p> <p><u>Recruitment:</u></p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/recruitment--2</p>
<p>Legislative Considerations</p>	<ul style="list-style-type: none"> • Employment Relations Act 2000 • Human Rights Act 1993 • Privacy Act 1993
<p>Review Protocol</p>	<p>Policy Owner:</p> <p>Approved By:</p> <p>Policy Reviewed By:</p> <p>Date Reviewed:</p> <p>Next Review Date:</p> <p>Revokes Policy Reviewed:</p>
<p>Employment Agreement</p>	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.4: DIVERSITY AND INCLUSION

<p>Policy Rationale</p>	<p>This Policy aims to provide a foundation to support (organisation)'s commitment to achieving a diverse workforce and inclusive workplace practices to harness the organisational benefits of diversity, further social justice and comply with legislation.</p> <ol style="list-style-type: none"> 1. By diversity we mean all the ways that we are both similar and different, including individual and organisational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviours. It involves variations in visible factors such as gender, age or ethnicity, and invisible diversity such as religion, sexual orientation, education, skills and ways of thinking. 2. By inclusion we are about achieving a work environment in which everyone is treated fairly and respectfully, has equal access to opportunities and resources, and can contribute fully to the organisation's success.
<p>Policy</p>	<ol style="list-style-type: none"> 3. (organisation) recognises the importance of nurturing an environment that values and promotes diversity and inclusion. These environments are more innovative, more dynamic and attract and retain top talent and bring out the best in everyone. We live in one of the most diverse nations in the world. Economically and socially – New Zealanders are better-by-diversity on many levels. Diversity and Inclusion enables us to better reflect and serve the Sport Sector and the diverse communities which we interact with. 4. At a national level - Diversity creates a more productive, creative and dynamic society and improves our ability to see and connect with the world around us. 5. At an individual level - People need to feel included and valued in order to be successful in our work. Without inclusion – there is a disengagement (a lower discretionary effort/lack of engagement). <p>Principles</p> <ul style="list-style-type: none"> • We value diversity because it reflects and serves our nation and ensures our people thrive • We're all accountable to create an inclusive culture • We are committed to attracting diverse talent and hiring fairly • We support flexible ways of working • We're committed to equal pay for equal work • We have an obligation to champion diversity and inclusion in the sport sector <p>Procedures</p> <p>The organisation will:</p> <ul style="list-style-type: none"> • Join and maintain its membership with Diversity Works NZ and involve other organisations and projects that can assist to further the aims of this policy • (organisation) will form a Diversity & Inclusion Committee of a cross-section of employees • (organisation) will profile the diversity of its employees • (organisation) will maintain a Diversity and Inclusion Strategy and Policy • (organisation) will measure the progress of its diversity and inclusion journey • (organisation) will provide adequate training for managers about discrimination unconscious bias and the business benefits of diversity and inclusion • (organisation) will promote its position on discrimination to all employees • Employees should immediately report concerns about discrimination to their manager or the CEO • (organisation) will deal with concerns promptly and decide whether an informal or formal approach is appropriate, taking into account the wishes of the complainant • If the issue is not satisfactorily resolved or if the complainant wishes at any time, (organisation) can assist the complainant to contact the Human Rights

	<p>Commission (within 12 months of the incident) or the Ministry of Business Innovation and Employment (within 90 days of the incident)</p> <ul style="list-style-type: none"> • If a formal approach is taken (organisation) will keep written records and; <ul style="list-style-type: none"> ○ Assist the complainant to make a written complaint ○ Inform the alleged perpetrator of the complain ○ Explain to both parties the process; timeframe for investigation, rights to support, requirement for confidentiality and non-victimisation, possible consequences ○ Interview the complainant ○ Interview the alleged perpetrator ○ Interview any witnesses ○ Collect factual evidence ○ Consider the evidence and decide whether the allegations amount to discrimination or something else ○ Make recommendation, including whether or not disciplinary process will proceed, and communicate these to all parties in writing • (organisation) will implement the recommendations and monitor the situation ongoing <p>Resources</p> <p>Link to [organisation] handbook</p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p>
Legislative Considerations	<ul style="list-style-type: none"> • Employment Relations Act 2000 • https://www.employment.govt.nz/resolving-problems/types-of-problems/bullying-harassment-and-discrimination/discrimination/ • http://www.diversityworks.nz/ • http://www.hrc.co.nz/
Review Protocol	<p>Policy Owner: CEO Policy Reviewed By: CEO/Board Date Reviewed: Next Review Date: Revokes Policy Reviewed:</p>
Employment Agreement	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.5: REMUNERATION

<p>Policy Rationale</p>	<p>Our remuneration policy is one of the mechanisms we use to attract, engage and retain people with the capabilities we need to achieve our strategy. Paying people fairly has a positive impact on their engagement and intention to stay.</p>																				
<p>Policy</p>	<p>[organisation]'s chosen market is the Not-for-profit / Sport and Recreation Sector / General (select one) Market OR [organisation] has chosen different markets for the following job families:</p> <table border="1" data-bbox="539 719 1431 1397"> <thead> <tr> <th data-bbox="539 719 979 779">Job Family</th> <th data-bbox="979 719 1431 779">Remuneration Market</th> </tr> </thead> <tbody> <tr> <td data-bbox="539 779 979 880">Administration & Business Support</td> <td data-bbox="979 779 1431 880"></td> </tr> <tr> <td data-bbox="539 880 979 943">Commercial and Events</td> <td data-bbox="979 880 1431 943"></td> </tr> <tr> <td data-bbox="539 943 979 1005">Community Sport</td> <td data-bbox="979 943 1431 1005"></td> </tr> <tr> <td data-bbox="539 1005 979 1068">Corporate Services</td> <td data-bbox="979 1005 1431 1068"></td> </tr> <tr> <td data-bbox="539 1068 979 1131">Facilities</td> <td data-bbox="979 1068 1431 1131"></td> </tr> <tr> <td data-bbox="539 1131 979 1193">High Performance Sport</td> <td data-bbox="979 1131 1431 1193"></td> </tr> <tr> <td data-bbox="539 1193 979 1256">Leadership and Management</td> <td data-bbox="979 1193 1431 1256"></td> </tr> <tr> <td data-bbox="539 1256 979 1319">Programme Delivery</td> <td data-bbox="979 1256 1431 1319"></td> </tr> <tr> <td data-bbox="539 1319 979 1397">Recreation Programmes</td> <td data-bbox="979 1319 1431 1397"></td> </tr> </tbody> </table> <p>[organisation]'s chosen region is National / Metropolitan / Rest of North Island / South Island (select one).</p> <p>[organisation]'s chosen position in the market is the 25th/40th Percentile / Median / 60th/75th Percentile (select one) of that market.</p> <p>[organisation]'s pay practice is based on Base Salary / Fixed Remuneration / Total Remuneration (select one).</p> <p>The government's mandated superannuation scheme e.g. KiwiSaver is (select one) included in the organisation's pay practice.</p> <p>[organisation]'s salary range will be 70-130% / 75-125% / 80-120% / 85-115% of the market position.</p> <p>[organisation] will obtain market information from at least one remuneration survey provider each year to inform remuneration decisions.</p> <p>[organisation] will establish salary ranges based on job codes / bands / grades / points (select one).</p>	Job Family	Remuneration Market	Administration & Business Support		Commercial and Events		Community Sport		Corporate Services		Facilities		High Performance Sport		Leadership and Management		Programme Delivery		Recreation Programmes	
Job Family	Remuneration Market																				
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	<p>Cars provided as part of the remuneration package will be valued in accordance with the remuneration survey provider's / other methodology (specify).</p> <p>Remuneration on appointment to a job will be in the range of 70-80% / 75-90% / 80-95% / 85-95% (select one) of the midpoint for the job depending on the assessment of the candidate's likely performance made during the selection process.</p> <p>The Board will approve the remuneration of the Chief Executive and their direct reports.</p> <p>The Chief Executive will approve the remuneration of all employees within the job families listed in this policy, and make a recommendation to the Board for decisions that fall outside policy.</p> <p>The remuneration of all employees will be reviewed annually, having regard to the market movement, need to retain people, and the organisation's ability to pay.</p> <p>Any changes to individual's remuneration will be prioritised as follows:</p> <ul style="list-style-type: none"> • Comply with Minimum Wage Act requirements • Reward high performers (in accordance with the Performance Appraisal Policy) • Address any pay inequities. <p>There will be no expectation or entitlement to any increase in remuneration and any change will be at [organisation]'s sole discretion.</p> <p>All employees will be provided with a remuneration and benefits statement on commencing their employment and following any changes.</p> <p>Resources</p> <p>Link to [organisation] Employee handbook</p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p>
Legislative Considerations	<ul style="list-style-type: none"> • Minimum Wage Act 1983 • Wage Protection Act 1983 • KiwiSaver Act 2006
Review Protocol	<p>Policy Owner:</p> <p>Approved By:</p> <p>Policy Reviewed By:</p> <p>Date Reviewed:</p> <p>Next Review Date:</p> <p>Revokes Policy Reviewed:</p>
Employment Agreement	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.6: USE OF COMPANY VEHICLES

Policy Rationale	[organisation]’s resources must be managed in a prudent and responsible manner to ensure both [organisation]’s financial sustainability and that we retain the trust and confidence of our funders, members and participants.
Policy	<p>Vehicles</p> <p>Certain roles will be assigned [organisation] owned or operated vehicles. Rules around the use of these vehicles are detailed in the Employee Handbook and employees must sign the acknowledgement form relating to these prior to using a company vehicle.</p> <p>At times staff may be required to use their personal vehicle for company use and [organisation] will reimburse staff for occasional use at the Inland Revenue declared Mileage Rate.</p> <p>[organisation]’s Health and Safety policies and procedures apply when using [organisation] vehicles on [organisation] business. In addition, users of [organisation] vehicles must be conversant with the current traffic regulations and road code.</p> <p>[organisation] does not expect employees to drive for excessive amounts of time. Furthermore the Government considers “drivers” should not work more than 13 hours without a 10 hour break.</p> <p>As a guide, employees are not expected to work more than a 13 hour day including travel time, or when they are fatigued.</p> <p>Resources</p> <p>Link to [organisation] handbook https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p> <p>Link to [organisation] Health and Safety handbook</p>
Legislative Considerations	<ul style="list-style-type: none"> • Health and Safety at Work Act 2015 • New Zealand Transport Agency Land Transport Rules
Review Protocol	<p>Policy Owner:</p> <p>Approved By:</p> <p>Policy Reviewed By:</p> <p>Date Reviewed:</p> <p>Next Review Date:</p> <p>Revokes Policy Reviewed:</p>
Employment Agreement	Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.7: REMOTE WORKING

<p>Policy Rationale</p>	<p>The Remote Working Policy:</p> <ul style="list-style-type: none"> • Identifies the key guidelines for remote working arrangements; • Identifies the process for applying for, considering and approving remote working arrangements; • Sets out the criteria that managers should apply when considering remote working arrangements.
<p>Policy</p>	<p>[Organisation] is committed to providing flexibility around when, where and how we work in a way that is successful for individuals, teams and [Organisation]'s strategic objectives.</p> <p>In conjunction with the other flexible working opportunities that are available to employees, [Organisation] recognises that circumstances may arise in which personal and/or business requirements are best met by remote working.</p> <p>[Organisation] may support (subject to certain conditions being met) a request for a remote working arrangement, where it is operationally feasible, cost effective and/or in the interests of [Organisation] to do so.</p> <p>Definition of Remote Working</p> <p>For the purpose of this policy, remote working arrangements refer to the working practice in which a [Organisation] employee is authorised to conduct their work away from their designated workplace at their home or another location on a regular and on-going basis (e.g. one day a week) for either a designated period of time or permanently.</p> <p>It does not refer to ad-hoc remote working arrangements such as working from home and/or working at other [Organisation] offices on an 'as required', one-off and/or irregular basis.</p>
<p>Legislative Considerations</p>	<ul style="list-style-type: none"> • Employee Relations (Flexible Working Arrangements) Amendment Act 2007 • Health And Safety at Work Act
<p>Review Protocol</p>	<p>Policy Owner: Approved By: Policy Reviewed By: Date Reviewed: Next Review Date: Revokes Policy Reviewed:</p>
<p>Employment Agreement</p>	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.8: LEAVE AND HOLIDAYS

<p>Policy Rationale</p>	<p>The aim of [organisation]'s leave and holidays policy is to:</p> <ul style="list-style-type: none"> • Encourage all employees to maintain a positive work and life balance by taking their full annual leave entitlement in the year it falls due. • Ensure compliance with the Holidays Act 2003 and other relevant legislation. • Minimise the carrying forward of annual leave and the negative affect this has on the [organisation]'s financial performance. • Assist [organisation] to meet its obligations as a healthy workplace.
<p>Policy</p>	<p>[organisation] will comply with the Holidays Act with regards to all leave entitlements. Additionally, employees should be aware of the following:</p> <p>Annual Leave Employees are able to anticipate annual leave subject to their manager's approval.</p> <p>Employees may be required to take a reasonable portion (up to 2 weeks) of annual leave over the Christmas/New Year period.</p> <p>If a person resigns and has a negative annual leave balance, the balance owing will be deducted from the employee's final pay.</p> <p>An employee may request one week of their annual leave be paid out to them. Approval will be granted on an individual basis. OR [organisation] has a policy of not paying out requests to cash up annual leave.</p> <p>An employee may apply for unpaid leave if they do not have sufficient annual leave accrued. Approval for unpaid leave is at the discretion of their manager.</p> <p>Sick Leave When an employee takes sick leave they should phone their manager as early as possible to advise that they will not be at work. Sick leave of three or more days will require a medical certificate to be produced at your cost.</p> <p>Bereavement Leave Employees should tell their manager as soon as possible when they have a bereavement they want to take leave for. The amount of bereavement leave that the manager approves will depend on the closeness of the association between the employee and the deceased.</p> <p>Public Holidays Employees may not work on a public holiday unless required to by [organisation].</p> <p>Requests to transfer Public Holidays in accordance with the Holidays Act will be considered on a case by case basis and may be approved at [organisation]'s discretion.</p>

	<p>Jury Service Employees called for jury service should contact their manager. Certain roles may mean that Jury Service can be waived. [organisation] may, at its discretion, continue to pay an employee's salary for the time they are on jury service. This will be subject to length of trail, time away etc. If [organisation] does continue to pay an employee's salary whilst on jury service, the money received from the Department of Courts (excluding travel allowance) should be paid back to [organisation].</p> <p>Time in Lieu Hours worked outside normal working hours or during weekends may be taken as time in lieu by staff under [position] level if the employee has prior approval from their manager. Time in lieu must be taken within four weeks of accrual. Usually a maximum of two days can be accrued in any one year, however, in exceptional circumstances, at the discretion of managers, additional time may be accrued. Time in lieu is not payable on termination of employment.</p> <p>High Performance Staff Only – Special Leave (if applicable) Due to extended periods of long hours and weekend work by the Coach, Assistant Coach and Performance Analyst of the Men's and Women's International Teams special leave, to those employees only, is granted as follows:</p> <ul style="list-style-type: none"> • 1 day of Time Off in Lieu for every seven days worked consecutively without time off during a tournament or event to be taken within 2 weeks of the event ending; • Five days additional annual leave to be taken in the year it falls due or forfeited; and. • Neither of these special leave types has any cash value. <p>Resources</p> <p>Link to [organisation] Employee handbook</p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p>
Legislative Considerations	<ul style="list-style-type: none"> • Holidays Act 2003 • Employment Relations Act 2000
Review Protocol	Policy Owner: Approved By: Policy Reviewed By: Date Reviewed: Next Review Date: Revokes Policy Reviewed:
Employment Agreement	Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.9: DOMESTIC/FAMILY LEAVE

<p>Policy Rationale</p>	<p>We recognise that employees sometimes face situations of domestic violence that may affect their attendance, performance and/or their safety at work. These guidelines set out how we can provide support to employees that experience domestic violence and those who are seeking to address their own behaviour towards family members.</p>
<p>Policy</p>	<p>Domestic violence is a pattern of abusive behaviour, which can include physical, psychological, sexual, or economic abuse, perpetrated by a person against an intimate partner or ex-partner, or domestic member.</p> <p>Legislation</p> <p>The Domestic Violence – Victims Protection Act 2018 provides for flexible working arrangements, paid leave and employment protections for those staff impacted by domestic violence. Organisation will comply with both the letter and intent of this Act.</p> <p>How we can help</p> <p>If you are involved in a domestic violence situation or are aware of another employee who may be in this situation you are able to speak to your manager, a trusted colleague, EAP or the Police. Below we outline some measures we are able to take to assist those involved in domestic violence when they make us aware of the situation.</p> <p>Non-Discrimination</p> <p>Our policies and procedures will not discriminate against those dealing with issues of domestic violence and will be responsive to their needs. Job applicants will not be asked about current or past exposure to domestic violence, and staffing decisions will not be based on any assumptions about or knowledge of any such exposure.</p> <p>Security Plans</p> <p>If you would like to discuss a security plan for yourself or for a co-worker, please talk to your manager. If you feel uncomfortable contacting your manager alone you are able bring a support person to this discussion.</p> <p>Workplace security plans can provide protection for those who are the subject of domestic violence if required. These plans describe the procedures for ensuring the work site safety of employees in the event that an abuser enters the workplace, is found near the workplace, or contacts the employee at work. They may also include steps to reduce the likelihood of these incidents occurring. A plan may be implemented where this is useful or necessary to support everyone's right to a safe work environment.</p>

Workplace safety plans may include any actions that appear appropriate in the circumstances, and can be reasonably accommodated by the Organisation. Examples of actions that could be considered include:

- advising co-workers of the situation
- setting up procedures for alerting security and/or the police if the abuser enters the workplace and threatens the victim or other workers
- temporary relocation of the employee to a secure area
- options for voluntary transfer or relocation to a different work site
- escorted entry to and exit from the building
- screening telephone calls, and in general dealing with telephone, e-mail or mail harassment
- keeping a photograph of the abuser and/or a copy of any existing court orders in a confidential on-site location and providing copies to security or other front desk team members.
- Considering flexible working arrangements (refer to our Working Flexibly Policy).

Information Sharing and Confidentiality

Information related to an employee's domestic violence situation shall not be shared without the express written consent of the employee concerned, unless it is determined that maintaining their confidentiality puts the employee or other employees at risk of physical harm at work. In these cases, where possible, prior notice will be given to the employee of the intent to provide information to other parties. Managers shall inform any other employees who are provided with information for safety reasons that they themselves are required to keep the information confidential.

Where information sharing leads to concerns being raised by other employees about the situation this places them in, they should talk to their manager, or their manager's manager, to resolve these.

Flexibility in Leave

When an employee needs to be absent from work as a result of domestic violence, the manager will assist the employee in determining the best use of her/his attendance and leave benefits, taking into consideration the employee's situation. The provisions of the Domestic Violence – Victims Protection Act 2018 in providing up to 10 days per 12-month period after 6 months service. Additionally, on a case by case basis, managers may grant leave for staff with friends/domestic members who need their support/assistance for reasons relating to domestic violence, e.g. testifying as a witness for a domestic violence case.

Court Orders

We will facilitate in the enforcement of all known court orders, particularly orders in which domestic members have been ordered to stay away from the work site. The employee will be assisted in enforcement of an existing order, including gathering and providing evidence if a violation of an order has occurred at work.

	<p>Asking for help</p> <p>Any employee who comes forward seeking help to address a domestic violence situation they are part of (whether they are subject to violence, are concerned about their own behaviours, or are witnessing violence towards a domestic member) will have the support of the Organisation for counselling through EAP and where appropriate further rehabilitation measures may be considered.</p> <p>Awareness and Training</p> <p>The following steps will be taken to assist employees and managers to be aware of these guidelines and to increase the capability to support employees:</p> <ul style="list-style-type: none"> • The Organisation's Domestic Violence Guidelines shall be provided to all employees by being available on the intranet. • The Employee Assistance Programme (EAP) is accessible to all employees who are seeking assistance in relation to experiencing or witnessing domestic violence, or who are concerned about their own behaviours towards domestic members.
<p>Legislative Considerations</p>	<ul style="list-style-type: none"> • Employment Relations Act 2000 • The Domestic Violence – Victims Protection Act 2018
<p>Review Protocol</p>	<p>Policy Owner: Approved By: Policy Reviewed By: Date Reviewed: Next Review Date: Revokes Policy Reviewed:</p>
<p>Employment Agreement</p>	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.10: PERFORMANCE APPRAISALS

<p>Policy Rationale</p>	<p>[organisation] is committed to providing all employees with clarity over the purpose and objectives of their role. To achieve this an annual cycle of Performance Appraisals will set objectives, measure them throughout the year, amend them as required, and provide feedback to employees on a regular basis.</p>
<p>Policy</p>	<p>The aim of the Performance Appraisal cycle is to align employee focus and efforts with our strategic goals, to help employees to achieve their job and career goals, to recognise achievements, to ensure [organisation] strategic and business goals are achieved, and to assist employees to meet performance expectations.</p> <p>Employees will have the opportunity to participate in planning their work and setting their goals in conjunction with their manager informally on a regular basis and formally during the Performance Appraisal cycle. Managers should provide employees with regular coaching and feedback.</p> <p>The Performance Appraisal cycle is an opportunity for two-way communication and feedback about employees work and career with [organisation].</p> <p>Timings</p> <p>The Performance Appraisal cycle will mirror our Financial Year with the following timing:</p> <ol style="list-style-type: none"> 1. Set Objectives/Review previous year's performance – Month 1 2. 1/4ly Review – End of Month 3 3. Six monthly Review and adjust/add to objectives (if required) including individual career/personal development focus – Month 6 4. 3/4ly Review – end of month 9. 5. Review current year/set next year's objectives – Month 12. <p>Continual Process</p> <p>While the timings above detail the formal expectations of the performance appraisal process discussions between managers and employees on all aspects of performance should be ongoing and continual. [organisation] encourages open and honest discussion regarding performance and believes praise should be given when a job is well done rather than waiting for a formal meeting.</p> <p>Conversely – where a Manager needs to have a discussion with an employee regarding a performance or behavioural issue this should occur as soon as possible after the Manager becomes aware of the issue. The formal 1/4ly meetings should not contain any surprises.</p> <p>Ratings</p> <p>As part of the Performance Appraisal cycle, Managers will give employees an overall rating. Rating categories are: [Adapt for the organisation if/as required]</p>

	<ul style="list-style-type: none"> • Exceeds Expectations • Meets Expectations • Some Improvement Required to Meet Expectations • Significant Improvement Required to Meet Expectations <p>When an employee does not agree with their rating they may challenge that via the Chief Executive. The Chief Executive will review ratings where this occurs but the final decision on what rating is given is at the sole discretion of the Chief Executive.</p> <p>Moderation [organisation] will conduct a moderation process to ensure performance ratings are fair and consistent – this will be managed by the Chief Executive and occur in Month 12 of each Financial Year.</p> <p>Performance and Remuneration [organisation] believes in rewarding high performance. While we do not use a formal formula for calculating this as a general principle those staff who are assessed as 'high performers' though the Moderation process will receive higher percentage remuneration increases than other staff. Remuneration increases are not an entitlement and will be given at [organisation]'s discretion.</p> <p>Self-Managed Career Planning We encourage all employees to be self-managing in planning their short and long-term career and professional goals. Employees should feel free to discuss those goals and steps toward achieving them with their Manager – particularly at the start and midpoint of the Performance Appraisal cycle.</p> <p>Resources</p> <p>Link to [organisation] Employee handbook</p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p> <p>Link to Training and Development Policy.</p>
Legislative Considerations	<ul style="list-style-type: none"> • Employment Relations Act 2000
Review Protocol	<p>Policy Owner: Approved By: Policy Reviewed By: Date Reviewed: Next Review Date: Revokes Policy Reviewed:</p>
Employment Agreement	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.11: TRAINING AND DEVELOPMENT POLICY

<p>Policy Rationale</p>	<p>[organisation] is committed to providing all employees with the tools required to undertake their roles to the best of their abilities and to supporting them in their career development. Training and development will play a key role in this and [organisation] approach to training and development is detailed in this policy.</p>
<p>Policy</p>	<p>[organisation] is committed to providing appropriate training and development opportunities to all employees in order to support high performance in their current role and to prepare them for potential future opportunities.</p> <p>Training and development may be focussed on the specific technical requirements of an employee's role (such as 'coaching'), more general 'business based' skills (such as the use of software or presentation skills), or developmental needs (such as leadership skills).</p> <p>Training needs may also be met via formal educational interventions with external providers.</p> <p>Additionally, mandatory training will be part of [organisation] annual plan. This will include areas such as Health and Safety, Driver Safety, Legal Compliance and other areas identified by Management.</p> <p>Types of training and development</p> <p>Training will be either 'on the job', via informal coaching and instruction or via formal courses and events. Predominantly [organisation] will look to provide opportunities via on the job or coaching methods.</p> <p>Planning training and development</p> <p>Managers and employees should, as part of the annual Performance Appraisal cycle, discuss and identify training and development needs and possible solutions to those needs. Agreed training and development needs and solutions should be recorded as part of the Performance Appraisal cycle.</p> <p>On the job and coaching based training should be agreed between the Manager and staff member and arranged by either the Manager or staff member.</p> <p>Approving training and development</p> <p>Training is to be approved as per [organisation]'s Delegated Authorities policy.</p>

	<p>Formal Educational Opportunities</p> <p>Where a formal educational opportunity via an external educational provider (such as a qualification on the National Qualifications Framework via an Institute of Technology or a University qualification) is identified and approved the following may be offered at the discretion of the Chief Executive:</p> <ul style="list-style-type: none"> • A contribution toward course fees; • Time off for attendance at lectures or study groups and for exam preparation and attendance; • Support toward the purchase of text books. <p>Resources</p> <p>Link to [organisation] Employee handbook</p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p>
Legislative Considerations	
Review Protocol	<p>Policy Owner: Approved By: Policy Reviewed By: Date Reviewed: Next Review Date: Revokes Policy Reviewed:</p>
Employment Agreement	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.12: BULLYING AND HARASSMENT PREVENTION

<p>Policy Rationale</p>	<p>[organisation] is committed to providing a work environment and culture free from discrimination, harassment, bullying and victimisation.</p> <p>This Policy aims to establish clear expectations of behaviour and responsibilities, and procedures for dealing with complaints of discrimination, harassment and bullying.</p>
<p>Policy</p>	<p>This Policy applies to all employees, contractors, and temporary staff of [organisation].</p> <p>This Policy applies within the workplace as well as other work-related situations, for example, when employees are travelling on company-related business, attending work-related gatherings outside of the workplace, and dealing with customers, athletes and key stakeholders.</p> <p>This Policy also applies to all telecommunications, internet and social media activity:</p> <ul style="list-style-type: none"> • On behalf of the [organisation]; • During work hours; • Inside and outside of work hours, which references [organisation], its services, employees, contractors, temporary staff, customers, athletes, key stakeholders or other organisations or individuals [organisation] has a relationship with; • Inside and outside of work hours that could bring [organisation] into disrepute; • Inside and outside of work hours that could bring into doubt a [organisation] employee/contractor's ability to carry out their role and/or adequately represent [organisation]; • That relates to [organisation] post-employment. <p>Obligations and responsibilities</p> <p>[organisation] has a statutory obligation to provide a safe workplace, free from the stress that discrimination, harassment and bullying can cause.</p> <p>Employee responsibility</p> <p>Every [organisation] staff member has a responsibility to:</p> <ul style="list-style-type: none"> • Be aware of the terms of this Policy (as varied from time to time) and their rights and obligations under it; • Comply with this Policy (as varied) at all times; and • Maintain confidentiality concerning any complaint and/or investigation. <p>Individual legal liability</p> <p>Under New Zealand law, any individual who discriminates against, harasses or bullies another person in the workplace, or engages in behaviour otherwise prohibited by legislation and/or this Policy may be held personally liable for their unlawful actions.</p> <p>Instances of discrimination, harassment and bullying could be considered (serious) misconduct and result in disciplinary action up to and including dismissal. Such behaviour could also amount to a breach of the</p>

	<p>[organisation]'s Health and Safety Policy and similarly result in disciplinary action.</p> <p>Depending on the seriousness of the discrimination, harassment and/or bullying at issue, an individual employee may be personally liable for their conduct under both criminal and civil law. This liability is in addition to any liability which the [organisation] may have in respect of the conduct.</p> <p>In circumstances where your conduct may involve a breach of legislation, the Group may be legally obliged to notify the Police or other relevant government authority.</p> <p><i>Management responsibility</i></p> <p>Managers) are expected to actively promote, implement and support this Policy.</p> <p>Failure by a manager to act reasonably to prevent or resolve incidents of discrimination, harassment, bullying and victimisation may lead to personal liability under health and safety legislation.</p> <p><i>Vicarious liability</i></p> <p>Vicarious liability occurs when a person or company is held directly liable for someone else's actions, as if the person or company had actually engaged in the conduct. The law imposes vicarious liability in situations where a person or company is in a position to prevent conduct but does not do so.</p> <p>Discrimination</p> <p>[organisation]is committed to providing a workplace free of discrimination. Prejudices and stereotyped views must not influence the way we treat people, they only complicate our dealings in the workplace and prevent people from fully contributing. It is important to [organisation]that no employee or job applicant is discriminated against or denied equal treatment.</p> <p>Unlawful discrimination occurs when a person is treated less favourably because they have, or are imputed to have, a particular characteristic or attribute which is protected by law (Protected Characteristic).</p> <p>Under New Zealand law, Protected Characteristics include:</p> <ul style="list-style-type: none"> • Sex (which includes pregnancy and childbirth); • Marital status; • Religious or ethical belief; • Race (including colour, ethnic or national origins); • Disability; • Age; • Political opinion; • Employment status; • Family status (including carer's responsibilities); and • Sexual orientation. <p>Discrimination can be both direct and indirect. Direct discrimination occurs when a person is treated differently because of a Protected Characteristic. Indirect discrimination can occur when a requirement, which is the same for everyone, has an unfair effect on some people because they possess a Protected Characteristic.</p>
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	<p>Unlawful discrimination is a breach of this Policy and is strictly prohibited by [organisation].</p> <p>Harassment</p> <p>[organisation] does not tolerate behaviour which creates a hostile or distressing work environment, undermines morale, or reflects adversely on the integrity of [organisation].</p> <p><i>What is harassment?</i></p> <p>Harassment is any uninvited, unwelcome, behaviour that offends, humiliates or intimidates another person, whether or not that effect is intended. Harassment may include physical, psychological, visual, verbal or non-verbal conduct.</p> <p>Behaviour constituting harassment is often a matter of perception and interpretation, and tolerance for what is considered 'acceptable behaviour' may vary widely among individuals.</p> <p>Harassment may occur as a single act, or as a series of incidents, persistent innuendoes or threats.</p> <p>Harassment can take many forms, it may be silent or loud, subtle or openly hostile, it can be private or public. It may take the form of general bullying, or be specifically aimed at people with particular or different characteristics.</p> <p>Even if behaviour does not offend the person to whom it is directed, others overhearing or present whilst such behaviour is occurring may take offence and feel that they are being harassed.</p> <p><i>Examples</i></p> <p>Some examples of behaviour which could constitute harassment include:</p> <ul style="list-style-type: none"> • Offensive physical contact, derogatory language or intimidating actions; • Insulting or threatening gestures or language (express or implied) or continued and unnecessary shouting in the workplace; • Openly displayed pictures, posters, graffiti or written materials which might be offensive to some; and • Unjustified and unnecessary comments about a person's work or capacity for work, religious beliefs, cultural background or sexual characteristics. • Virtual harassment through a social media platform, for example "friending" or "following" a co-worker and sending them offensive messages. <p><i>What is unlawful harassment?</i></p> <p>Under the Harassment Act 1997, harassment takes place when someone directs one or more specified acts at another person (including watching, loitering, following, accosting, interfering with another person's property or acting in ways that causes the person to fear for their safety) at least twice in a 12 month period.</p> <p>The Harassment Act considers certain serious types of harassment as criminal offences, and allows the person being harassed to obtain trespass orders or restraining orders against the offender.</p> <p>Sexual harassment</p> <p><i>What is sexual harassment?</i></p>
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	<p>Sexual harassment takes place if:</p> <ol style="list-style-type: none"> a) a person makes an unwelcome sexual advance or an unwelcome request for sexual favours, to another person; or b) the person engages in other unwelcome conduct of a sexual nature in relation to the other person, <p>in circumstances where a reasonable person, having regard to all the circumstances, would anticipate the possibility that the conduct would offend, humiliate or intimidate that other person.</p> <p><i>Examples</i></p> <p>Some examples of behaviour which could constitute sexual harassment include:</p> <ul style="list-style-type: none"> • Offensive or demeaning comments, jokes or innuendo; • Offensive gestures, staring or displaying offensive material; • Unwelcome or uncalled for remarks or insinuations about a person's sexual activities or private life; • Demands for sexual favours; • Unwanted sexual propositions or advances; • Any unwanted physical contact; • Sending sexually explicit or offensive photos or videos via electronic media. <p>Sexual harassment does not have to be intentional or directed at a particular individual to be unlawful. Behaviour which creates a sexually hostile working environment for others can also be unlawful.</p> <p>Mutual attraction or friendship between two people who welcome the attention is not harassment. The Group is concerned only with behaviour that adversely affects the workplace, current or future employees, not with the private lives of people.</p> <p><i>Racial harassment</i></p> <p><i>What is racial harassment?</i></p> <p>Racial harassment includes language, visual material or physical behaviour that ridicules or expresses hostility against an employee on grounds of race, is hurtful to the employee, and adversely affects his or her employment, job performance or job satisfaction.</p> <p>Vilification or inciting racial disharmony occurs where a person publishes, distributes or broadcasts written material or words, or uses words in a public place, which are threatening, abusive or insulting, with the intent of inciting hostility or ill-will against, or bringing into contempt or ridicule, any group of people on the ground of their colour, race, or ethnic or national origins, and the written material or words are likely to do so.</p> <p><i>Examples</i></p> <p>Some examples of behaviour which could constitute racial harassment include:</p> <ul style="list-style-type: none"> • Abuse, insults or "jokes" about a person's racial, ethnic or national origin, physical features or accent; • Derogatory or belittling name calling; • "Jokes" about food preferences, or religious and/or social customs. <p><i>All forms of harassment, vilification and inciting racial disharmony are in breach of this Policy and are strictly prohibited by [organisation].</i></p>
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	<p>Bullying</p> <p>Workplace bullying is a significant hazard. It affects people physically and mentally, resulting in increased stress levels, decreased emotional wellbeing, reduced coping strategies and lower work performance.</p> <p><i>Definition</i></p> <p>Workplace bullying takes place if there is repeated, unreasonable behaviour directed towards a person or a group of people that creates a risk to health and safety.</p> <p>Repeated behaviour is persistent and can involve a range of actions over time.</p> <p>Unreasonable behaviour refers to behaviour that a reasonable person, having regard to the circumstances, would see as unreasonable, including behaviour that is victimising, humiliating, intimidating or threatening.</p> <p><i>Examples</i></p> <p>Examples of bullying behaviours include:</p> <ul style="list-style-type: none"> • Yelling, screaming, or abusive language; • Subtle intimidation (such as inappropriate comments about personal appearance); • Continual criticism; • Manipulation; • Isolating or ignoring a person; • "Ganging-up"; • Practical jokes gone wrong; • Setting impossible deadlines; • Sabotaging someone's work or their ability to do their job by not providing them with vital information and/or resources. <p>Examples of what are <i>not</i> bullying behaviours include:</p> <ul style="list-style-type: none"> • One-off or occasional instances of forgetfulness, rudeness or tactlessness; • Setting high performance standards because of quality or safety; • Constructive feedback and legitimate advice or peer review; • A manager requiring reasonable verbal or written work instructions to be carried out; • Warning or disciplining employees in line with the workplace's policies/code of conduct; • A single incident of unreasonable behaviour (but it could escalate). <p>Reasonable management action, carried out in a reasonable way, is not bullying. Managers have a right to direct the way work is carried out, monitor workers and provide reasonable feedback on their performance. For example, informing a worker about unsatisfactory work performance in a constructive way is not bullying.</p> <p>Bullying is in breach of this Policy and is strictly prohibited by the [organisation].</p> <p>Victimisation</p> <p><i>What is victimisation?</i></p> <p>Victimisation occurs where a person subjects or threatens to subject another person to detriment as a result of:</p>
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	<ul style="list-style-type: none"> • Making or proposing to make a complaint of discrimination, harassment, bullying, victimisation or other inappropriate workplace behaviour (whether against that person or not); or • Giving information, evidence or acting as a witness in relation to such a complaint. <p>The Group will not tolerate victimisation of any nature and will take all necessary action to protect staff from victimisation.</p> <p>Victimisation is in breach of this Policy and is strictly prohibited by the Group.</p> <p>Procedures for resolving complaints</p> <p>If you feel you have been discriminated against, harassed or bullied, we encourage you to address your complaint as soon as possible so that a resolution can be promptly achieved.</p> <p>There are three options available to you:</p> <ol style="list-style-type: none"> 1) Self-help: You could explain to the person responsible that their behaviour is of concern (specifying what that behaviour is), that you don't like it, and ask for it to stop. 2) Management intervention or mediation: You could request either your team leader or manager, or OD, to intervene. Management intervention or mediation can be informal or formal, and aims to seek a resolution that is acceptable to both parties. 3) Formal complaint A formal complaint can be made to either [organisation] management, or to WorkSafe. This option is usually for more serious claims, when the alleged perpetrator could be disciplined or dismissed if the allegations are found to have substance. <p>All allegations and complaints will be treated seriously and dealt with expeditiously and confidentially, whether they are raised formally or informally.</p> <p>If you become aware of any conduct that may breach this Policy, you should report the conduct to your Manager.</p> <p>In line with the Group's responsibility under the relevant legislation, we will investigate and respond to any concerns of inappropriate workplace behaviour (including conduct which could constitute discrimination, harassment or bullying) which comes to our attention through your complaint or through the receipt of other separate claims or issues.</p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p>
Legislative Considerations	
Review Protocol	<p>Policy Owner:</p> <p>Approved By:</p> <p>Policy Reviewed By:</p> <p>Date Reviewed:</p> <p>Next Review Date:</p> <p>Revokes Policy Reviewed:</p>
Employment Agreement	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.13: MISCONDUCT AND DISCIPLINARY MATTERS

<p>Policy Rationale</p>	<p>Our employment policies and arrangements are designed to create a positive environment in which people can be successful in their job. Like any relationship, all parties need to communicate well to ensure clear understanding of their needs and expectations so that both parties can maintain and enhance the work environment and employment relationship.</p>
<p>Policy</p>	<p>All employment relationships will be maintained in a way that is consistent with the Employment Relations Act 2000 and the following principles:</p> <ul style="list-style-type: none"> • Supports the organisational purpose and ethos • Supportive of individual and organisational accountability • Supportive of individuals and their aspirations • A prudent use of stakeholder funds <p>It is the responsibility of both parties to maintain a positive relationship. Our Code of Conduct sets out the expectations we have for our employment relationship. Our Job Descriptions set out the Key Result Areas for each job and the values we will demonstrate in delivering the Key Result Areas.</p> <p>Performance expectations are expressed in the performance agreement negotiated annually between the employee and their Manager during the Performance Appraisal cycle. We will use employment-related legislation and case law to guide us in resolving all employment relationship issues.</p> <p>Procedures for dealing with issues of performance, misconduct or serious misconduct are detailed in the Employee Handbook and Employment Agreements. Employees will be supported by their manager and the organisation's Employee Assistance Programme provider) through any such process).</p> <p>Serious Misconduct</p> <p>Serious Misconduct is conduct that seriously compromises [organisation's] trust and confidence in the employee. Examples of serious misconduct may include, but are not limited to:</p> <ol style="list-style-type: none"> (a) Any material breach of the terms of the Employment Agreement, Employee Handbook, or any applicable policy (b) Any dishonesty or theft (c) Any situation where you behave in a manner likely to bring you, or [organisation], into disrepute (d) Falsification of [organisation]'s records (e) Wilful damage of [organisation]'s property (f) Any situation where you take unauthorised absence from work (g) Any acts of violence, threatened violence or harassment against another person whilst in the course of duties for [organisation]

	<p>(h) Being drunk, or under the influence of, or using, illegal substances or drugs whilst on [organisation] business or on any work premises or property</p> <p>(i) Wrongfully disclosing [organisation]'s information</p> <p>(j) The inappropriate use of electronic media, including pcs, internet and emails.</p> <p>Resources</p> <p>Link to [organisation] Employee handbook</p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p>
Legislative Considerations	<ul style="list-style-type: none"> • Employment Relations Act 2000
Review Protocol	<p>Policy Owner:</p> <p>Approved By:</p> <p>Policy Reviewed By:</p> <p>Date Reviewed:</p> <p>Next Review Date:</p> <p>Revokes Policy Reviewed:</p>
Employment Agreement	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>

TEMPLATE HUMAN RESOURCES POLICIES AND PROCEDURES

SECTION 1: HUMAN RESOURCES MANAGEMENT

POLICY 1.14: LEAVING THE ORGANISATION

Policy Rationale	<p>[organisation]'s intent is to maintain positive and constructive relationships with all employees – future, present and past. This policy details our mutual obligations when you leave our employment.</p>
Policy	<p>When you leave [organisation] we ask that you:</p> <ul style="list-style-type: none"> • return all company property; • hand over all current work to the appropriate people; and • hand over to someone duly authorised all notes of confidential information which you may have acquired during your employment. <p>Exit Interviews</p> <p>When you leave [organisation] you may be invited to attend an exit interview in your last week. This is a confidential and voluntary interview aimed at helping [organisation] to understand how to improve organisational performance.</p> <p>References</p> <p>Generally [organisation] does not provide employee references but it does provide a record of service, noting dates of employment and roles undertaken, signed by the Chief Executive.</p> <p>On occasion, employees may provide references with the prior written approval of their manager. Managers should use their discretion and if in doubt consult the Chief Executive before providing authorisation.</p> <p>Resources</p> <p>Link to [organisation] Employee handbook</p> <p>https://sportnz.org.nz/managing-sport/search-for-a-resource/guides/people-management-toolkit</p>
Legislative Considerations	<ul style="list-style-type: none"> • Employment Relations Act 2000
Review Protocol	<p>Policy Owner: Approved By: Policy Reviewed By: Date Reviewed: Next Review Date: Revokes Policy Reviewed:</p>
Employment Agreement	<p>Where there is any inconsistency between this policy and your employment agreement, your employment agreement prevails.</p>