

[insert organisation name/logo]

Human Resources Policy

Document Status: Draft or Final

Date Issued: [date]

Lead Author: [name and position]

Approved by: [insert organisation name] Board of Directors on [date]

Scheduled Review Date: [date]

Record of Policy Review

Review Date	Person Initiating/Leading Review	Other People Consulted

Triggers for Policy Review (tick all that apply)

- Standard review is timetabled.
- A gap has been identified
- Additional knowledge or information has become available to supplement the policy.
- External factors
 - Policy is no longer relevant/current due to changes in external operating environment.
 - There are changes to laws, regulations, terminology and/or government policy.
 - Changes to funding environment, including requirements of funding bod(y)ies
- Other (please specify).
- Internal / organisational factors
 - A stakeholder has identified a need, eg by email, telephone etc
 - A serious or critical incident has occurred, requiring an urgent review.
 - Need for consistency in service delivery across programs and organisations.
 - Separate, stand-alone policy is now warranted
 - A near miss has occurred, requiring a review to prevent a serious/critical incident in the future

Additional Comments

[for example, policy now covers details related to new legislation].

Human Resources Policy

1. Purpose and Scope

[insert organisation name] is committed to providing effective, legal, and consistent human resources (HR) systems that benefit the organisation and its employees.

The purpose of this policy is to provide guidance to **[insert organisation name]** in developing and implementing human resources systems so that such systems are equitable, efficient, transparent (where possible), communicated to all staff, and comply with relevant legislation and regulations.

This policy applies to all staff and encompasses, but is not limited to:

- Legal and regulatory responsibilities
- Recruitment and selection of staff
- Personnel management
- Personnel record keeping.

This policy does not provide detailed guidance on:

- Employee performance and development – refer to the Professional and Personal Development Policy
- Grievance and dispute settling – refer to the Feedback and Complaints Policy
- Workplace environment - refer to the Work Health and Safety Policy
- Management of student placements - refer to the Student Placement Policy
- Management of volunteer placements – refer to the Volunteer Policy.

2. Definitions

[Provide concise definition for terms that have particular meaning or have a need for some interpretation related to the policy]

Personnel include employees, contractors, volunteers and student placements.

Unlawful discrimination occurs when one person takes adverse action against another person because of the following attributes of the latter person:

- race
- colour
- sex
- sexual preference
- age

- physical or mental disability
- marital status
- family or carer's responsibilities
- pregnancy
- religion
- political opinion
- national extraction or social origin

SCHCADS is the Social, Community, Home Care and Disability Services Award (2010).

3. Principles

[insert organisation name] provides an equitable, safe and encouraging workplace with the absence of nepotism or patronage.

Employees are valued and recognised for their contribution to the organisation's successful outcomes.

Flexible and supportive working conditions are provided in line with relevant legislation and comparable to industry standards.

Unlawful discrimination will not be tolerated by any potential or current employee.

[insert organisation name] implements affirmative action with regard to employment of people with lived experience of mental illness; consumers and carers with relevant experience, skills and/or qualifications may become employees of **[insert organisation name]**.

4. Outcomes

Human resources practices are free from unlawful discrimination.

[insert organisation name] recruits and retains effective staff who contribute to the organisation's outcomes.

[insert organisation name] recognises the unique expertise and perspective of people with lived experience of mental illness, which can be drawn on by **[insert organisation name]** to fulfil its mission.

The recruitment and selection process of **[insert organisation name]** ensures that staff and volunteers have the skills and capability to perform the duties required of them.

Employees' working conditions and benefits are an asset of the organisation.

5. Functions and Delegations

Position	Task/Delegation
Board of Directors	<p>Ensure decisions and actions relating to recruitment and management of human resources are transparent and fair.</p> <p>Ensure compliance with relevant legislation.</p> <p>Endorse Human Resources Policy.</p> <p>Endorse HR Plan</p> <p>Endorse CEO/Manager's recommendations for employment of staff members.</p> <p>All human resources responsibilities for CEO/Manager.</p>
Management	<p><u>CEO/Manager</u> Human resources planning, including identifying position requirements and associated budget.</p> <p>Compliance with Human Resource Policy and procedures and relevant legislation.</p> <p>All human resource responsibilities for [insert relevant positions].</p> <p>Sign off on all employee contracts (and variations).</p> <p>Identify relevant staff to manage human resource responsibilities for casual employees, volunteers and student placements.</p> <p>Develop and implement HR systems across the organisation.</p> <p><u>[insert relevant position]</u> All HR responsibilities for [insert relevant positions] and others as delegated by CEO/Manager.</p>
Staff	Compliance with all HR policy and procedures and relevant legislation.

6. Risk Management

[insert organisation name] will ensure that this policy does not breach any of its legal obligations.

All staff with recruitment and management functions are provided with ongoing support and professional development to assist them to implement effective, legal and transparent human resource management.

7. Policy Implementation

This policy is developed in consultation with employees and consumer representatives, and is approved by the Board of Directors. All employees are responsible for understanding and adhering to this policy.

Human resources is an agenda item in all staff meetings where any member of staff can raise relevant implementation issues related to the Human Resources Policy.

Specific monitoring activities to be undertaken are:

- Annual personnel file audit to ensure recruitment, selection and personnel management processes are followed.
- Annual interviews with new staff on their orientation and induction experience at the organisation.
- Membership of employers' group/s to obtain and disseminate current industrial relations information.

8. Policy Detail

8.1 Legal Responsibilities

[insert organisation name] develops and implements human resource management systems that comply with relevant employment legislation, including:

- Annual Holidays Act 1944 (NSW)
- Fair Work Act 2009 and associated National Employment Standards
- Industrial Relations Act 1996 (NSW)
- Long Service Leave Act 1955
- Public Holidays Act 2010 (NSW)
- Superannuation Guarantee (Administration) Act 1992 (Commonwealth)
- Workers Compensation Act 1987
- Work Health and Safety Act 2011 (Commonwealth)
- Work Health and Safety Regulations (NSW – due 2012)

[insert organisation name] requires that all staff contribute to a workplace free from discrimination and that they comply with anti-discrimination legislation, including:

- Age Discrimination Act 2004 (Commonwealth)
- Anti-Discrimination Act 1977 (NSW)
- Human Rights and Equal Opportunity Commission Act 1986 (Commonwealth)
- Disability Discrimination Act 1992 (Commonwealth)
- Human Rights and Equal Opportunity Commission Act 1996 (Commonwealth)

- Racial Discrimination Act 1975 (Commonwealth)
- Sex Discrimination Act 1984 (Commonwealth)

The organisation is responsible for informing staff of their obligations under relevant anti-discrimination legislation. Information will be provided as part of the staff orientation process and as amendments to legislation are made.

All staff must sign their agreement to conditions outlined in the Code of Conduct which includes anti-discrimination behaviour.

Where incidents of discrimination are suspected or identified, the relevant supervisor is to follow the Feedback and Complaints Management Policy and related procedures.

8.2 Human Resources Planning

All activities and projects undertaken by the organisation are planned and considered with the human resource implications in mind to determine the required skills, knowledge and experience required to successfully complete projects.

In developing funding submissions/ proposals, the human resources needs of the organisation are a key factor for consideration.

8.3 Recruitment and Selection

[insert organisation name] seeks to appoint the best possible candidate for all positions, and as such advertises vacant positions through relevant media, sector channels and/or recruitment agencies. The CEO/Manager may make the decision not to externally advertise a particular vacant position if:

- the position is available for a short period of time only, and
- advertising the position would significantly delay the commencement/continuation of the position activities and impact on organisation's contracted performance requirements, or
- a suitable candidate from within the organisation is identified.

The recruitment and selection of permanent or contract based staff follow a formal process, and recruitment and selection of casual or temporary staff may be undertaken through a targeted recruitment process, as outlined in the Staff Recruitment Procedure.

The selection and recruitment of staff is based on merit, with the best possible candidate identified through their curriculum vitae, responses to the position selection criteria, interview process and reference checks.

All staff positions at the organisation have a position description which contains details of the inherent duties of individual roles and outlines:

- Primary functions
- Accountabilities and performance indicators
- Lines of reporting
- Essential and desirable qualifications, skills, knowledge, experience and personal attributes.

All position advertisements will identify:

- Position title
- Summary of the primary functions
- Process for applying
- Contact details for enquiries
- Application closing date.
- Listing Salary range/ benefits and reporting structure

All potential applicants may request a position information pack that includes:

- Position Description
- Organisation Chart
- Links to the organisation's website
- The process and documents required for applying
- Contact details for enquiries
- Other information as relevant.

All applications received are formally acknowledged in writing.

Applicants that meet the essential skills, knowledge, attributes and experience are offered an interview. Applicants that meet some of the desirable skills, knowledge, attributes and experience may be offered an interview dependent on the number and quality of other applicants.

All applicants offered an interview participate in an interview process where the selection panel generally comprises:

- a mix of genders, with at least one male and one female
- at least one member with knowledge and expertise in the area the position covers
- at least one member from outside the immediate work area (this may include a person from outside of the organisation).

A person with lived experience of mental illness may also be included on the selection panel.

Interviewees are rated against the essential skills, knowledge, attributes and experience as well as interview questions relevant to the position. The selection panel is responsible for preparing and signing a selection report.

All unsuccessful interviewees receive formal acknowledgement in writing. Feedback to unsuccessful applicants is provided if requested.

Reference checking will be conducted on successful interviews

All successful interviewees receive formal acknowledgement in writing and a phone call.

Unless otherwise determined in the interview, the employees' remuneration package is to be negotiated at offer of the position.

Relevant screening checks (e.g. criminal record and working with children checks) will be carried out prior to commencement of employment.

All position enquiries, applications and interviews are treated confidentially and access to such details is restricted to those directly involved in the recruitment and selection process.

8.4 Induction and Orientation

All new employees participate in an induction and orientation process, led by ***[insert position, eg the immediate supervisor, one staff member overseeing all inductions to ensure consistency of quality and information flow]*** for the purpose of familiarising the new employee of ***[insert organisation name]***'s purpose, operations, expectations of employees and requirements of the position.

The Staff Induction and Orientation Checklist provides guidance on the process and is signed by the new employee and the supervisor once completed. The original checklist is to be held in the employee's personnel file and a copy provided to the new employee.

At commencement of employment, the new employee receives an orientation pack which includes:

- Signed copies of the position description, contract of employment and code of conduct

- Annual report
- Strategic plan, operational plan and relevant project plan/s
- Constitution
- Program related material (eg Participant Manual)
- A written statement of the rights and responsibilities of consumers and carers
- Policies and Procedures manual / Staff handbook (or information on how to locate electronically)
- Fair work statement

All permanent or contract based staff are under a three (3) month probationary period at commencement of employment. This period allows for both **[insert organisation name]** and the new employee to determine if the person is suitable for the position before continuation of the employment contract.

8.5 Working Conditions

[insert organisation name] provides employees with working conditions that comply with the Fair Work Act (2009), associated national standards, and which are comparable with industry standards. All **[insert organisation name]** staff work under the conditions contained in the industrial award or individual contract under which they are employed, and covers all standard working conditions such as salaries, superannuation, and leave entitlements.

A copy of the relevant awards is available at **[insert relevant location of award(s)]** for all prospective employees to refer to when they are offered a position at **[insert organisation name]**.

In the event of a conflict between the employment award and this policy manual, the employment award prevails.

In the event of a conflict between an individual employment contract and this policy manual, the individual employment contract prevails.

All employees have a current and signed position description and a signed employee contract.

All employees receive salary paid **[insert frequency]** by electronic funds transfer to a bank account or accounts nominated by the employee as indicated on the Staff Bank Account Details Form.

Employees' salary and remuneration packages are negotiated prior to commencement of employment.

Employees' hours of employment are clearly identified in employment contracts.

Full time employees are required to work **[insert hours, eg 38 hours per week, plus reasonable additional hours]** unless otherwise negotiated with their **[insert position, eg CEO/Manager]**.

[IF APPLICABLE, eg for FBT exempt organisations] Salary packaging, where part of an employee's salary is packaged into a fringe benefit that does not constitute direct payment to the employee but is payable to a bona fide third party, is offered to permanent and contract based employees, and not available to casual or temporary employees. Employees may elect to opt in or out of salary packaging at any time consistent with **[insert organisation name]** guidelines.

[insert organisation name] makes employee related superannuation contributions in accordance with the Superannuation Guarantee (Administration) Act 1992 (Commonwealth). Employees elect a complying superannuation fund for payments within two (2) weeks of commencement, otherwise the organisation will elect a complying fund.

Full time employees (part time employee's pro-rata), are entitled to a range of leave entitlements as outlined below.

Recreational Leave: **[INSERT PROVISIONS – make sure they align with the relevant award(s) / contract(s) under which staff are employed ... FOR EXAMPLE** eg 4 weeks paid leave per year, plus an additional week for certain shift workers]

Personal and Carers Leave: **[INSERT PROVISIONS – make sure they align with the relevant award(s) / contract(s) under which staff are employed ...** eg 10 days paid personal / carer's leave, two days unpaid carer's leave as required, and two days compassionate leave (unpaid for casuals) as required.]

Study Leave: **[INSERT PROVISIONS – make sure they align with the relevant award(s) / contract(s) under which staff are employed. A good practice example:** Study time of up to four hours a week during semester or term may be granted at full pay to employees to assist their studies in an approved course relevant to the position and/or professional development plan, and subject to the approval of the *[insert position eg CEO/Manager]*.].

Parental Leave: **[INSERT PROVISIONS – make sure they align with the relevant award(s) / contract(s) under which staff are employed ...** eg, up to 12 months unpaid leave for every employee, plus a right to request an additional 12 months unpaid leave, and other forms of maternity, paternity and adoption related leave.]

Long Service Leave: [**INSERT PROVISIONS OF AWARD(S)** – *check for transitional entitlement for employees who had certain LSL entitlements before 1/1/10 pending the development of a uniform national long service leave standard*].

Special Leave: [e.g. *Special Leave may be granted for activities not regarded as being on duty and which are not covered by other forms of leave. Special Leave can only be approved by the [insert position eg CEO/Manager]*].

Community Services Leave: *eg - unpaid leave for voluntary emergency activities and leave for jury service, with an entitlement to be paid for up to 10 days for jury service.*

Public holidays: *eg - a paid day off on a public holiday, except where reasonably requested to work*

Requests for leave are through the Application for Leave Form and approved by the relevant supervisor in advance to leave being taken. Sick Leave requests may be completed in retrospect, provided the staff member has advised their supervisor as soon as possible of the need for Sick Leave.

Supervisors forward approved Application for Leave Forms to the **[relevant position]** for payroll processing. Processed Application for Leave forms are filed in the relevant staff personnel files.

Flexible work practices must balance the needs of both the employer and the employee, and are to be negotiated between the employee, the supervisor and the CEO/Manager. Whilst the organisation supports flexible work practices wherever possible, they are not an employee entitlement. All requests and approvals for flexible work practices adhere to the Flexible Work Practices Procedure.

Flexible work practices may include:

Flexible working hours: Daily commencement and finishing times vary depending on the needs of the employee and the organisation, provided that required hours are completed, or Time in Lieu is applied.

Make up time: Time from ordinary hours may be taken, with these hours worked at a later time at the ordinary rate of pay.

Time in lieu: Time taken in lieu of overtime payment for above ordinary hours worked.

Working from home: Duties are undertaken by employees in their homes rather than in the office. Occupational health and safety considerations apply to employees working from home with a working from home assessment of the environment to be completed and actioned before working from home commences. Organisational insurances should be checked to ensure they remain covered.

Work related travel: Employees may be required to travel to undertake work related duties. Leave may be taken in conjunction with work related travel with the travel time the trip ordinarily takes attributable to **[insert organisation name]** and any additional time attributable to the employees' leave.

8.6 Employee Support

[IF APPLICABLE] **[insert organisation name]** provides access for its staff to an Employee Assistance Program, which is intended to help staff deal with personal problems that might adversely impact their work performance, health, and well-being.

The Employee Assistance Program includes short-term counseling and referral services for employees. **[insert details e.g. number of sessions offered, how to contact the EAP]**

When required, supportive counselling is provided to personnel who are affected by an emergency or critical incident related to **[insert organisation name]** within two hours of the event (for defusing and mobilisation) and then within 24 to 48 hours (for critical incident debriefing).

8.7 Ceasing Employment

Cessation of employment, initiated by either the organisation or the employee, shall reflect provisions in the award under which the person is employed (eg SCHCADS Award).

Notice of termination and redundancy pay.

[insert organisation name] provides up to 4 weeks notice of termination (5 weeks if the employee is over 45 and has at least 2 years of continuous service) and up to 16 weeks redundancy pay, both based on length of service

Except in the case of termination due to serious misconduct, as determined by the CEO or Board of Directors, payment in lieu of the notice shall be paid if the appropriate notice is not given.

If redundancy action is initiated by the Board, the Board shall be required to provide at least the minimum notice periods and redundancy pay outs are set down in the NES

Serious misconduct by employees that may lead to summary dismissal includes such things as: proven theft, physical assault, gross negligence, serious breach of policies and/or procedures, wilful or malicious damage, serious breach of safety procedures, illegal or fraudulent acts while representing the organisation, and/or abandonment of employment. Serious misconduct by an employee will be investigated and documented by the supervisor and the CEO/Manager as part of the dismissal process. Refer to the Staff Performance and Conduct Procedure for further details.

Employees with more than two (2) months service may request a written or verbal reference on performance and service details, unless dismissed for serious misconduct.

Employees with less than two (2) months service or those that are dismissed due to serious misconduct may request a written statement of service containing the length and nature of the employment.

8.8 Personnel Record Keeping

[insert organisation name] maintains individual personnel files for current employees, where information on recruitment, selection, position description, employment contracts, financials, performance and development is kept. Personnel files are kept in a locked cabinet accessible by the **[insert relevant positions]**

A secure electronic filing system for human resources management is maintained and accessible on the **[insert drive]** by the **[insert relevant positions]**.

All unsuccessful applicants' details are kept in a locked cabinet accessible by the **[insert relevant positions]** for a period of 12 months from the date of finalisation of the position appointment. After 3-6 months (or longer, if a longer period is agreed to with the candidate), the documents are destroyed so that no personal information is identifiable.

Personnel files of previous employees are to be securely kept for a period of six (6) years.

8.9 Employment of Consumers and Carers

[insert organisation name] seeks consumers and carers with relevant experience, skills, personal attributes and/ or qualifications to become volunteers and/or employees:

- to fill a 'mainstream' position
- in specialist roles such as consultants and liaison
- to conduct research
- other suitable roles

[insert organisation name] provides ongoing training and support to consumers and carers who are involved in formal advocacy and/ or support roles within **[insert organisation name]**.

[insert organisation name] ensures information is provided to consumer or carer staff members about what processes are in place to protect, advise and support them.

When **[insert organisation name]** employs consumers and carers, relevant mentoring, training, support and supervision are provided.

[insert organisation name] maintains privacy and confidentiality of all consumers and carers when consumers and carers become employees.

9. References + Resources

9.1 Internal

Abuse and Neglect Policy
Certificate of Service Template
Code of Conduct
Community, Professional and Personal Development Policy
Contractual Relationship Procedure
Feedback and Complaints Policy
Flexible Work Practices Procedure
Work Health and Safety Policy
Poor Staff Performance and Misconduct Procedure
Privacy and Confidentiality Policy
Staff Orientation and Induction Checklist
Staff Recruitment Procedure

9.2 External

Age Discrimination Act 2004 (Commonwealth)
Anti-Discrimination Act (1977)
Commission for Children and Young People Act 1998 (NSW)
Crimes Act 1914 (Commonwealth)
Criminal Records Act 1991 (NSW)
Disability Discrimination Act 1992 (Commonwealth)
Human Rights and Equal Opportunity Commission Act 1996 (Commonwealth)
Racial Discrimination Act 1975 (Commonwealth)
Sex Discrimination Act 1984 (Commonwealth)
State and/or Commonwealth industrial relations and/or employee related legislation applicable to your organisation, eg

- Annual Holidays Act 1944 (NSW)
- Equal Opportunity for Women in the Workplace Act 1999 (Commonwealth)
- Fair Work Act 2009 and associated National Employment Standards

- Income Tax Assessment Act 1997 (Commonwealth)
 - Industrial Relations Act 1996 NSW
 - ***Industrial Awards relevant to your employees***
 - Long Service Leave Act 1955 (NSW)
 - Public Holidays Act 2010 (NSW)
 - Superannuation Guarantee (Administration) Act 1992 (Commonwealth)
 - Workers Compensation Act 1987 (NSW)
 - Workplace Injury Management and Workers Compensation Act 1998 (NSW)
- Work Health and Safety Act 2011 (Commonwealth)
 Model Work Health and Safety Regulations 2011 (Cth)

Resources

Fair Work Act 2009. *Section 59, Part 2- National Employment Standards.* pp80-138.
<http://www.fairwork.gov.au/Documents/The-National-Employment-Standards-Part2-2-Fair-Work-Act-2009.pdf> Accessed 9th November, 2011.

Fair Work Australia (2009). *Fact Sheet: Unlawful Workplace Discrimination*
<http://www.fairwork.gov.au/factsheets/FWO-Fact-sheet-Unlawful-workplace-discrimination.pdf> Accessed 9th November, 2011.

Fair Work Ombudsman (2011). <http://www.fairwork.gov.au/FWISdocs/Fair-Work-Information-Statement.pdf> Accessed 9th November, 2011.

Fair Work Australia (2009). *What are the 10 NES entitlements?*
<http://www.fairwork.gov.au/employment/national-employment-standards/pages/what-are-the-10-nes-entitlements.aspx> Accessed 9th November, 2011.

Fair Work Australia Website
www.fwa.gov.au

Workcover NSW, 2004, *The Community Services Safety Pack: A Guide to Occupational Health & Safety.* Workcover NSW, Gosford.

Workcover Authority of NSW website
www.workcover.nsw.gov.au

NSW Industrial Relations website
www.industrialrelations.nsw.gov.au

This policy is adapted from the NADA Human Resources Policy.

9.3 Quality and Accreditation Standards

EQUIP4

Provided by the Australian Council on Healthcare Standards (ACHS)

Standard 2.2: Human resources management supports quality health care, a competent workforce and a satisfying working environment for staff.

Criterion 2.2.1: Human resources planning supports the organisation's current and future ability to address needs.

Criterion 2.2.2: The recruitment, selection and appointment system ensures that the skill mix and competence of staff, and mix of volunteers, meet the needs of the organisation.

Criterion 2.2.3: The continuing employment and performance development system ensures the skill and competence of staff and volunteers.

Criterion 2.2.4: The learning and development system ensures the skill and competence of staff and volunteers.

Criterion 2.2.5: Employee support systems and workplace relations assist the organisation to achieve its goals.

EQUIP5

Provided by the Australian Council on Healthcare Standards (ACHS)

Standard 2.2: Workforce planning supports quality health care, a competent workforce and a satisfying working environment for staff.

Criterion 2.2.1: Human resources planning supports the organisation's current and future ability to address needs.

Criterion 2.2.2: The recruitment, selection and appointment system ensures that the skill mix and competence of staff, and mix of volunteers, meet the needs of the organisation.

Criterion 2.2.3: The continuing employment and performance development system ensures the skill and competence of staff and volunteers.

Criterion 2.2.4: The learning and development system ensures the skill and competence of staff and volunteers.

Criterion 2.2.5: Employee support systems and workplace relations assist the organisation to achieve its goals.

Health and Community Service Standards (6th edition)

Provided by the Quality Improvement Council (QIC)

Standard 1.3: Human resources are managed to create an effective and competent service.

Evidence questions: What is the evidence that:

- a) all staff are professionally qualified and experienced, able to work with consumers and willing to engage with CQI?
- b) the organisation's structure and environment encourage staff responsibility, initiative and cooperative work practices?
- c) administration and personnel systems operate efficiently to support the work of staff and the organisation's effective functioning?
- d) orientation, support and development needs of staff are systematically identified and met in a way that supports the organisation's goal?
- e) a system exists to remedy situations where staff have acted inappropriately, or provided poor or unacceptable services?

9.4 National Mental Health Standards

Criterion 1.5: Staff and volunteers are provided with a written statement of the rights and responsibilities of consumers and carers, together with a written code of conduct as part of their induction to the organisation

Criterion 3.5: The organisation provides ongoing training and support to consumers and carers who are involved in formal advocacy and / or support roles within the organisation.

Criterion 3.6: Where the organisation employs consumers and carers, the organisation is responsible for ensuring mentoring and supervision is provided.

Criterion 6.18: Training and support is provided for consumers involved in a formal advocacy and / or support role within the MHS.

Criterion 7.16: The organisation provides training to staff to develop skills and competencies for working with carers.

Criterion 8.6: The recruitment and selection process of the organisation ensures that staff have the skills and capability to perform the duties required of them.

Criterion 8.7: Staff are appropriately trained, developed and supported to safely perform the duties required of them.

Criterion 8.8: The organisation has a policy and process to support staff during and after critical incidents.

9.5 Recovery Oriented Service Self-Assessment Tool (ROSSAT)

Item 1.2: Policy and procedures are in place and provide understanding and responses to diversity, trauma informed care, privacy, confidentiality and information/record sharing, professional boundaries and expectations, identify and address non-recovery oriented attitudes or behaviours, that safeguard all people against abuse and discrimination, and outline processes for reporting abuse of workers and/or consumers and are accessible and applied in practice.

Item 1.2e: The organisation has a commitment to develop and support an active peer workforce, including roles, responsibilities and remuneration of consumers (e.g. peer workers and consumer consultants) who are employed or engaged by the service.

Item 1.2f: Policy and procedures are accessible and applied in practice and describe the support, treatment, recovery plans and advance directives which are:

- Developed by the person, in partnership with workers and family and carers (with consent), based on the consumer's strengths, needs, desires and goals
- Reviewed collaboratively on a regular basis
- Owned and approved by the person and are available to them and others (with consent).

Item 1.2i: The organisation has a policy and process to support consumers and workers during and after critical incidents. Workers are aware of this process.

Item 1.2j: Policy and procedures are in place that show how information should be disseminated to:

- Workers
- Consumers, carers and families
- External organisations.

Item 1.3: In the recruitment process:

- Selection criteria include attributes known to be supportive of a person's recovery and respectful practice (e.g. honesty, a non-judgemental outlook, compassion, empathy, respect, hope and belief in a person's recovery and future)
- People with the lived experience of mental illness are encouraged to apply for positions within the organisation.

Item 1.6: The organisation acknowledges workers for good work and achievements in recovery oriented practice.

Item 1.9: The organisation and individual workers challenge stigma and discrimination in public settings.

Item 2.1: Management supports and encourages workers in adopting recovery oriented service delivery.

Item 2.2: Management proactively and constructively challenge non-recovery oriented attitudes and behaviours among workers (e.g. stigmatising and discriminatory attitudes and behaviours).

Item 2.3: Supervision, both formal and informal, is available and used to discuss:

- Relationship development and maintenance
- Respectful recovery oriented practice
- Providing holistic support that is responsive to diversity
- Supporting self-directed care by providing information and choice, fostering engagement and maximising personal responsibility
- Incorporating and maintaining a belief in recovery in service provision
- Obtaining relevant and up to date information, share information in appropriate formats, and educate people on how to access information
- Enhancing a person's participation and social inclusion.

Item 2.4: Workers activities occur frequently, with the opportunity for sharing knowledge and workshopping concepts relating to:

- Relationship development and maintenance
- Respectful practice
- Supporting self-directed care
- Belief in recovery
- Obtaining and sharing knowledge and information
- Participation and social inclusion.

Item 2.5: Leaders advocate, champion and model:

- Human rights informing service delivery
- The consumers' voice as central to care and service provision
- The belief that recovery is possible and probable for every person
- Hopeful and optimistic attitudes in dealing with workers, consumers and carers.

Item 2.6: Management:

- Is aware of Commonwealth and State policy directions around recovery orientation and integrates these into practice
- Identifies information relevant to the organisation to increase the knowledge base on recovery and recovery oriented practice, including information for consumers, carers and their families.

Item 2.8: Management provide information to workers about other services available in the community relevant to the organisation and consumers.

Item 3.2: Workers acknowledge their role in supporting a person's recovery rather than doing recovery for them.

Item 3.4: In ongoing relationship development:

- a. A person identifies their goals, hopes and dreams
- b. Workers support the person to develop their own sense of self and to identify what is personally meaningful to them.
- c. Workers support the person to develop methods to self-manage their illness and encourage them to take personal responsibility for their recovery journey.
- d. Workers encourage the person to re-build and/or maintain relationships with family and social connections.
- e. Workers are aware of how a relationship may hinder recovery in their interaction with consumers.
- f. Workers are aware of their own mental health and of self-help strategies and ways to seek support.
- g. Workers acknowledge and explore power differences, and steps are taken to ensure consumers are empowered in the relationship.

Item 3.6: When workers engage with people they:

- Respect them as equals and as experts by experience
- Value their voice and vision in informing their support
- Use strengths based language and everyday language (not clinical jargon).

Item 3.12: Workers are trauma informed, and incorporate these principles in service planning and delivery.

Item 4.2: The organisation provides induction training on personal and cultural interpretations of mental illness and recovery, specifically including Aboriginal and Torres Strait Islander understandings, the rights and responsibilities of consumers and carers, consumer participation and social inclusion, stigma and discrimination, and their pervasive impact on the exclusion of people who live with mental illness.

Item 4.2a: Policies and procedures are in place that relate to privacy and confidentiality, the obtaining of consumer consent to share their information and communication techniques available.

Item 4.3: The organisation provides the opportunity for ongoing training, including respectful practice, culturally responsive practices acknowledging different understandings and sensitivities relating to mental health, including Aboriginal and Torres Strait Islander meanings, the processes for workers to address stigmatising

and discriminatory language they have observed, and the debilitating impacts of stigma and discrimination towards consumers, particularly in the language used by service workers.

Item 4.3a: The organisation provides the opportunity for ongoing training including understanding recovery:

- That each person will be able to embark on their recovery when they are ready
- That relapse is common and normal in recovery and is seen as an opportunity for developing resilience
- How to support recovery through positive risk-taking
- How to sustain hope for a person's recovery
- The importance of people's lived experience in informing service delivery and informing training.

Item 4.3b: The organisation provides the opportunity for ongoing training including relationships:

- How to explore and identify appropriate boundaries
- Prioritising time for and undertaking relationship building
- Identifying relationships that are supportive of recovery, and those that may hinder a person's recovery
- Trauma informed care and practice
- Communication skills, including listening and negotiation
- Dealing with conflict, violence, hopelessness and/or challenging behaviour
- Working with people who are reluctant to be involved in decisions around their treatment and care
- The importance of attitudes such as hope and optimism
- How to explore and relate one's own life experiences to strengthen.
- The complaints process.

Item 4.3c: The organisation provides the opportunity for ongoing training in respectful practice:

- Understanding and responding to diversity
- Culturally responsive practices acknowledging different understandings and sensitivities relating to mental health, including Aboriginal and Torres Strait Islander meanings
- Knowing and promoting human rights
- Appropriate behaviours and attitudes that support recovery
- Processes for workers to address stigmatising and discriminatory language they have observed.

Item 4.3d: The organisation provides the opportunity for ongoing training on consumer self-directed care:

- How to facilitate the delivery of consumer self-directed services, including how to maximise consumer choice and control in their recovery
- Information on the individual, non-linear nature of recovery and how this affects the level of support provided by workers.

Item 4.3e: The organisation provides the opportunity for ongoing training on the obtaining and sharing of knowledge and information including:

- Protocols relating to privacy and confidentiality
- Relevant legislation changes
- Innovative recovery based practice
- New and existing relevant services
- Sharing accessible information and resources relevant to consumers, their families and carers.

Item 4.3f: The organisation provides the opportunity for ongoing training on social inclusion and participation:

- The concepts of consumer and carer participation and social inclusion, and how this is achieved at both the individual and organisational level
- Existing and new social connections in the community that may be useful for consumers to access
- Human rights relating to consumer participation and social inclusion
- The debilitating impacts of stigma and discrimination towards consumers, particularly in the language used by service workers.

Item 4.4: In addition to training available for all workers, the specific training and development needs of the peer workforce are identified and addressed.

Item 5.1: Workers are regularly provided with the opportunity to reflect on /self-evaluate the recovery orientation of their practice. This includes:

- Identifying strengths and areas for improvement
- Identifying what does and does not work
- Sharing learnt and useful skills with the team, team leaders and supervisors.

Item 5.2: All workers are evaluated on their recovery oriented practice.

Item 5.5: The ROSSAT *Tool for Workers* is completed by all workers in the organisation on an ongoing basis.

9.6 NSW Disability Services Standards (DSS)

8.6: People with a disability receive services from appropriately skilled and competent staff.

8.7: The service provider ensures that its employed and volunteer staff receive appropriate support, and that they understand their role, the administration of the service provider and the service, and their accountability for their work related activities.

8.8: The service provider implements a policy of affirmative action with regard to employment of people with a disability.

10.4: The service provider ensures that all staff have adequate training in presentation reporting and supporting service users in relation to abuse.