




SECTION 5: CARING FOR THE WORKERS

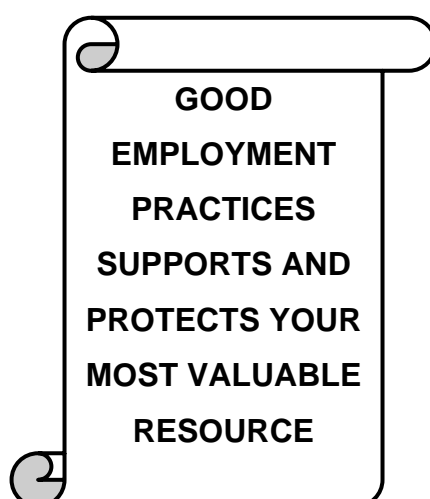
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This section explains the responsibilities employers have for looking after their employees to enable them to perform at their best.

EMPLOYER CHECKLIST

As an Employer does your organisation:

1.	Provide an employment contract, preferably written, negotiated and agreed to by both employer and employee, which complies with all necessary legislation?	
2.	Ensure both parties meet the conditions of the contract?	
3.	Meet EEO, ACC and OSH standards?	
4.	Provide regular performance reviews?	
5.	Provide the opportunity for Supervision?	
6.	Provide the opportunity for and encourage the employee to undertake training and professional development?	
7.	Provide the necessary resources, policies, structures and support for the employee to carry out their role?	
8.	Communicate openly and regularly with the employee?	
9.	Ensure personal grievance and dispute procedures are in place and effectively administered?	



BEING A GOOD EMPLOYER

Often it is the little things that make a difference to people's work satisfaction. Consider how your Worker would answer the following questions.

Is there adequate heating, ventilation, lighting, space?

Are they comfortable in their workspace?

Are they promptly reimbursed for out of pocket expenses?

Are they safe?
Are the premises secure and well lit?

Are they overworked?
What can be done to alleviate workload?

Do they feel supported by the Committee?

Are they able to get hold of Committee members when needed?

Do they feel acknowledged and appreciated?

Are they an integral part of the decision-making process?

Do they have adequate furniture, materials, and equipment to do their job?

EQUAL EMPLOYMENT OPPORTUNITIES (EEO)

EEO ensures that disadvantaged groups have the opportunity to achieve equality within the workplace and to redress any potential imbalances in recruitment, promotion, training and job opportunities. EEO is equally important for paid, unpaid or volunteer Workers.



For more information contact:

**Employment Relations Infoline
0800 800 863
Human Rights Commission Infoline
0800 496 877**

EQUAL EMPLOYMENT OPPORTUNITY POLICY

Rationale: Downtown Community Centre supports the principal of equal opportunity in employment and training. The elimination of discrimination and the provision of equal opportunities are essential

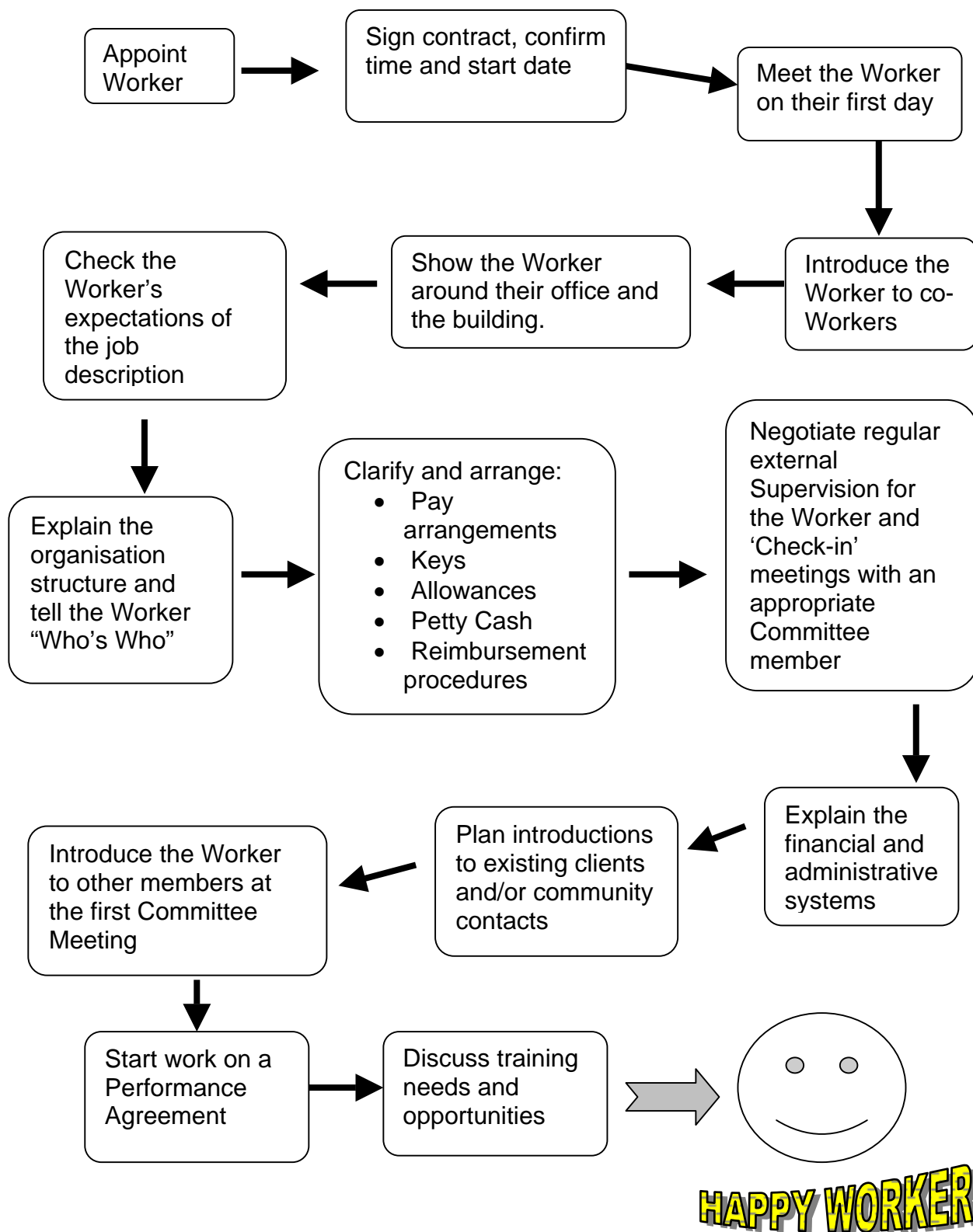
Purpose: To ensure all applicants for positions, paid and unpaid, within the Centre are considered taking into account EEO principals

Procedures:

1. Members of the Appointment Committee are representative of the organisation and chosen for their ability to decide on the best person for the position
2. The choice of a successful applicant is made by all members of the Appointment Committee on the basis of the best person for the position
3. Where potential employees have similar experience and personal attributes appropriate for their role the Appointment Committee does not discriminate against them on grounds of ethnic group, sex, sexual orientation, religion, age or disability
4. The appointment policy is reviewed every two years.

INDUCTION PROCESS

Or HOW TO AVOID THROWING YOUR WORKER IN AT THE DEEP END!



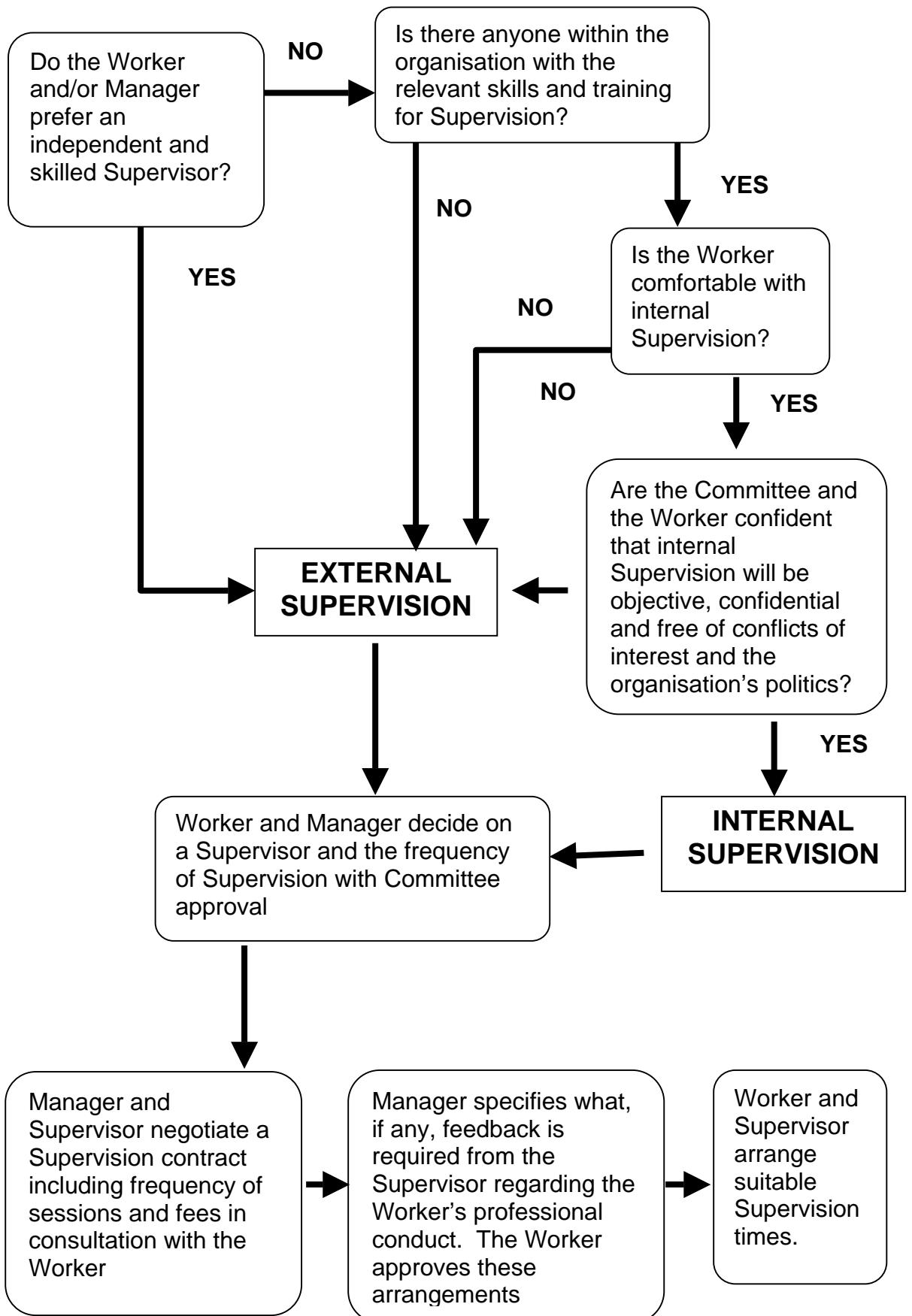
SUPERVISION

Access to individual Supervision is an essential right of employees in community organisations. As good employers, Committees should ensure their employees have the opportunity to receive Supervision as part of their normal working hours. Supervision with someone within your organisation may be sufficient. However, more often external Supervision with a professional independent Supervisor is preferable. The flowchart on the following page gives a process for deciding whether internal or external Supervision is appropriate.

THINGS TO CONSIDER:

- External Supervisors cost money – organisations should always set aside funds for Supervision in the budget
- External Supervisors will need to be informed of the basic function, policies and processes of your organisation
- Arranging Supervision is a process of negotiation between the Worker and their Manager/Committee
- Supervision benefits both the organisation and the Worker, and both parties should agree to arrangements.

ARRANGING SUPERVISION



CONTRACT FOR EXTERNAL SUPERVISION

This Contract is for a specified period of _____ Supervision appointments between _____ and _____.

The Supervisor acknowledges that the Committee of the Community Centre will pay \$ _____ + GST per session.

This fee will be charged for any absence – except for accident, emergency or when 48 hours notice of cancellation is given.

The Supervisor and Supervisee will negotiate the time and venue of appointments

Supervisor will be responsible for:

- Working to agreed goals in Supervision sessions. The Supervisor is expected to offer help with theory, assessment, parallel process, ethics and strategies over the contracted period
- Giving feedback on the progress of the Supervisee
- Maintaining confidentiality for issues discussed in Supervision except if the Supervisor has concerns about the Supervisee's work with clients. The Supervisor would:
 - a. let the Supervisee know immediately
 - b. discuss it in his or her Supervision
 - c. take action, for example suggest further training or seek a second opinion

Supervisee will be responsible for:

- Supplying a copy of his/her job description and conditions of employment to the Supervisor
- Informing the Supervisor of any client who is at risk of harming themselves or others
- Informing the Supervisor of any life changes or other stressors, that may affect the Supervisee's work. This will enable the option of referral for personal counselling to be explored
- Keeping the Supervisor informed if the Supervisee is undergoing other forms of Supervision or therapy
- Informing the Supervisor if the Supervisee feels his/her attitudes or behaviours towards a client is negatively affecting his/her work
- Presenting actual examples of work to the Supervisor
- Keeping the Management Committee informed of the Supervision relationship and any problems that may arise.

Supervisor and the Supervisee both share responsibility for:

- Maintaining confidentiality
- Consulting with a mutually accepted facilitator if a problem arises between the Supervisor and Supervisee that they cannot resolve.

Supervisor: _____ **Date:** _____

Supervisee: _____ **Date:** _____

PERFORMANCE AGREEMENTS AND APPRAISALS

WHY HAVE THEM?

- To support staff
- To offer opportunities for open two-way communication
- To ensure the job is being performed adequately
- To identify training needs
- As a basis for salary review.

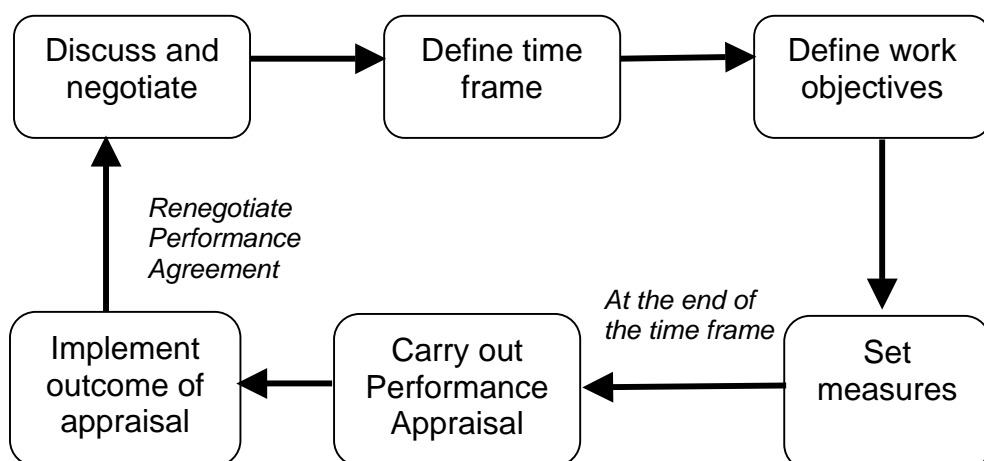
WHAT IS A PERFORMANCE AGREEMENT?

An agreement negotiated between the employer and the employee of the work objectives expected of the employee within a given time period. The employer and employee through a process of open and fair communication must agree to the plan.

WHAT IS A PERFORMANCE APPRAISAL?

The review process that assesses how well the Worker achieved the Performance Agreement objectives. After the performance appraisal the Performance Agreement must be renegotiated with new objectives and time frames set.

The Performance Agreement Cycle



DEVELOPING WORK OBJECTIVES

- Work objectives are anything that needs to be done for the Worker to fulfill their job description
- Use the service statements in the Worker's job description as a starting point
- Work objectives should be **simple, measurable, achievable** and **time limited**
- Training needs are valid and important work objectives
- For each work objective a statement of how it will be measured is needed and a due by date set
- Any specific tasks that need to be completed in the period should be included for example submitting funding applications by the deadline.

In order to perform a Worker needs:

- **Training**
- **Support**
- **Supervision**

Training and professional development should be part of every Performance Agreement

POSSIBLE OUTCOMES OF PERFORMANCE APPRAISALS

- Salary increase, bonus-payment or reward
- Training plan
- Review of job description
- Disciplinary action
- Changes in policies
- Changes to current activities
- Hire additional staff or train more volunteers.

PERFORMANCE AGREEMENT

Name: _____

Position: _____

Performance Agreement for period: 1 July 2002 to 30 June 2003

SERVICES

The provision of appropriate and regular events for local youth

- Organise and facilitate a minimum of one brainstorming session with local youth for ideas for events
- Organise, promote and carry out at least three events specifically for youth.

Recruitment of Youth Workers

- Organise and carry out an advertising/promotional campaign to recruit Youth Workers
- Organise a selection process of Youth Workers including group interviews and an open evening
- Revise current Youth Worker job descriptions.

Administration

- Complete time sheets fortnightly
- Attend monthly management meetings
- Attend monthly Youth Committee meetings
- Prompt and accurate Minutes of Youth Committee meetings are produced
- All expenditure is accounted for and receipts for purchases are provided
- Maintain regular contact with Centre Co-ordinator

Other specific projects/tasks

Employee: _____

Date: _____

Manger: _____

Date: _____