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| A close up of a logo  Description automatically generated | Case Study – Boutique Build Australia |

Boutique Build Australia Pty Ltd is a boutique building company based in Sydney that specialises in the design and build of high quality designer homes for the Sydney metropolitan and surrounding areas. The company has been operational for four years.

The company employs the following staff:

Managing Director, Operations Manager, Marketing and Sales Manager, Sales Consultants (4), Office Manager, Human Resources Manager, Human Resources Support Officer, Learning and Development Coordinator, Construction Manager, Site Manager (2), Production Draftsperson (2), 6 Carpenters and a range of contract staff, including plumbers, electricians, tilers, painters and plasterers.

The workforce is predominantly male with the only four females employed (the Office Manager and the three Human Resources positions).

The company’s vision as stated in its Strategic Plan is to be the best boutique home builder in Australia. Its values are listed as quality, innovation, leadership, respect and honesty and reliability.

Information relevant to completing Section 1 of the project portfolio

As the Human Resources Manager for the company, you are responsible for a small team of staff including the Human Resources Support Officer and the Learning and Development Coordinator. The Learning and Development Coordinator is a new appointment in place for the last two months.

As the Human Resources Manager, you are responsible for:

* Taking a key, and at times, leadership role in the development and implementation of generalist HR strategies, policies and projects.
* Identifying, designing and implementing general HR strategies and solutions to achieve agreed outcomes relating to: organisational design, organisational change, performance management, workforce and strategic planning and other generalist HR activities inclusive of effective negotiation and consultation with staff.
* Taking ownership of the HR results and outcomes.
* Providing high level, timely and professional advice to senior managers and staff, in interpreting and implementing human resource policy including: change management; HR planning; industrial relations; retention, performance management; workplace health; and organisation development and change.
* Delivering a high level of proactive and reactive support, management and advice to managers and staff in employee relations, encompassing, equal employment opportunity/diversity case management.
* Leading developing and motivating a small team.
* Contributing as a HR team member to develop and/or enhance policies, procedures and systems to support HR ‘best practice”.
* Representing and providing high level advice and support on internal and external forums and committees.
* Developing effective, collaborative relationships and networking with all internal clients and external stakeholders.
* Assisting the team to produce best practice learning aids and presentations
* Producing a quarterly review of people statistics and analysis for distribution to internal stakeholders.

The Human Resources Support Officer is responsible for:

* Recruitment processes ensuring the needs of the business are met in addition to adherence to legislative and internal policy requirements.
* Delivery of inductions to new employees within the office meeting legislative compliance measures as well as equipping new employees with necessary orientation information.
* Management of WHS incident reporting identifying improvement processes to minimise repeat incidents.
* The facilitation of ergonomic assessments and report analysis resulting in recommendations for individual requirements.
* Liaison point for workers compensation claims between insurance company and staff.
* Implementation and maintenance of the Human Resources Information System.
* HR metrics and reporting.
* Assistance to the HR Manager in strategic HR projects.
* HR administrative support including tasks such as maintenance of personnel files; maintenance of HR specific records on the share drive; reporting requirements relating to surveys and performance management cycles etc.
* Other duties as required.

The Learning and Development Coordinator is responsible for:

* Contribute to the delivery and evaluation of training and education programs to staff
* Contribute to the design and development of resource materials for use in the delivery of education and training materials for use in the delivery of training programs to staff
* Ensure that records are kept and maintained of all training activities
* Report to and cooperate with Human Resources Manager
* Ensure that all Policies and Procedures are implemented and complied with.

As part of your role, you need to review performance management and processes to ensure they meet legislation, organisational objectives and policies. Refer to the Strategic and Operational Plan and the Performance Management Policy and Procedures as part of your review. Additionally, you have received the following email from the Human Resources Support Officer:

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| Dear HR Manager,  I have reviewed all of the performance management documentation as you have requested and found that while they have all been completed, only half of the managers have been using the standard templates for performance review and development.  Please let me know if there is anything else you need from me in relation to this.  Regards,  HR Support Officer |

Information relevant to completing Section 2 of the project portfolio

The managing director has approved the strategic and operational plan for the 2021 to 2023. In January 2021, he is meeting with each manager to discuss the priorities and tasks their specific team are responsible for. As part of this meeting, he would like input from the managers to further develop and agree on more specific KPIs and time frames.

Before discussing the operational plan with the HR manager, the Managing director reviewed relevant information:

* A recent survey of all staff showed the following:
  + New employees are required to start immediately with their responsibilities, resulting in delayed induction (as opposed to the 3-month time frame specified in the Recruitment and Induction Policy and Procedure).
  + Over-all employee satisfaction is 83% (largely due to an unbalanced work/life balance).
* The time to recruit, employ and induct an individual takes approximately 6 months.
* Performance review takes place over a two-week period.
* Best practise examples show that new HR initiatives/programs take around 3 months to develop and implement.

After consultation with the managing director, the HR manager identified actions required by his team and team members to action the tasks/priorities in the operational plan:

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| **Task/Priority** | **Actions required** | **Person responsible** | **Timeframe** |
| Employ and induct at least 3 permanent site staff | Advertise position | Human resource officer | 2 weeks |
| Recruitment process | Human resource officer | 1 month |
| Choose best applicants | HR Manager  Operations Manager | 1 week |
| Induct applicants | Learning and development officer | 3 months |
| Develop and implement work-life balance programs | Research best practise | HR Manager | 3 weeks |
| Brainstorm program ideas to suit organisation | HR team | 1 day |
| Develop and approve program | HR Manager  Learning and development officer | 5 weeks |
| Promote program | Human resource officer | 3 weeks |
| Personalise employee learning | Survey staff on their learning preferences | Learning and development officer | 1 month |
| Update staff information to include learning profiles | Human Resource officer | 2 months |
| Staff performance reviews | Notify managers of requirements e.g. due dates and policy/template requirements | Human Resource officer | 1 day |
| Complete written appraisal | Managers | 3 days |
| Conduct verbal appraisal | Human Resource officer  Learning and development officer  HR Manager | 1 week |
| Document and keep records | HR Manager | 1 week |

Information relevant to completing Section 3 of the project portfolio

In July 2021, the Operations Manager emailed the HR manager to thank them for their swift action in sourcing quality site employees. Three permanent staff had been employed ahead of schedule. The Operations Manager also passed on feedback from the new employees to the HR about the induction process. The feedback was as follows:

* Employee 1: My induction sessions were cancelled twice. I had to ask other colleagues what to do.
* Employee 2: I don’t know how to do simple things like apply for leave and log my sick leave. It wasn’t included in my induction sessions.
* Employee 3: My induction has been scheduled for August. It would’ve been helpful to have it sooner.

In response to the email from the Operations Manager, the HR manager sought further feedback from the new employees about their HR experience. The survey results included:

|  | **Recruitment process rating (out of 5)** | **Induction process rating (out of 5)** | **Overall impression of the HR team (out of 5)** | **Comments** |
| --- | --- | --- | --- | --- |
| Employee 1 | 4 | 2 | 3 | The HR team is great, I loved working with the HR officer. The Learning and development officer doesn’t appear to manage their time very well. |
| Employee 2 | 5 | 3 | 4 | Great recruitment process – thanks for the job. The induction process was incomplete. |
| Employee 3 | 4 | 2 | 3 | Happy with the overall HR team performance. Looking forward to learning more about the company policies and procedures when I finally get the induction sessions completed. |

For the remainder of the year, the HR manager continued to display an excellent work ethic. All the assigned tasks had been completed ahead of schedule. The HR Officer willingly provided additional assistance to the Learning and Development officer to make sure the HR team achieved its goals. The Learning and development officer also completed all the assigned tasks (thanks to the HR Officer’s help) but had not received positive feedback about the induction process as yet.

In November 2021, the HR manager started preparing for the annual performance review process. The Managing Director has asked all managers to provide him with the details of employees who have consistently outperformed. He would like to thank them personally. Th HR Officer has requested job rotation opportunities to get managerial experience and the Learning and Development Officer recognises that they need continued help with the induction process and managing their time.

In June 2022, the Learning and development officer has still not managed to complete their work within agreed time frames (unless assisted by others). The HR team has also consistently received complaints about the induction process.

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Strategic & Operational Plan

2021 – 2023

Boutique Build Australia

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| A close up of a logo  Description automatically generated | Executive Summary |

Established in 2017, Boutique Build Australia is a building company specialising in designing and building high quality designer homes for the Sydney metropolitan and surrounding areas.

Our vision to be the best home builder in Australia drives everything we do, from the friendly greeting we give to customers at our display centre, to our supplier relationships and to our employees’ professional development.

Vision

To be the best quality home builder in Australia.

Our values

Core values underpinning our activities are:

* Quality
* Innovation
* Leadership
* Respect
* Honesty and Reliability.

Strategic Priorities

Key strategies:

To be well led, high performing, profitable and accountable

* Ensure that all financial operations, performance indicators and results support the strategic policies
* Identify new, and expand existing, sources of revenue
* Achieve profits of at least 10% per annum.

 Build high quality residences to meet customer needs and aspirations

* Increase sales of homes in current Sydney market by 10% per annum over the next three years.
* Establish a presence in Queensland and build at least 100 new homes in Brisbane and the Sunshine Coast during the period of the Strategic Plan.
* Research and plan for the launch of new innovative, environmentally friendly homes

 Continue building deeper customer relationships

* Customer-centred practice, with a focus on meeting their total needs for a high-quality home
* Strengthen the skills of our people, to better support customers
* Drive innovation to better meet customer demands

 Attract, engage and develop the best staff

* Continuing the drive to a customer centred, high performance workforce and culture
* Strengthening the skills of our people, to better support customer needs
* Empowering innovation and responsiveness to change
* Continuing to enhance the diversity of our workforce.
* Maintain a 95% staff satisfaction rating.

Operational Objectives

The following table identifies the operational objectives we plan to achieve in pursuit of our strategic objectives.

|  |  |  |  |
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| **2021** | **Priorities** | **Key performance indicator** | **Responsibility** |
| February | Employ and induct at least 3 permanent site staff | Site staff in place | HR |
| February | Develop and implement work-life balance programs | Increased employee satisfaction as measured by surveys. | HR |
| May | Personalise employee learning | All employees have selected their learning preferences. | HR |
| Oct | Commence promotions in the Brisbane and Sunshine Coast market  Set up display centre in Brisbane and Caloundra QLD | Presence in Brisbane established | Marketing, Operations |
| November | Staff performance reviews | All staff performance reviews conducted  Learning and development plans documented and implemented for all staff | HR, individual managers |

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| **2022** | **Priorities** | **Key performance indicator** | **Responsibility** |
| Jan | Develop and implement strategies for increasing number of women in the workplace | Number of females in company increased by at least 4 by mid 2022 | HR |
| March | Commence design of environmentally friendly homes | Designs completed | Operation, Construction |
| May | Commence marketing environmentally homes | Build at least 4 environmentally friendly homes by the end of 2021 | Construction |
| November | Staff performance reviews | All staff performance reviews conducted | HR, individual managers |
| **2023** | **Priorities** | **Key performance indicator** | **Responsibility** |
| Feb | Review other potential markets | Potential markets explored | Sales |
| Sept | Analyse workforce diversity | Number of women in workforce continuing to increase | HR |
| Nov | Staff performance reviews | All staff performance reviews conducted | HR, individual managers |

The Market

Market characteristics & conditions

The construction industry had been facing a stagnant phase in recent times, however experts predict a turnaround, providing real opportunities in the sector. Although much of the construction industry is expected to see real growth in the coming 12 months, the residential building sector should experience the most.

The Housing Industry Association (HIA) recently released their National Outlook and announced that this year would see a new record of homes commenced. According to the statistics, record 195,936 new dwelling commencements are forecast in 2018/19, a 7.7 per cent growth on the previous year.

Although 2017 saw a rise in overall numbers, a significant portion of building approvals never started, sparking further opportunities when these begin in 2018. Project Managers, Structures Forepersons and Commercial Contract Administrators will be at the top of any wish list for construction businesses this year.

Although a number of states are set for an increase, the Sunshine State to experience the most growth. The Queensland Government is providing support by offering first home buyer/builder grants, as well as easier procedures for development application approvals.

Globally it is expected that the construction industry will grow from $7.2 trillion to over $12 trillion. The global construction industry has a number of challenges and opportunities according to a recent report by Global Construction Perspectives and Oxford Economics. A number of factors are expected to affect outcomes:

* Countries’ decisions with respect to carbon reduction, climate change, waste disposal, clean technology and renewables.
* Emerging economies in general are expecting large population increases in the coming decade, creating demand for construction activity. Population growth in developed countries will be flat.
* Relatively speaking, developing countries are expected to grow at 2 to 3% per year and emerging countries at 6 to 7% per year.
* Emerging countries currently represent about 35% of global construction output and this is expected to increase to 55% by 2020.
* The key area of construction growth in emerging countries will be infrastructure: transport, energy, social infrastructure, schools, hospitals, government accommodation, water, defence infrastructure and natural resources. These projects are expected to increase by 130% in developing countries by 2020, but by only 20% in developed countries.
* Amongst developed countries North America is will see the highest growth rate mostly in residential construction which will grow at double digits annually. South and Central America, the Middle East and Africa will grow moderately with Western Europe seeing the lowest growth.
* Eastern Europe and Russia are expected to expand construction by 100%, primarily led by Poland and Russia, by 2020.
* China is expected to become the world’s leading construction market by 2018 with a construction output of $2.5 trillion.

 In the future, trends in technology, particularly information technology (IT), may be the greatest driver of change in the building and construction industry. Electronic tendering and documentation, data communication, virtual design, shared project data and databases, construction automation, and energy management will have a significant impact on industry practices. Those parties that are slow to react to these trends will have difficulty in remaining competitive.

Situation Analysis

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| **Strengths** | **Weaknesses** |
| * Value and quality * Strong management * Customer loyalty * Friendly organisational culture * Level of available finance for investment | * Focus on Sydney market only * Brand name not developed as yet * High turnover of casual workforce * Lack of diversity in workforce |
| **Opportunities** | **Threats** |
| * Housing sector experiencing growth * Potential for growth in Brisbane and Sunshine Coast markets * Innovation in environmental housing | * Environmental effects * Changes in Industry/ Government legislation affecting construction industry * Possible adverse effects of government policy formulation * High level of competition * Predicted uncertainties in the world economy impacting level of demand for housing * Low price competitors * Failing to satisfy clients demands |

Marketing Strategies

Our marketing strategies aim to:

* build trust,
* generate leads now,
* help to convert those leads quickly, and
* will form the basis of ongoing relationships and referrals.

 We plan to develop our market share by:

* Improving our marketing and advertising
* Continually improving the quality of service given to clients
* Maintaining effective communication channels with all stakeholders to ascertain industry requirements and then develop products and manage services accordingly
* Continually improving communication channels with all our stakeholders, ensuring a flow of timely and accurate information to facilitate effective planning and decision making
* Targeting identified growth markets with planned, market appropriate campaigns employing a variety of promotional strategies and advertising mediums
* Offering attractive fee structures to our clients
* Continually improving the skills, knowledge and effectiveness of Boutique Build Australia through our commitment to training and development
* Regularly reviewing the effectiveness of all our operations and making improvements when and where necessary.

Risk Management Plan

The following section identifies the associated risks in pursuit of our strategic objectives and how we will deal with them.

Strategic Objectives

1. To be well led, high performing, profitable and accountable
2. Build high quality residents to meet customer needs and aspirations
3. Continue building deeper customer relationships
4. Attract, engage and develop the best staff

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| **Risk:**Australian government changing policy in relation to industry |
| * Accepting policy change will be a constant factor to manage * An understanding of this should be instilled in all staff * Develop ability to foresee and react quickly to change * Maintain effective communication channels with stakeholders * Diversification of source markets * Develop product range |
| Related to Strategic Objectives: All |

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| **Risk:**Significant drop in cash flow |
| * Identify operating costs as per future plans and past performance * Identify available finance available * Efficient invoicing and debt recovery * Accurate income projections * Close monitoring of expenditure * Arrange overdraft facilities * Scenario planning |
| Related to Strategic Objectives: All |

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| **Risk:**Failure to recruit planned number of clients |
| * High quality delivery of all services * Swift reaction to feedback * Skilled motivated staff * Attractive fee structures * Effective market research * Monitor performance * Take early corrective action if not meeting targets/ expectations * Maintaining effective relationships with clients * Maintaining effective communication channels with all stakeholders |
| Related to Strategic Objectives: All |

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| **Risk:**The world recession and the domino effect |
| * Diversification of target market * Target markets with strong growth forecasted * Monitor the economic trends * Regularly review performance in line with anticipated market conditions * Develop culture of accepting continual change * React quickly to change * Scenario planning * Maintaining effective communication channels with all stakeholders |
| Related to Strategic Objectives: 1, 2 |

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| **Risk:**The Over committing resources |
| * Balance activities with amount of finance available for investment * Financial planning * Monitoring of cash flow * Review invoicing/ debt recovery system * Swift response to identified issues * Accessing financial advice |
| Related to Strategic Objectives: 1, 2, 4 |

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| **Risk:**Adverse changes in market conditions |
| * Effective communication channels * Continuous market research * Monitor new markets and overall recruitments trends for all market segments * Scenario planning * Develop working knowledge of potential markets * Networking * Maintaining effective communication channels with all stakeholders |
| Related to Strategic Objectives: 1, 2, 4 |

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| **Risk:**Changes to Acts and other relevant legislation |
| * Emphasis on professional, ethical practices with all stakeholders * Staff training * Leading by example * Policy implementation and monitoring * Effective communication channels with all stakeholders * Ability to manage change * Managing available finance for re-investment |
| Related to Strategic Objectives:  All |

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| **Risk:**Shortage of/ Difficulty in recruiting appropriate qualified and skilled staff |
| * Development of HR policies and procedures * Offer attractive salary package * Provide opportunities for career progression * Develop stimulating and enjoyable working environment * Commitment to training and development * Commitment to professional development |
| Related to Strategic Objectives: 5 |

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| **Risk:**Failure to meet and manage client’s expectations |
| * Accurate and timely communication with potential and current clients * Management of recruitment activities * Continuous improvement system * Regularly review learning and teaching approaches, resources, structure and systems * Client management policies in academic and support services * Industry liaison * Reviewing effectiveness of communication channels with clients * Employing a continuous improvement approach to all operations * Continuous market research and action * Systematic feedback on management performance and personal reflection |
| Related to Strategic Objectives: All |

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| **Risk:**Failure to comply with legislation |
| * Consistently implement compliant policies and procedures * Continuous improvement system * Commitment to training and development * Systematic review of policies and procedures * Regular reviews of all operations |
| Related to Strategic Objectives: All |

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| **Risk:**Failure to control expenditure |
| * Effective financial planning and review * Co-ordination of activities * Systematic review of practice * Financial management and control systems * Facilities management * Implementation of efficient processes * Efficient procurement of products and services * Cost comparisons prior to purchasing |
| Related to Strategic Objectives: 1, 4 |

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| **Risk:**Only providing boutique homes |
| * Weighting between diversification/ specialisation * Monitor recruitment trends per market * Forecasting * Cost benefit analysis * Developing reputation for being a specialist in high quality homes * Developing market share for boutique homes |
| Related to Strategic Objectives: 1, 2, 3 |

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| **Risk:**Only Ineffective planning |
| * Experienced management team * Continuous market research * Planning system * Organisation structure and systems * Regular review of structure, systems and procedures * External liaison * Maintaining effective communication channels with all stakeholders |
| Related to Strategic Objectives: All |

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| **Risk:**Competitors undercutting prices |
| * Maintain competitive pricing policy * Monitor competitors’ prices and quality * Regularly review financial management models/ processes * Continue focusing on quality * Continue strategy of quality brand promotion |
| Related to Strategic Objectives: All |

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| **Risk:**Rate of growth in client numbers |
| * Systematic review of systems and practice * Buying in knowledge and skills * Sourcing reliable market information * Strategic and operational planning * Review/ amend management structure * Develop policies and procedures * Regular reviews of capacity and operation of all functional and curriculum areas * Good communication channels with stakeholders * Recruitment policy * Finance available for expansion |
| Related to Strategic Objectives: 1, 2, 3, 4 |

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| **Risk:**Rate Unethical/ unprofessional practices of staff |
| * Staff selection processes * Staff monitoring systems * Previous experience of managing staff * Swift reaction to feedback * Termination of agreements * Maintain currency of market recruitment trends * Maintain relationships with HR organisations |
| Related to Strategic Objectives: All |

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| **Risk:**Casual staff team |
| * Develop database of contract staff * Employ a permanent team of staff * Planning for holidays/ leave * Maintain relationships with HR organisations * Offer incentivised pay structure for casual staff |
| Related to Strategic Objectives: All |

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| A close up of a logo  Description automatically generated | Staff Code of Conduct |

Purpose

This code aims to guide the conduct of staff in the performance of their duties as an employee of Boutique Build Australia and is intended to provide practical assistance for staff faced with ethical challenges.

Overview

All staff of Boutique Build Australian are expected to perform the duties associated with their position skilfully, impartially and diligently in order to contribute to the efficient and economic achievement of Boutique Build Australia’s strategic goals.

Staff should be guided in their conduct by the principles established by this code. If there is any doubt as to the applicability of the code, or the appropriate course of action to be taken in certain circumstances, the matter should be discussed with a senior member of staff.

Code

1. **Ethical principles**
   1. The fundamental ethical principles on which this code of conduct is based are:

* respect for others
* integrity
* diligence
* economy and efficiency.

1. **Respect for others**
   1. All staff are expected to treat others, including other staff and customers with fairness and respect. This involves:

* courtesy and responsiveness in dealing with others
* being sensitive to and respecting the rights and dignity of others
* making reasonable, fair and consistent decisions
* avoiding behaviour which might reasonably be perceived as harassment, victimization or intimidation
* avoiding discrimination on grounds such as age, race, sex, pregnancy, sexuality, ethnic background, nationality, disability, political conviction, religious belief, or other grounds covered by relevant legislation
* allowing alternative points of view to be expressed and reasonably debated.

1. **Integrity**
   1. All Boutique Build Australia staff have an obligation as a citizen and as an employee to observe the laws of the State and Commonwealth.
   2. Staff are required to be familiar with and comply with, all relevant Boutique Build Australia’s policies, procedures and codes of practices of the organisation.
2. **Conflicts of interest**
   1. Staff should be honest in performing their role and avoid conflicts between their private interests and those of their responsibilities to Boutique Build Australia.
   2. Conflicts of interest may arise when a staff member is in a situation where personal circumstances are affected by the decisions or duties carried out in their role. A conflict may arise when any of the following are involved:

* financial interests
* personal or sexual relationships
* personal beliefs
* outside employment
* political participation
* use of confidential information
* use of facilities, equipment and resources
* acceptance of gifts or benefits.
  1. All staff must act responsibly and report any actual or perceived conflicts of interest that arise as part of their role. If there is any question as to whether a conflict exists, staff must discuss the circumstances to management to determine whether a conflict exists. Appropriate strategies will be developed to manage any reported or perceived conflicts of interest.

1. **Diligence**
   1. Staff are expected to carry out their duties in a professional, ethical and diligent manner at all times. This means staff must:

* make decisions fairly, impartially and without bias, using the best information available
* keep records and documentation to support their decisions
* always aim to achieve the highest possible standard of performance
* continuously develop their knowledge in their professional fields and areas of responsibility. Trainers and assessors must continue developing their vocational competencies to support continuous improvements in the delivery of the services provided by Boutique Build Australia
* exercise best judgment in the interests of Boutique Build Australia
* maintain adequate documentation to support decisions made
* ensure outside interests do not interfere with ability to meet the responsibilities of their role
* adhere to professional codes of conduct and standards of ethics
* act responsibly when becoming aware of any unethical behaviour or wrong doing by any other person. This may involve a report to a senior member of staff.

1. **Economy and efficiency**
   1. Staff should use Boutique Build Australia resources, facilities and intellectual property only for legitimate purposes related to their role with Boutique Build Australia.
   2. Staff should avoid waste or minimize it where avoidance is not possible.
   3. Staff should maintain sufficient security and protection of Boutique Build Australia property, facilities, resources and intellectual property.
2. **Breach of the code**
   1. This code of conduct is designed to promote and enhance the ethical practice of staff. If any staff member is found to have breached this Code, Boutique Build Australia may decide to take action against them. This may include disciplinary action for misconduct or serious misconduct. Any such action may result in sanctions imposed, including and up to, termination of employment.
3. **Legislation**

This code of conduct is informed by the following legislation with which all staff must comply.

* + Privacy Act 1988
  + Copyright Act 1968
  + Freedom of Information Act 1982
  + Work Health and Safety Act 2011
  + Disability Discrimination Act – Education Standards 2005

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**TEAM WORK PLAN**: [Team name]

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| **Task/Priority** | **Performance indicator** | **Actions required** | **Person responsible** | **Planned start** | **Planned end** | **Done?** |
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**INDIVIDUAL WORK PLAN**: [Individual’s name]

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| --- | --- | --- | --- |
| **Start** | **End** | **Actions required** | **Done?** |
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Purpose

To ensure that all employees and their supervisors are aware of the expectations and opportunities available for planning, managing, reviewing, recognising and improving individual employee performance.

 Scope

This policy and procedure applies to all permanent employees.

Procedures

Performance review process

Each employee will participate in at least two reviews each year. This will consist of an annual review and an interim review, to be conducted six months after the completion of the formal review.

Reviews are designed to:

* assist employees to be fully aware of their responsibilities and duties and the effect these have on Boutique Build Australia’s operations.
* provide feedback to employees on the performance of these responsibilities
* provide a basis for further professional development of employees
* identify employees whose continued high-quality performance should be recognised and rewarded
* identify employees where performance is of concern and may require remedial action

The performance review process is to be conducted in accordance with the principles of procedural fairness and transparency.

Employees may be assisted by a representative at any stage of the performance review process.

Managers will arrange a meeting time with the employee for the performance review.

Managers will meet with the employee who is the subject of the review and discuss past performance and future goal setting and development plans.

In rating the overall performance of an employee, Managers will assess the Employee against the following performance ratings:

* exceeds expectations
* meets expectations
* development encouraged
* improvement required; or
* unsatisfactory performance.

Managers may consult other employees whose judgements they believe may be helpful in completing the review.

Employees are encouraged to provide relevant information on their performance and take an active role in appraisal and planning.

The Manager and employee will complete the review using the performance review template.

Managers and employees will also identify required professional development for the year.

The employee must be given the opportunity to read, comment on and acknowledge the documented review.

Where an employee is not satisfied with the overall assessment recorded in the review they should initially discuss these concerns with their Manager.

Where the Manager and the Employee are unable to resolve the concerns, the Employee can request that the matter be referred to the Managing Director for a review of the overall assessment.

The Managing Director may seek further information from the Manager and employee and consider all documentation and make a final decision.

Once the Supervisor has completed the review, it will be stored confidentially in the staff members’ files.

Rewarding employee performance

All employees receive an annual incremental increase in their salaries as per their employment contracts.

However, where an employee’s performance consistently and significantly exceeds the agreed performance indicators a greater increase may be negotiated. This only applies to the annual performance review. Promotions may also be available.

Professional development opportunities

Personal and professional development opportunities include:

* Formal training sessions (individual or corporate)
* Employee Coaching and Mentoring
* Participating in conferences
* On-the-job training (e.g., simulations)
* Employee discussion forums
* Job shadowing
* Job rotation
* Subscriptions or educational material.

Ongoing poor performance

Should an employee consistently underperform, they must be provided with support. If after support is provided and the employee continues to operate below expected standards, he or she must be provided with a formal warning letter. Warning letters should document the history of poor performance as well as the steps the organisation has taken to rectify the problem. The employee should be warned that if the poor performance continues, their employment will be terminated.

Performance review

Performance Reviews are to be conducted as follows:

* Agree on the date for a performance appraisal meeting to allow time to prepare.
* Meet and openly and constructively discuss performance over the period.
* The manager and the employee will agree any objectives and outcomes for the next appraisal period.
* Training and development will be considered as part of the process.
* Record outcome in the Performance Review Outcome included on the following page

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Performance Review Outcome

Employee: (insert employee’s name)

Role: (insert employee’s role)

Date: (insert date)

|  |  |  |
| --- | --- | --- |
| **Performance Guidance** | **Overall rating** | **Comments** |
| Work product |  |  |
| Dependability |  |  |
| Cooperativeness |  |  |
| Adaptability |  |  |
| Communication |  |  |
| Decision-making |  |  |
| Service to clients |  |  |
| Use of equipment |  |  |
| Project planning |  |  |
| Work group management |  |  |

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Development agreement

The following development needs have been discussed and agreed to be undertaken over the next <*number of*> months.

|  |  |
| --- | --- |
| **Areas for development** | **Actions** |
| *(Insert tasks, skills or behaviours that following discussions are agreed to require development here)* | *(Insert activities that will assist in development. They could be class training at TAFE, on-the-job training, coaching from someone with the required skill here)* |
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| A close up of a logo  Description automatically generated | Risk Management Policy and Procedures |

Risk management

The risk assessment process will be used by the management team to ensure risk control methods are included in all organisational planning, management of operations and governance.

Definitions

The following definitions are based on the Australian and New Zealand Risk Management Standard AS/NZS 4360:2004.

Risk

The chance of something happening which will have an impact upon objectives.

It is measured in terms of **consequence** and **likelihood**.

Likelihood

A qualitative description or synonym for probability or frequency.

Consequence

The outcome of an event or situation, expressed qualitatively or quantitatively, being a loss, injury, disadvantage or gain. There may be a range of possible outcomes associated with an event.

Risk assessment

The overall process of risk analysis and risk evaluation.

Risk treatment/control methods

Selection and implementation of appropriate options for dealing with risk. Conceptually, treatment options will involve one or a combination of the following five strategies:

* Avoid the risk.
* Reduce the likelihood of occurrence.
* Reduce the consequences of occurrence.
* Transfer the risk.
* Retain/accept the risk.

Risk management process

The systematic application of management policies, procedures and practices to the tasks of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risk.

Risk assessment legend

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Risk assessment

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk** | **Consequences** | **Severity rating** | **Likelihood Rating** | **Treatment/control methods** | **Person responsible** |
|  |  |  |  |  |  |
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| A close up of a logo  Description automatically generated | Internal Communication Policy and Procedures |

Boutique Build Australia aims to enhance and streamline communications (internal and external) to reinforce the vision and strategic priorities. As such, we will continue to develop and trial new communication platforms, channels, and tools to improve information sharing and collaboration between all staff members.

This policy is to be implemented in a way that ensures compliance with relevant legislative requirements and standards of best practice.

Boutique Build Australia expects that staff will use the channels and for business purposes only and comply with all relevant policies and procedures, the Code of Conduct.

Communication channels

Boutique Build Australia has a number of internal communication channels available, including:

| **Channel** | **Purpose** |
| --- | --- |
| Project, work or action plans | All plans should be updated to show completion of each action/process or task. |
| Feedback | Regular informal feedback should be given either via a conversation (in person or telephone) or via through review-comments on documents. |
| Staff bulletin | This contains Information from the executive to staff which is important and relevant to their interests, including training, employment vacancies and important announcements.  Contributions for the Staff Bulletin must be approved in advance by the contributor’s relevant manager before being sent to the communications officer for review and inclusion. |
| Staff surveys | These are used to gather information and feedback from all staff members. Surveys should be sent to staff via email link. |
| Boutique Build Australia intranet | The intranet provides important information for staff in an easily accessible location.  The intranet is to be used for conveying information which is important and relevant from the executive team to staff. It is the responsibility of the person contributing the content to ensure the content is factually correct. All contributions must be approved in advance by the contributor’s relevant manager. |
| Enterprise social networks (e.g. Yammer, Facebook) | These may be used by groups of staff to collaborate and communicate on projects online (e.g. to share and comment on work-related ideas, news and activities). Personal use of these platforms may not be used during work hours. Use of these networks must comply with the Social Media Policy. |
| Meetings and conversations | The first option should always be a conversation (face-to-ace, telephone etc.). If the conversation includes importance, consequences, deadlines, negotiation, outcomes etc, they must be followed by a summary email or document. |
| All Staff emails | Emails are used for messages to and between staff. Staff are required to read all their work-related emails. |
| Email distribution lists | Email distribution lists may only be used by the executive team and should adhere to the Privacy policy. |