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| A close up of a logo  Description automatically generated | **E-OfficeWorx** |

E-OfficeWorx is an independently owned and operated company based in Campbelltown, NSW. The company has been in operation for 2 years.

The company supplies a wide range of stationery, office supplies, furniture, business equipment and computer supplies for large and small office environments, including home offices. There are no retail stores, and customers order online through the company’s website or through a Customer Service Centre that operates 7 days a week from 7am to 7pm. Orders are distributed from a warehouse that is also located in Campbelltown.

The company has recently undertaken a strategic planning process with its vision identified to be the leading online supplier of office supplies.

The company employs a number of staff including the General Manager, Sales and Marketing Manager, Finance Manager and Human Resources Manager. There are 20 customer service staff in total, a Warehouse Manager and 10 warehousing staff. All of the Managers and Customer Service Staff operate out of the head office and all warehousing staff, including the Manager, are located at the Warehouse. Turnover of Customer Service Staff is currently high at around 30% annually.

You have recently been appointed as the new Operations Manager. The General Manager has advised you that, although the company’s key values include a strong commitment to quality, customer service, sustainability and a satisfied workforce, there are no formal systems or processes in place for continuous improvement to ensure that the company meets its overall vision and values.

The General Manager would like you to research and implement a new continuous system and processes to address all aspects of the company’s operations, from staffing to customer service to health and safety, as well as embedding continuous improvement into the company’s culture. He has also indicated that he would like you to consider how the company can introduce more sustainable practices both within the company and in relation to products and would like this integrated into the continuous improvement system.

The General Manager has indicated that he would like a formal continuous system and processes fully implemented within the next three months.

He also advises that there are some issues within the company that he is hoping that a continuous improvement system and process will help to solve. These are:

* An average of two customer complaints are received each month.
* Complaints generally relate to the following themes:
* Customer service staff are unable to provide adequate product advice.
* Customer service staff are not friendly at times.
* Lengthy wait times on the telephone to discuss products or chase up deliveries.
* Differences between delivery time stated and actual delivery time.
* There also appears to be some further issues relating to the time in responding to complaints and identifying and implementing procedures to address systemic issues identified through complaints.
* High staff turnover.
* Lack of supporting document to assist with overall quality such as staff training manuals.
* The company is just about to expand and introduce a new line of products being hospitality and restaurant supplies. This will mean the establishment of an additional department with more staff employed. Procedures need to be streamlined and consistent across the organisation.

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| A close up of a logo  Description automatically generated | **Employee Training and Development Policy and Procedures** |

Policy brief & purpose

This policy refers to E-OfficeWorx’s learning and development programs and activities for all staff members. E-OfficeWorx aims to help employees extend their knowledge and acquire new skills to do their jobs better. We want our employees to feel confident to find new ways towards personal development and success.

Scope

This policy applies to all permanent, full-time or part-time, employees of the company. Employees with temporary/short-term contracts might attend trainings at their manager’s discretion.

Employees, managers and executives should collaborate to build a continuous professional development (CPD) culture where:

* the employee is responsible to seek new learning opportunities
* the manager is responsible to coach their teams and identify employee development needs.

Training and development includes:

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

Individual training programs

All employees that have worked for the company more than four months are eligible to participate in external training programs individually or in teams.

Employees can choose to attend as many training programs as they want, provided they don’t exceed the budget and day limit.

All trainings should consider what employees need and how they can learn best. This is why, we encourage employees and managers to consider multiple training methods like workshops, e-learning, lectures and more.

Corporate training programs

Expert training

Experts (internal or external) may be required at certain times, for example:

* Equal employment opportunity training
* Diversity training
* Leadership training for managers
* Conflict resolution training for employees
* Training new employees
* Training teams in company-related issues (e.g. new systems or policy changes)
* Training employees to prepare them for promotions, transfers or new responsibilities.

Other types of training

Both employees and their managers are responsible for continuous learning. Employees should show willingness to improve by asking their managers for direction and advice. Managers should do the same with their own superiors, while encouraging and mentoring their subordinates.

Employees and managers are responsible for finding the best ways to approach learning. They can experiment with job rotation, job shadowing and other types of on-the-job training (without disrupting daily operations). We also encourage employees to use their rights for self-paced learning by asking for educational material and access to other resources within allocated budget.

General guidelines

Managers should evaluate the success of training efforts. They should keep records for reference and better improvement opportunities.

All employee development efforts should respect cost and time limitations, as well as individual and business needs.

Employees should try to make the most out of their trainings by studying and finding ways to apply knowledge to their work.

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| A close up of a logo  Description automatically generated | Internal Communication Policy and Procedures |

E-OfficeWorx 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.

E-OfficeWorx 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

E-OfficeWorx has a number of internal communication channels available, including:

| **Channel** | **Purpose** |
| --- | --- |
| 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. |
| E-OfficeWorx 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. |
| 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. |

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| A close up of a logo  Description automatically generated | Documentation Policy and Procedures |

All employees are required to use E-OfficeWorx’s templates for all workplace documentation.

Documents should be named [Department\_Type\_Detail\_Version]

Documents are to be saved using E-OfficeWorx’s cloud-based storage system.

In-built software review functionality should be used, and all comments recorded in a feedback register. Feedback register should contain the date, project number, name of reviewer, person receiving feedback, comments and action required.

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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 E-OfficeWorx and is intended to provide practical assistance for staff faced with ethical challenges.

Overview

All staff of E-OfficeWorx 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 E-OfficeWorx’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, victimisation 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 E-OfficeWorx 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 E-OfficeWorx 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 E-OfficeWorx.
   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 with 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
* exercise best judgment in the interests of E-OfficeWorx
* 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 wrongdoing by any other person. This may involve a report to a senior member of staff.

1. **Economy and efficiency**
   1. Staff should use E-OfficeWorx resources, facilities and intellectual property only for legitimate purposes related to their role with E-OfficeWorx.
   2. Staff should avoid waste or minimise it where avoidance is not possible.
   3. Staff should maintain sufficient security and protection of E-OfficeWorx 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, E-OfficeWorx 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 1992
* Age Discrimination Act 2004
* Racial Discrimination Act 1975
* Sex Discrimination Act 1984

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| A close up of a logo  Description automatically generated | Performance management and planning |

Policy

Purpose

To foster an organisational environment which supports and values the work of all members of E-OfficeWorx as we seek to achieve our shared goals.

Scope

This policy applies to all employees, including casual staff.

Key Objectives

The key objectives of the Performance Management System are to:

1. Create a clear direction for employees by ensuring that work is aligned with the strategic efforts and directions of E-OfficeWorx
2. Assist employees to improve performance by providing employees with:

* Clarity regarding roles, responsibilities and performance expectations;
* Assistance with identifying changes to a current staff position description document;
* Rewards for strong performance and assisting to improve performance; and
* Training and development relevant to individual performance areas, professional aspirations and longer term organisational needs.

1. Provide an equitable and transparent framework for regular and constructive discussions between supervisors and employees about:

* Future organisational developments, operational plans and their alignment with individual work plans, goals and priorities;
* Past performance efforts, giving recognition to significant achievements and defining strategies to address identified performance issues; and
* Career aspirations and long term professional development plan.

1. Creating a process for determining how high performance should be rewarded, managing performance improvement, and identifying unsatisfactory performance.

Key Values

E-OfficeWorx is committed to building a work environment that strives for and rewards high performance, maximises flexibility and encourages employee professional growth and development. In support of its key values E-OfficeWorx's Performance Management System (PMS) and procedures incorporates the following principles:

1. Clear and Regular Communication. Through regular opportunities for open and constructive communication between employees and their supervisors, the PMS provides a basis for building a shared understanding between supervisors and employees regarding the employees’ role in E-OfficeWorx, and performance expectations.
2. Effective Work Planning and Employee Development. The PMS acknowledges that planning and employee development are two primary keys to improve individual productivity and organisational performance.
3. Feedback, Recognition and Reward. The PMS will guide supervisors in providing constructive feedback regarding performance, and give recognition to work that is of a high standard;
4. Fairness and Transparency. The PMS will guide supervisors and managers in objectively and fairly making recommendations and decisions for rewarding high performance and addressing below standard performance.

Procedures

1. Delegations

Operational management of this policy is the responsibility of the Human Resources Manager and is achieved through:

* Development and maintenance of a best practice framework in consultation with E-OfficeWorx community;
* Provision of training, advice and coaching to supervisors and employees;
* Undertaking audit and compliance checks;
* Maintaining PMS reporting frameworks and linkages to training and development initiatives, the position classification process and reward/recognition systems.

The Human Resources Manager is responsible for ensuring that the PMS is implemented as required. All E-OfficeWorx employees are required to participate in the PMS. The CEO will carry out the performance appraisal of the Human Resources Manager, and the CEO’s performance appraisal will be carried out by the Board of Directors. The Department Managers will carry out the performance appraisals of the team leaders who will, in turn, carry out performance appraisals for members of their teams.

2. Quality of Process

The quality of the process will be ensured by:

* adequate provision of training and mentoring for all participants;
* provision of adequate resources;
* a biennial review of the program by the Board of Directors;
* availability of conflict resolution strategies where the parties are not is agreement.

3. Preliminary Requirements

The PMS is to commence immediately following an employee's employment, with the Human Resources Manager (HRM) monitoring the probation period.

Initial awareness of the PMS is a function of induction, but the HRM must ensure that the new employee is formally briefed prior to commencing the process. A formal briefing for new employees is conducted. All those conducting performance appraisals must have attended the basic PMS training conducted by the Human Resources Manager prior to initiating the PMS process in a supervisory capacity. This training is available to all staff as is refresher training.

The PMS process will be carried out over a 12-month review cycle, and should provide guidance on an ongoing basis throughout the year. There should be one interim feedback/planning/ development discussion prior to the formal review. There should be no surprises at the formal review, as important issues should have been addressed at the ongoing feedback sessions. Reviews should be planned, including designated date/times. Those conducting performance appraisals must allow sufficient time for attending to PMS responsibilities.

Employees must be provided sufficient notice to plan for PMS discussions with a minimum of five business days.

The employee may request the attendance of a support person who is to be another member of E-OfficeWorx staff.

Casual employees will enter into a performance arrangement with their immediate supervisor at the commencement of their employment. The performance arrangement will identify indicators by which performance will be assessed and any potential development needs that may be encouraged during employment with E-OfficeWorx.

If student evaluation of teaching is to be used to assist in assessing performance, then this will be outlined at commencement. The supervisor will also discuss teaching evaluation outcomes when appropriate.

4. Review and Feedback

**4.1 First Review**

At the commencement of the review period the employee will document their achievements, sources of feedback, and their developmental and support needs for their performance and career development, and will meet with the person carrying out (from herein known as the “supervisor”) the performance appraisal for the purpose of:

* Discussing the relevance of the employees work against strategic work unit objectives and identify core areas of development including any identified changes to roles and responsibilities;
* Setting performance objectives and KPIs for the upcoming review period;
* Reviewing work planning and workload allocations. In many work units, workloads are set as part of a group planning process, but where this has not occurred workloads should be considered as part of the PMS. Workload setting should give recognition to the importance of maintaining a healthy balance between the employees working life and family/social responsibilities and include monitoring of current leave balances, and annual leave and long service leave plans. Additional consideration should be given to any additional resources that may be required to facilitate the achievement of performance standards and/or training and development needs;
* Considering professional development needs against the core competency requirements of the position;
* Assessing career aspirations and possible career progression.

**4.2 Interim Review**

There should be no less than two (2) feedback/planning/development discussions throughout the review period. The supervisor is responsible for ensuring PMS discussions occur on the agreed dates or where significant events impact on the ability to maintain an agreed date, a new date is to be agreed with the employee.

Interim feedback/planning/development discussions provide an opportunity for the employee and supervisor to review objectives/KPIs and level of achievement at each interval, review work planning arrangements, and review employee development needs. Discussions should also include the provision of adequate resources and training.

The supervisor is responsible for maintaining a record of interim feedback/planning/development discussions and the employee will be provided the opportunity to respond to and sign this record.

This record may be referred to for subsequent PMS discussions/processes.

**4.3 Final Review**

The 3rd feedback/planning/development discussion will represent the final discussion for the current review period. This discussion will also be used to plan for the upcoming review period. Following the discussion, the Supervisor will prepare a report on:

* Achievements against objectives/KPIs;
* Standard of performance against competencies and identified issues/development needs;
* Updated career aspirations;
* Overall performance assessment including recommendations for training and development, incremental progression and performance recognition rewards, or action / development needed to address below standard performance;
* Objectives, KPIs and work plans for the upcoming review period.

The employee will be provided an opportunity to respond to the report. The completed report must be signed by the employee and the supervisor.

**4.4 Recommendations**

The supervisor and employee are to submit the completed report to the HRM Manager. The relevant manager will consider the preliminary recommendations and make a determination about final outcomes and formal recommendations. Where the HRM disagrees with the recommended outcomes they must meet with the employee and their supervisor to discuss any concerns and any proposed alternatives.

**4.5 Record Keeping and Confidentiality**

Where the completed report is for a probationary employee, or there is action arising from the report that requires action by the HRM, the completed report with signatures of all parties is to be forwarded to the HRM. All other reports are to be held by the relevant area.

Confidentiality about the PMS outcomes is to be maintained at all times by all relevant parties.

5. Performance Assessment Process

Performance is to be assessed against:

* Achievement of KPIs; and
* Achievement in the key competency areas.

Written feedback from third party sources may be incorporated into the review process but must be confined to agreed performance criteria and outcomes. Relevant third-party sources include:

* Student Feedback and Course Evaluation;
* Client feedback;
* Peer Feedback.

6. Implementation of Outcomes

**6.1 Incremental progression**

Incremental progression will be awarded subject to the provisions of E-OfficeWorx Productivity and Rewards Program.

**6.2 Reward Recommendations**

The awarding of performance recognition rewards will subject to the provisions of E-OfficeWorx Productivity and Rewards Program.

**6.3 Training and Development**

The PMS Report contains a feedback sheet which details specific training that is required. The Human Resources Office will record all training and development information for the purpose of developing a E-OfficeWorx training and professional development plan. Where unit specific training is required this should be provided at the unit level.

**6.4 Career Aspiration**

Information pertaining to the employee's career aspirations will be considered in the workforce planning process.

7. Below Standard Performance

Where an employee's performance is assessed as below standard and prior efforts to address performance issues through the PMS review and feedback discussions have failed, the HRM following consultation with the supervisor may refer the matter to be managed under unsatisfactory performance procedures.

Note that below standard performance is where following the completion of the review the employee did not attain all objective Key Performance Indicators. While the employee may have strengths in some areas of professional competence the employee has identified weaknesses in a number of other areas and would benefit from targeted training and development to address needed areas of improvement.

The PMS is not to be used for managing unsatisfactory performance. An employee can be referred onto the unsatisfactory performance process at any stage of the PMS review cycle. However, where an employee is referred to unsatisfactory performance procedures the PMS review cycle will cease for that review period. The PMS review cycle will only recommence once the employee's performance returns to a satisfactory standard.

Where performance is below standard and incremental progression is withheld, the employee is ineligible for another opportunity for incremental progression until the satisfactory completion of the next review cycle.

8. Monitoring, Audit and Compliance Checks

The HRM will monitor and evaluate the implementation of PMS policy and procedures.

9. Grievance Resolution

Should any employee believe they are disadvantage or discriminated against by the incorrect application of the PMS procedures, they may raise a dispute in accordance with employee grievance resolution procedures.

Where needed either the employee or supervisor may refer disagreement to the HRM for mediation should they not be able to resolve differences.

**Productivity and Rewards Program**

The Productivity and Rewards Program is designed to:

* Manage incremental progression for the achievement of consistent satisfactory performance and address below standard performance through the withholding of incremental progression;
* Provide one off bonuses and/or other rewards in recognition of exceptional performance either from an individual, group of individuals or a specific team;
* Use E-OfficeWorx awards to recognise outstanding employee contributions to, research excellence, teaching excellence and performance excellence;
* Reward sustained high performance, specifically the consistent achievement of all performance objectives against key performance indicators and the attainment of strong outcomes against E-OfficeWorx professional development competencies as defined within the PMS Policy and Procedure
* Provide a basis for the articulation of staff performance into E-OfficeWorx promotion processes.

**Key Objectives**

The key objectives of the Productivity and Rewards policy are to:

* Provide a mechanism for rewarding and formally recognising individual high-performance work efforts judged against individual PMS targets and strategic objectives of E-OfficeWorx;
* Develop the capability and performance of employees through professional development;
* Support the introduction of quality management principles across E-OfficeWorx, ensuring that rewards are based on the principles of quality customer service, communication, knowledge and professional development, team work, accountability, continuous improvement and responsiveness to change;
* Ensure that performance-based remuneration is managed equitably and fairly across the University.

**Applying the Productivity and Rewards System**

An employee will be eligible to receive an award under the policy only where the PMS performance standard has been assessed as exceptional, and both individual and organisational development outcomes have been achieved to the agreed level.

An **e**xceptional Level of Performance is where the employee met all objectives and exceeded Key Performance Indicator requirements and shows strengths in all areas of professional competence at current level of classification.

When determining an appropriate award outcome for an employee the HMR must consider the collective contributions of other employees that may have facilitated the achievement of an individual employee's high level of performance. In recognising such contributions, the HRM in consultation with the individual employee should consider whether it is necessary to extend an award allocation to other employees under a gain-sharing arrangement.

All Productivity and Reward recommendations should be discussed with the employee prior to confirmation of the recommendation by the CEO. Where it is recommended that an employee's reward be withheld as a result of below standard performance, the employee must be provided opportunity to respond and provide feedback to this recommendation.

The system includes a mix of performance-based rewards, each of which has specific objectives.

**Types of Productivity Incentive Rewards**

* Incremental Progression

Incremental progression is awarded on the basis of an employee achieving a satisfactory standard of performance in respect to stated performance objectives/KPIs and all areas of professional development.

* Performance Bonus

A performance bonus may be awarded to an individual employee or group of employees where performance is:

* + Exceptional, and their work output significantly contributes to achieving significant improvements in productivity or improved organisational performance. Exceptional means that performance outcomes should be unexpected and result from work that is outside of the normal substantive role and responsibility of the employee or group of employees’, or;
  + To a pre-determined standard that was defined under an individual incentive arrangement reached between the employee and E-OfficeWorx at the commencement of the PMS cycle.

Additionally:

* Any employee who is awarded a performance bonus must also have achieved an exceptional standard of performance in terms of meeting substantive objectives/KPIs and professional development needs;
* A performance bonus is a one-off non-recurrent payment made to the employee and should follow the completion of the PMS cycle. All payments must be made through the Salaries office and does not attract superannuation.
* Except in instances where bonus arrangements are pre-determined, E-OfficeWorx may offer other forms of rewards in lieu of monetary bonuses.
* Other Exceptional Performance Reward Mechanisms

In addition to the awarding of an increment, and as an alternative to a performance bonus arrangement, where an employee achieves a consistent high standard of performance throughout the review cycle (i.e. exceeds all performance objectives and demonstrates strengths against most areas of professional development), E-OfficeWorx may recognise such achievement through:

* Promotion and/or progression;
* Providing monetary and/or in-kind support for professional development or;
* Where suited to organisational needs being provided workplace flexibility privileges that would not otherwise be provided to the employee.