



AUSTRALIAN
HARDWARE

Australian Hardware General Operations Policies and Procedures Manual

Wollongong Store – 2013

This document sets out Australian Hardware policies and procedures that are to be adhered to by managers and employees (where relevant).

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Recruitment Policy

Purpose	The purpose of this policy is to establish guidelines for the recruitment and selection of employees. Australian Hardware aims to attract and employ the most suitable person for the position who will support the organisation's values, culture and goals in order to achieve its strategic directions. Recruitment and selection of employees will comply with all legal requirements, and with relevant equal opportunity, affirmative action and human resource management principles, policies and guidelines adopted by the organisation.
Scope	The scope of this policy covers the recruitment and induction by employees and contractors of Australian Hardware.
Responsibility	Responsibility for the implementation of this policy rests with employees and management of Australian Hardware with responsibility for participating in the recruitment and induction process.
Relevant legislation	<ul style="list-style-type: none">• <i>Privacy Act 1988</i> (Cwlth)• <i>Anti-discrimination Act 1977</i> (NSW)• <i>Income Tax Assessment Act 1997</i> (Cwlth)• <i>Superannuation Guarantee (Administration) Act 1992</i> (Cwlth)• <i>Fair Work Act 2009</i> (Cwlth)• <i>Work Health and Safety Act 2011</i> (NSW).
Updated/ authorised	09/2012 – Lynn Lee (Finance Manager Wollongong)

Principles

The following principles guide decision-making in relation to recruitment and selection of employees.

- The aim of the recruitment and selection process is to appoint the most suitable person to the position.
- Recruitment of new employees will only be undertaken after capabilities of existing workforce have been taken into account and training options sufficiently explored.
- Recruitment and selection will be informed by the organisation's strategic directions and priorities and will take place following an evaluation of the need for the role given the staffing requirements to achieve these directions and priorities.
- Recruitment and selection will be guided by requirements of relevant legislation and other relevant human resource management policies in use by the organisation such as equal opportunity and anti-discrimination policies.
- Recruitment and selection processes will be conducted on the basis of fair, equitable and respectful treatment of all applicants.
- Positions will be advertised on a range of sites including print and web media (where appropriate), which are most likely to maximise the field of suitably qualified applicants.
- All appointments will be made on the basis of careful and consistent application of the principle of merit and adherence to the key selection criteria and requirements of the position as outlined in the position description.
- Appointments will be made in open competition from the widest field of applicants attracted by both internal and external advertising.
- Recruitment and selection processes will be transparent, consistent, professional and timely. Accountability will be achieved by recruitment and selection processes being open and subject to appropriate scrutiny and review, having regard to the confidentiality of the applicants.
- All recruitment and selection processes will be conducted so as to ensure the confidentiality of the applicants and to preserve the integrity of the process.
- Decision-making is the responsibility of the Store General Manager or as delegated to the senior management team and/or nominee.

To recruit employees

1. New jobs and job vacancies

The occurrence of a vacancy is an opportunity to review the necessity for the post and its duties, responsibilities and grade.

Where the duties of a post have changed significantly, the manager must ensure that the job description is reviewed.

When a vacancy arises, consideration must be given, prior to open advertising, to any employee for whom redeployment is being sought on the grounds of redundancy or disability.

For vacancies of less than three months the manager may choose to fill the post by means other than advertising, for example by word of mouth or the use of agency staff.

2. Job description

A job description is a key document in the recruitment process, and must be finalised prior to taking any other steps. It must include:

- the job title (which must be gender neutral)
- the location of the job
- wage or salary scale for the position
- the line manager to whom the incumbent is responsible
- any posts reporting to the incumbent
- main purpose of the job
- main duties and responsibilities
- any special working conditions (e.g. evening or weekend work).

Items that should be included in job descriptions are:

- a note that indicates that, as duties and responsibilities change, the job description will be reviewed and amended in consultation with the incumbent
- an indication that the incumbent will carry out any other duties as are within the broad scope and purpose of the job as requested by the line manager.

3. Person specification

The person specification is of crucial importance and informs the selection decision. The person specification details the knowledge (including necessary qualifications), skills and abilities, experience, aptitudes required to do the job. The person specification should be specific, related to the job, and not unnecessarily restrictive, for example, only qualifications strictly needed to do the job should be specified.

Great care must be taken if physical requirements are specified. Anti-discrimination legislation requires employers to make reasonable adjustments to jobs to make them suitable for people with a disability. It is important that any physical requirement is stated in terms of the job that needs to be done. For example a job may require that the appointee 'must be able to travel to a number of different locations'. In this instance, it will be necessary to consider if an ability to drive is required, or whether or not reasonable adjustments can be made for non-drivers.

4. Publicising the vacancy

All posts must be advertised internally, unless the position is under three months in duration, or the manager has designated a particular post as potentially suitable for a person for whom the organisation is seeking redeployment.

The majority of posts will also be concurrently advertised externally to maximise the chances of attracting the best candidate. Consideration should also be given to advertising in locations/publications likely to increase diversity in the workforce.

5. The application pack

Applicants will be able to request a recruitment pack by phone or email. Packs should also be made available to be downloaded directly from the organisation's website. A log of the names and addresses of all individuals requesting an application pack will be taken for tracking and monitoring purposes.

The application pack will always include:

- applicant cover letter – includes closing date
- application form
- guidance notes for completing the application form
- equal opportunities monitoring form
- equal opportunities policy/statement
- criminal convictions declaration form
- job description
- person specification.

The pack may also include further information relevant to the particular post – e.g. annual report, organisational structure chart as appropriate.

6. Processing applications

Staff must be aware that when dealing with enquiries about vacancies that it is unlawful to state or imply that applications from a particular gender, racial group, age group, sexual orientation or religion/belief would be preferred, (unless a genuine occupational qualification or requirement applies) and to do so may lead to a complaint of unlawful discrimination.

Care must also be taken that all applicants are treated in the same way, for example with regard to invitations to visit the department, informal meetings to discuss the vacancy, and provision of information. However, it is acceptable to respond to requests from individual candidates who demonstrate initiative in their preparation.

The confidentiality of applications must be respected by all of those involved in the selection process.

7. Short-listing

After the closing date has passed, applications from candidates may be short-listed. This decision should be based on evidence that the applicant has met the requirements of the person specification.

The original applications from all applicants, together with a written note of reasons for short-listing or rejection, must be retained for a minimum of six months from the date that an appointment decision is notified, in case of complaint to an employment tribunal. All photocopies of application forms must be shredded.

8. Criminal conviction declaration forms

Criminal declaration forms belonging to candidates who have not been short-listed for interview will remain sealed and will be shredded. Short-listed candidates' forms will be opened and checked for relevant convictions. If it is deemed that a conviction is relevant to the post, the candidate may be withdrawn from the list of interviewees.

9. Arrangements for interviews

Letters or emails to short-listed candidates should include:

- date, time and place of their interview
- travel directions to the interview venue
- a request that they contact the author of the letter/message if they have any special requirements in relation to the interview (related to access to the venue or any other special need related to a disability)
- if appropriate, details of any test or presentation they will be required to do, or anything that they should bring with them (e.g., examples of work or proof of qualifications that are essential to the post).

It is best practice to write to candidates who have not been shortlisted but if this is not possible due to limited resources, the application pack should make clear that if not notified after a certain date or period, applicants should consider themselves not to have been shortlisted.

10. Interviewing

Interviews should be scheduled as soon after the closing date as reasonably possible.

The structure of interviews should be decided in advance by determining whether an interview panel will be assembled and what areas of questioning are required to cover all of the elements of the person specification. The question areas to be explored by each panel member should be agreed in advance to avoid overlap or repetition.

The same areas of questioning should be covered with all candidates. Interview questions should be phrased so that they do not favour any one candidate and should be designed to seek evidence of how the interviewee meets the criteria on the person specification. Supplementary questions should be used to probe for further information or clarification where answers are incomplete or ambiguous. Care must be taken to avoid questions that could be construed as discriminatory (e.g., questions about personal circumstances that are unrelated to the job).

Interviewer (or interview panels if used) act for the organisation in making selection decisions and are accountable for them. Interview notes must be taken to help make an informed decision based on the content of the interviews. Such notes must relate to how candidates demonstrate their knowledge, skills, experience and abilities in relation to the person specification. Applicants can request disclosure of such notes in the event of a complaint. Obviously any inappropriate or personally derogatory comments contained within the notes could be considered discriminatory and are unacceptable.

Disabled applicants

Where the candidate being interviewed has a disability for which adjustments may need to be considered, the candidate's requirements should be discussed with him/her once the planned questioning is complete. The outcome of these discussions must not influence the consideration of the candidate's application. If the disabled candidate best meets the person specification, consideration must be made regarding what would be 'reasonable adjustments' to accommodate the needs of the person in question. On considering these, if it is considered that the adaptations needed would not be deemed to be 'reasonable' under anti-discrimination legislation, the manager will draft a letter to the applicant explaining why the adaptations cannot be made. Reasons for not making adjustments to the working environment must be both material and substantial, and must be documented.

11. Making a decision after interview

The information obtained in the application, the interview, and in any selection tests will allow candidates to be assessed against the person specification and a selection decision to be made. The manager or panel chair must ensure that a written note of the reasons for selecting the successful candidate and rejecting others is made and placed on the recruitment file, together with the original applications and notes of all panel members, for a minimum of six months after the appointment decision has been notified to the candidates.

Interview proceedings are confidential and interviewers are free to divulge to others the decision reached only once the appointee has accepted the post.

The manager will make a provisional offer to the preferred candidate subject to satisfactory references and disclosures (if appropriate) being received.

12. Feedback

It is good practice to offer applicants feedback after interviews and it is our policy to respond if requested. Feedback should be specific and honest. Panel members giving feedback must ensure that any feedback they give relates to the selection criteria for the post and that the words that they use could not be taken to infer unlawful discrimination.

13. Pre-employment checks

A number of employment checks require to be undertaken before a formal offer of employment can be made. It must be ensured that any offer of employment given, is a 'provisional' one, subject to receipt of documentation as shown below.

References

References should only be used after interview to confirm, but not influence, a decision. Candidates' permission must be sought prior to seeking references.

Appropriate referees are those who have direct experience of a candidate's work, education or training, preferably in a supervisory capacity and a reference must be obtained from the current or previous employer.

References are confidential and must be sought 'in confidence'. Panel members must return all copies of any references with the application forms and their interview notes to the manager on completion of the recruitment process. References must only be kept in the personal file.

Asylum and immigration

It is a criminal offence to employ someone who does not have the permission to work in Australia. All external candidates at interview must therefore be asked to provide proof of citizenship, e.g., a passport or birth certificate. Note that it will be unlawful racial discrimination to carry out checks only on potential employees who by their appearance or accent seem to be other than Australian. Checks must be carried out on all external applicants.

Criminal conviction information

The organisation will seek a disclosure (police check) for all posts. It should be noted that this may delay the offer of a position until the disclosure process is complete.

Pre-employment health check

The organisation requires certain information prior to an individual commencing employment, to ensure that they will be able to perform the requirements of the job and give reliable service, and to ensure compliance with relevant health and safety regulations. The information is also required in order to establish whether any reasonable adjustments may need to be made to assist them in performing their duties.

Qualifications

Proof of trade or academic qualifications and any others considered essential for the post must be verified.

14. Appointment

Only the Store General Manager or Finance Manager issues letters of appointment and places individuals on the payroll.

15. Induction and probation

All new staff will undergo a probationary period during which they will be introduced to the main duties and responsibilities of their post. An induction program will be set out which covers information about the organisation and their post.

16. Record-keeping

All records relating to the recruitment and selection procedure will be retained only for as long as is necessary (generally six months), and will be securely destroyed thereafter.

Anti-discrimination Policy

Purpose	<p>The purpose of this policy is to ensure transactions with customers of Australian Hardware and other employees are handled fairly and transparently and in accordance with organisational and legal requirements. Generally it is unlawful to discriminate on the basis of the following 16 characteristics:</p> <ul style="list-style-type: none">• sex• relationship status• pregnancy• parental status• breastfeeding• age• race• impairment• religious belief or religious activity• political belief or activity• trade union activity• lawful sexual activity• gender identity• sexuality• family responsibilities• association with, or relation to, a person identified on the basis of the above.
Scope	<p>The scope of this policy covers all employees and contractors of Australian Hardware.</p>
Responsibility	<p>Responsibility for the implementation of this policy rests with all employees, contractors and management of Australian Hardware.</p>
Relevant legislation	<ul style="list-style-type: none">• <i>Privacy Act 1988</i> (Cwlth)• <i>Anti-discrimination Act 1977</i> (NSW)• <i>Age Discrimination Act 2004</i> (Cwlth)• <i>Australian Human Rights Commission Act 1986</i> (Cwlth)• <i>Disability Discrimination Act 1992</i> (Cwlth)• <i>Racial Discrimination Act 1975</i> (Cwlth)• <i>Sex Discrimination Act 1984</i> (Cwlth).
Updated/ authorised	<p>09/2012 – Lynn Lee (Finance Manager Wollongong)</p>

Reasonable adjustments

Reasonable adjustments are changes that allow people with a disability to work safely and productively.

Australian Hardware will make reasonable adjustments for a person with a disability who both:

- applies for a job, is offered employment, or is an employee
- requires the adjustments in order to participate in the recruitment process or perform the genuine and reasonable requirements of the job.

Examples of reasonable adjustments can include:

- reviewing and, if necessary, adjusting the performance requirements of the job
- arranging flexibility in work hours
- providing telephone typewriter (TTY) phone access for employees with hearing or speech impairments
- purchasing screen reading software for employees with a vision impairment
- approving more regular breaks for people with chronic pain or fatigue
- buying desks with adjustable heights for people using a wheelchair.

When thinking about reasonable adjustments Australian Hardware will weigh up the need for change with the expense or effort involved in making it. If making the adjustment means a very high cost or great disruption to the workplace, it is not likely to be reasonable.

In some cases Australian Hardware can discriminate on the basis of disability, if either:

- the adjustments needed are not reasonable
- the person with the disability could not perform the genuine and reasonable requirements of the job even if the adjustments were made.

Procedure: To make a complaint

If you believe you are being, or have been, discriminated against, sexually harassed or bullied, you should follow this procedure.

1. Tell the offender the behaviour is offensive, unwelcome, and against business policy and should stop (only if you feel comfortable enough to approach them directly, otherwise speak to your manager or supervisor). Keep a written record of the incident/s.
2. If the unwelcome behaviour continues, contact your supervisor or manager for support.
3. If this is inappropriate, you feel uncomfortable, or the behaviour persists, contact another relevant senior manager. Employees may also lodge a complaint with the Australian Human Rights Commission, or the Fair Work Ombudsman.

Employees should feel confident that any complaint they make is to be treated as confidential as far as possible.

Procedure: To receive a complaint

When a manager receives a complaint or becomes aware of an incident that may contravene Australian Hardware equal employment opportunity (EEO) policies, then they should follow this procedure.

1. Listen to the complaint seriously and treat the complaint confidentially. Allow the complainant to bring another person to the interview if they choose to.
2. Ask the complainant for the full story, including what happened, step by step.
3. Take notes, using the complainant's own words.
4. Ask the complainant to check your notes to ensure your record of the conversation is accurate.
5. Explain and agree on the next action with the complainant.
6. If investigation is not requested (and the manager is satisfied that the conduct complained is not in breach of Australian Hardware EEO policies) then the manager should:
 - act promptly
 - maintain confidentiality
 - pass any notes on to the other managing staff.

If an investigation is requested or is appropriate, follow the next procedure.

Procedure: To investigate a complaint

When a manager investigates a complaint, they should follow this procedure.

1. Do not assume guilt.
2. Advise on the potential outcomes of the investigation if the allegations are substantiated.
3. Interview all directly concerned, separately.
4. Interview witnesses, separately.
5. Keep records of interviews and the investigation.
6. Interview the alleged harasser, separately and confidentially and let the alleged harasser know exactly of what they are being accused. Give them a chance to respond to the accusation. Make it clear they do not have to answer any questions; however, the manager will still make a decision regardless.
7. Listen carefully and record details.
8. Ensure confidentiality, minimise disclosure.
9. Decide on appropriate action based on investigation and evidence collected.
10. Check to ensure that the action meets the needs of the complainant and Australian Hardware.
11. If resolution is not immediately possible, refer the complainant to more senior management. If the resolution needs a more senior manager's authority, refer the complainant to this manager.
12. Discuss any outcomes affecting the complainant with them to make sure where appropriate you meet their needs.

Possible outcomes

Following the investigation, if management finds the complaint is justified, then management will discuss with appropriate outcomes with the complainant which may include:

- disciplinary action to be taken against the perpetrator (counselling, warning or dismissal)
- staff training
- additional training for the perpetrator or all staff, as appropriate
- counselling for the complainant
- an apology (the particulars of such an apology to be agreed between all involved).

Remuneration and Performance Appraisal Policy

Purpose This policy establishes the framework and guidelines to be used by Australian Hardware in determining remuneration arrangements for its employees and to assist staff in understanding the organisation's position on staff remuneration.

The purpose of the policy is to:

- attract and retain employees of the required quality
- ensure that staff are appropriately compensated for the services they provide to the organisation
- ensure that remuneration levels are competitive with the external market
- encourage and motivate staff to achieve the organisation's strategic business objectives
- promote and reinforce the organisation's key values and appropriate employee behaviours
- ensure a level of equity, consistency and transparency in employee remuneration.

Scope The staff remuneration policy covers all employees at all levels of the organisation.

Responsibility Responsibility for the implementation of this policy rests with human resources staff and relevant managers of hiring departments.

Relevant legislation

- *Fair Work Act 2009* (Cwlth)
- *Privacy Act 1988* (Cwlth)
- *Anti-discrimination Act 1977* (NSW)

Updated/ authorised 09/2012 – Lynn Lee (Finance Manager Wollongong)

Definitions

Remuneration will comprise base salary, an 'at risk' performance pay component, employer guarantee superannuation, and motor vehicle allowance where this is included in an employee's employment package. The total of these components make up the employee's remuneration package.

Underlying modern award

Staff covered by the relevant underlying modern award, will be paid no less than the rate of pay set out in that award for the relevant position.

Determining base salary levels

Base salary levels will be determined by job evaluation. Job evaluation is the evaluation of the position based on the information in the relevant position description, in terms of the level of required skills, competencies and knowledge, and criteria such as the level and impact of decision-making and authority to act.

Job evaluation will be carried out by the relevant store manager.

The underlying principles of job evaluation include:

- salary levels will be paid no less than the rate of pay set out in the relevant underlying award
- salary levels are to be benchmarked on an annual basis (as part of the annual budgeting process) against the external market using salary surveys to establish competitiveness with similar positions in the external market
- if the job changes as determined by a job evaluation, the base level remuneration should be altered to reflect the change in the employee's role and responsibilities
- decisions on broad salary increases (those that apply to all employees), such as CPI or cost-of-living based increases will be made on an annual basis in consultation with partners
- staff will have the opportunity to raise remuneration issues at six monthly performance review meetings with their manager.

Staff performance plans

Staff will be provided with individual performance plans/workplans for the subsequent financial year. For new employees, a performance plan will be provided at the end of the probation period (first three months of employment). In further years, workplans are agreed upon after the July/August performance review has been conducted.

The performance plans/workplans set out the contribution expected of the role in supporting the achievement of the organisation's strategic plans and objectives: the actions or activities required to achieve those objectives; and the criteria or standards used to assess the achievement of the objectives. In addition to business plans outcomes, the performance/workplans will include specific project and personal development goals.

For sales staff, the performance plans will detail the sales targets for the period.

Performance appraisals

Performance appraisals will be conducted on a six monthly basis, in late July/early August, and in late January/early February. Further information on performance appraisals can be found in the next policy: Performance Management Policy.

The outcomes of this review will be the finalisation of the performance outcomes for the previous financial year period ending June. This review will also include discussion and sign off of the performance plan for the coming financial year commencing July 1.

The January/February review is to assess progress towards the achievement of the employee's performance plan targets.

The appraisals also provide a formal avenue for employees and their managers/supervisors to discuss issues relating to or affecting the employee's job performance and to discuss and clarify the manager's/supervisor's expectations of the employee and vice versa. It is also an opportunity to discuss remuneration and employee training and development needs and opportunities.

Performance Management Policy

Purpose	<p>The development and progress of individual employees is fundamental to Australian Hardware's future performance. In addition to providing the opportunities for professional development, Australian Hardware aims to help individuals by monitoring and supporting them in their personal growth and development.</p> <p>The aims of this policy are to ensure:</p> <ul style="list-style-type: none">• employee development opportunities are recognised and implemented efficiently and effectively• consistent employee development practices and principles are applied across the organisation• employees are developed systematically on the basis of defined needs and that development undertaken is cost-effective and meets agreed standards.
Scope	<p>The scope of this policy covers the performance management process by employees and contractors of Australian Hardware.</p>
Responsibility	<p>Responsibility for the implementation of this policy rests with managers of employees at Australian Hardware. Further information on roles and responsibilities is discussed within this policy.</p>
Relevant legislation	<p>This policy is guided by the procedures set by industrial law, awards and employment agreements that apply to Australian Hardware. Among others they include:</p> <ul style="list-style-type: none">• <i>Privacy Act 1988 (Cwlth)</i>• <i>Anti-discrimination Act 1977 (NSW)</i>• <i>Fair Work Act 2009 (Cwlth)</i>.
Updated/ authorised	<p>09/2012 – Lynn Lee (Finance Manager Wollongong)</p>

Roles and responsibilities

Managers will:

- carry out biannual formal performance review discussions
- monitor individual performance throughout the year, recording key events, observations of importance which relate to the performance, both positive and negative
- refer to the performance management guidelines when carrying out tasks related to performance management
- use the performance management documentation to record formal and informal performance reviews
- provide employees with the opportunity to participate and contribute to their professional and personal development
- provide employees with access to training and development, as reflected in the individual's development plan
- provide employees with coaching throughout the review period
- allow employees to communicate their career development goals
- ensure employees complete their responsibilities in accordance with the performance management policy and process.

Employees will:

- participate in the formal review discussions openly and honestly
- complete their personal assessment and provide it to the manager as requested
- contribute their thoughts on both positive and negative performance as assessed by their manager
- participate in identified training and development plans as agreed with their manager
- provide information and documentation as requested by their manager relating to their performance and activities throughout the assessment period.

To conduct performance review

The employee's performance will be monitored and evaluated regularly throughout the year. The performance review encompasses three elements:

- an annual formal review discussion
- a six month follow-up discussion
- continuous monitoring of the employee's performance.

1. Annual discussion

The annual discussion is a key step in the performance review process. Essentially, this step involves compiling all the information collected and assessed throughout the year relating to the employee's performance. However, there should be no surprises in this discussion; it is merely a summary and review of the informal and formal reviews conducted throughout the year.

The key elements of the annual discussion are to:

- reflect on performance during the year
- clarify key responsibilities of the role and review the job description
- discuss successes as well as areas for improvement
- set agreed targets and performance standards for the next six months
- agree on key areas of development for effective performance in the role.

2. Documentation

The performance review documentation provides an important for recording the standards, targets and development plans that are during the performance review process. It is important to use the correct forms to maintain the integrity of the information, and to help the manager and employee ensure that the review is completed correctly.

3. Timing

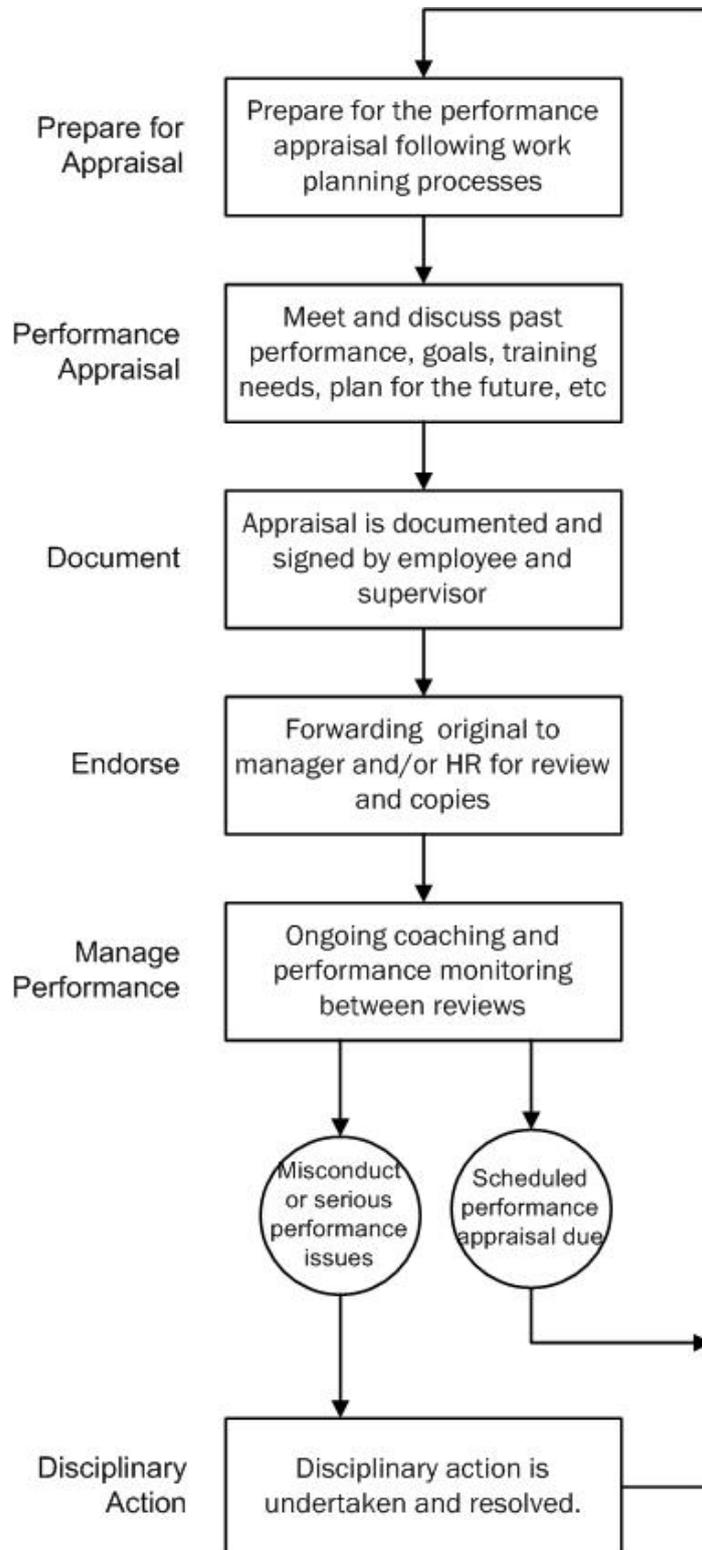
Employee performance is to be formally reviewed every 12 months with a follow-up review six months into the financial year. A new plan should be completed at each annual appraisal discussion.

4. Six month follow-up discussion

The follow-up review provides an opportunity for managers and employees to re-visit targets, standards and development plans to:

- establish that progress is on track
- identify changes impacting on the achievement of targets and standards set
- discuss development plan progress or establish development plan
- modify standards and targets, if required.

Flow chart of the performance review process



Performance management plan template

Name and position:				
Manager:		Review period:		
Reference from operational plan	Key result area	Indicator of success/ performance	By when	Status report
Achievements:		Areas of Opportunity:		
Manager's comments:				
Signature:		Date:		
Staff member's comments:				
Signature:		Date:		

Disciplinary Policy

Where warranted, Australian Hardware will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, Australian Hardware may decide to end an employee's employment. Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or re-training.

Australian Hardware requires a minimum standard of conduct and performance which will be made clear to employees at induction and in performance reviews. If an employee does not meet this standard, Australian Hardware will take appropriate corrective action, such as training. Formal performance improvement procedures will generally only start when other corrective action fails.

If an employee deliberately breaches business policy or procedure, or engages in misconduct, Australian Hardware may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. Australian Hardware will give an employee the opportunity to defend themselves before management takes further action.

Note: If employees have a disability that requires reasonable adjustments to be made to the workplace or job to allow you to work safely and productively, they should raise this with their manager. Australian Hardware will only refuse such requests on reasonable business grounds where the employee is able to perform the minimum duties required of them.

Procedure

1. Australian Hardware will advise the employee of any shortfall in their performance. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency they should use specific examples, and refer to the correct policy or procedure. The employee should be given an opportunity to respond.
2. Once the employee has responded, the manager will consider their response and decide if performance improvement action should be taken. Australian Hardware will provide support such as training where appropriate.
3. If the employee is given a verbal warning, the manager should make a note of it, date it and sign it.

4. The manager will allow the employee to respond before making a decision and consider the employee's responses. The manager should determine whether the issue requires a written warning or a performance management meeting. The employee may have a support person present at such meetings.
5. If a written warning is to follow, the manager is to:
 - document it and give the employee a copy
 - give the employee the opportunity (and their support person the opportunity) to sign the warning
 - keep a copy on file.
6. The warning (written or discussed in a meeting) must clearly define:
 - the deficiency
 - a clear explanation of the expected standard
 - by when the employee needs to achieve the standard
 - how the business will help the employee achieve the improvement required
 - consequences of failing to improve.
7. The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions, and put a copy on the employee's personnel file. This should include date, location and time of discussion.
8. They will continue to support the employee and note the support they give, for example, training or counselling.
9. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps 4–10 above. This document needs to warn the employee in clear terms Australian Hardware will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

Note: some circumstances justify going straight to a second or final warning.

Serious misconduct

Summary (instant) dismissal for gross or very serious misconduct is possible (depending on the circumstances). Management should seek advice before taking this step.

Procedure

1. The manager is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The manager should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation. The manager should also have a witness present. The manager shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. Australian Hardware will send the employee a letter of termination noting brief details.

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Grievance Policy

Australian Hardware supports the right of every employee to lodge a grievance with their manager if they believe a decision, behaviour or action affecting their employment is unfair. An employee may raise a grievance about any performance improvement action taken against them.

Where a grievance may contravene Australian Hardware's equal employment and opportunity (EEO) policy or where the grievance constitutes bullying, discrimination or harassment, the grievance should be resolved in line with the procedures outlined in the EEO policy and procedures document.

We aim to resolve problems and grievances promptly and as close to the source as possible. When necessary, Australian Hardware will escalate a grievance to the next higher level of authority for more discussion and resolution, and continue escalating it to the level above until it is resolved.

Managers will do their utmost to action grievances objectively, discreetly and promptly. Be aware that grievances that are misconceived, vexatious, and lacking substance may result in disciplinary action being taken against the employee lodging the grievance.

Procedure

1. The employee should try to resolve the grievance as close to the source as possible. This can be informal and verbal. At this stage, every possible effort should be made to settle a grievance before the formal grievance process starts. If the matter still can't be resolved, the process continues and becomes formal.
2. To start the formal grievance, the complainants must fully describe their grievance in writing, with dates and locations wherever possible and how they have already tried to settle the grievance.
3. The person/s against whom the grievance/complaint is made should be given the full details of the allegation/s against them. They should have the opportunity and a reasonable time to respond in writing before the process continues.
4. A manager should have a discussion with both parties in an effort to resolve the grievance at the workplace level.
5. If the grievance still can't be resolved, refer the matter to the most senior manager for consideration and a final decision. A grievance taken to this level must be in writing from the employee.

Should the issue recur, a review may be undertaken at any stage thereafter by the most senior manager or owner. Further reviews may be held if required.

Privacy Policy

- Purpose** The purpose of this policy is to ensure employee and customer information is safeguarded in accordance with legislation and Australian Hardware requirements.
- Australian Hardware is committed to protecting the privacy and confidentiality of its employees and customers. Australian Hardware is bound by relevant privacy legislation and adheres to the National Privacy Principles. A copy of the National Privacy Principles can be found at
<<http://www.privacy.gov.au/publications/npps01.html>>.
- Scope** The scope of this policy covers all employees and contractors of Australian Hardware.
- Responsibility** Responsibility for the implementation of this policy rests with all employees and management of Australian Hardware, in particular persons with responsibility for keeping employee or customer information or for records keeping.
- Relevant legislation and standards**
- *Privacy Act 1988* (Cwlth)
 - *Privacy Amendment (Private Sector) Act 2000* (Cwlth)
 - The National Privacy Principles.
- Updated/ authorised** 09/2012 – Lynn Lee (Finance Manager Wollongong)

Disclosure

Customer or employee information is never disclosed to other organisations or individuals without their express consent, unless they are working directly on our behalf or we are required to do so by law.

In some cases, personal information (but never sensitive information) is supplied to contractors who perform some of these tasks directly on our behalf, (for example freight companies or research agencies) who must sign strict privacy and security agreements and are also bound by the National Privacy Principles. These agreements ensure that these contractors keep personal information confidential and do not use it for any other purpose other than the work we have contracted them to perform.

Protection of personal information

Australian Hardware also actively seeks to ensure that all personal information we collect is protected from misuse, unauthorised access, modification or disclosure. We have internal data protection and electronic data transmission procedures and all communications made online via our website are secure.

More information

Customers can obtain copies of their personal information held by Australian Hardware, correct their personal records, obtain further information about how Australian Hardware manages personal information, or lodge a complaint about the handling of their personal information by contacting the Australian Hardware's Sydney head office.

Customer Service Policy

Purpose	The purpose of this policy is to ensure that the management of customer contact is carried out consistently, fairly and transparently and in accordance with Australian Hardware requirements.
Scope	The scope of this policy covers the management of customer contact by employees and contractors of Australian Hardware.
Responsibility	Responsibility for the implementation of this policy rests with employees and management of Australian Hardware with responsibility for managing customer contact.
Relevant legislation and standards	<ul style="list-style-type: none">• <i>Privacy Act 1988</i> (Cwlth)• The International Customer Service Standard (ICSS:2010-14)• AS ISO 10002-2006 Customer satisfaction – Guidelines for complaints handling in organisations.
Updated/ authorised	09/2012 – Lynn Lee (Finance Manager Wollongong)

To serve customers

All customers should be acknowledged within the first five seconds of entering the store. All calls must be answered within three rings. When you are busy with another customer, this acknowledgement can be one of the following:

- a wave and smile
- saying you'll be with them soon/placing them on hold.

Procedure

1. When free, engage the customer in the following ways as appropriate:
 - a. smile
 - b. make eye contact
 - c. if you know their name, use it
 - d. welcome them back to the store if you've seen them before
 - e. if you've not seen them before, introduce yourself by name

- f. if the customer doesn't ask for help, start a conversation with them
 - g. speak in an energetic manner
 - h. give them your full attention.
2. When greeting the customer, ensure you (as relevant):
 - a. acknowledge customer's arrival/call
 - b. greet with a genuine smile
 - c. maintain eye contact during conversations
 - d. introduce yourself in a friendly manner
 - e. recognise repeat customers
 - f. start a conversation
 - g. talk with an energetic tone
 - h. give the customer your full attention.
 3. Identify customer needs and match them to products and services.
 4. For checkout staff only: fulfil customer order, complete purchase using integrated CRM/POS (customer relationship management/point of sale) system.
 5. Ask customer to participate in online customer service feedback questionnaire to receive 10% discount on next purchase. Assist customer to complete if required.

To manage complaints

1. Greet the customer courteously and give them your name.
2. Never argue with the customer.
3. Apologise for any product fault or poor service. Be sympathetic. Thank the customer for bringing the complaint to your attention.
4. Listen fully to what the customer is saying. Try to gather all the facts about the complaint and jot them down. Ask questions and summarise what they are saying.
5. When you have all the details about the complaint, ask the customer how they would like it to be resolved. Always suggest replacements or credit notes over refunds and discuss product options to suit the customer's needs.
6. Refunds and discounts must be within your authority to offer. Request authorisation from your manager for amounts above your delegated authority.
7. At the end of the complaint, summarise the complaint and how you commit to resolving the complaint. Gain customer agreement. Submit notes on complaint to manager using integrated POS/CRM system.

Procurement Policy

Purpose	<p>Procurement is also called 'supply management' or 'purchasing'. The procurement policy is concerned with processes that control incoming products and materials.</p> <p>The purpose of this policy is to ensure the purchase of resources is carried out consistently, fairly and transparently and in accordance with Australian Hardware requirements.</p>
Scope	<p>The scope of this policy covers the purchasing and acquisition of resources by employees and contractors of Australian Hardware Wollongong Store.</p>
Responsibility	<p>Responsibility for the implementation of this policy rests with employees and management of Australian Hardware Wollongong Store with responsibility for purchasing resources.</p>
Relevant legislation	<ul style="list-style-type: none">• <i>Privacy Act 1988</i> (Cwlth)• <i>Anti-discrimination act 1977</i> (NSW)• <i>Australian Securities and Investments Commission Act 2001</i> (Cwlth)• <i>Corporations Act 2001</i> (Cwlth)• <i>A New Tax System (Goods and Services Tax Administration) Act 1999</i> (Cwlth)• <i>Income Tax Assessment Act 1997</i> (Cwlth)• <i>Fair Work Act 2009</i> (Cwlth)• <i>Work Health and Safety Act 2011</i> (NSW).
Updated/ authorised	<p>09/2012 – Lynn Lee (Finance Manager Wollongong)</p>

Principles governing procurement process

1. Probity and ethical behaviour

The principle of probity (which means to have strong moral principles, honesty and decency) and ethical behaviour governs the conduct of all procurement activities. Employees who have authority to procure goods and services must comply with the standards of integrity, probity, professional conduct and ethical behaviour. Employees or directors must not seek to benefit from supplier practices that may be dishonest or unethical.

2. Sustainability

Follow the sustainability policy and principles outlined in the sustainability policy when procuring supplies.

3. Value for money

Value for money is the core principle underpinning procurement. Organisations contracted to do work for Australian Hardware must be cost-effective and efficient in the use of resources whilst upholding the highest standards of probity and integrity.

In general, a competitive procurement process that is carried out in an open, objective and transparent manner can achieve best value for money in procurement.

4. Non-discrimination

This procurement policy requires that the procurement process is non-discriminatory. All potential contracted suppliers should have the same opportunities to compete for business and must be treated equitably based on their suitability for the intended purpose.

5. Risk management

Risk management involves the systematic identification, analysis, treatment of risk as well as, where possible, the implementation of appropriate risk mitigation strategies. It is integral to efficiency and effectiveness to proactively identify, evaluate, and manage risks arising out of procurement related activities. The risks associated with procurement activity must be managed in accordance with the organisation's risk management policy.

6. Responsible financial management

The principle of responsible financial management must be applied to all procurement activities. Factors that must be considered include:

- the availability of funds within an existing approved budget
- staff approving the expenditure of funds strictly within their delegations
- measures to contain costs of the procurement without compromising any procurement principles.

7. Procurement planning

In order to achieve value for money, each procurement process must be well planned and conducted in accordance with the principles contained in this document. The process must also comply with all of the organisation's policies and relevant legal and regulatory requirements.

When planning appropriate procurement processes, consideration should be given to adopting an approach which:

- encourages competition
- ensures that rules do not operate to limit competition by unnecessarily discriminating against particular suppliers
- recognises any industry regulation and licensing requirements
- secures and maintains contractual and related documentation for the procurement which best protects the organisation
- complies with the organisation's delegations policy.

8. Buy Australian made/support for Australian industry

Employees who are involved in procurement activities must make a conscious effort to maximise opportunities for Australian manufacturers and suppliers to provide products where there is practicable and economic value. In making a value for money judgment between locally made and overseas sourced goods, employees are to take into account:

- whole of life costs associated with the good or service
- that the initial purchase price may not be a reliable indicator of value
- the quality of locally made products
- the record of performance and delivery of local suppliers
- the flexibility, convenience and capacity of local suppliers to take on larger orders and meet fluctuations in order numbers
- the scope for improvements to the goods and 'add-ons' from local industry.

9. Pre-registered list of suppliers and contractors

Australian Hardware shall maintain a pre-registered list of preferred suppliers and contractors.

This list is reviewed at regular intervals with admission of interested parties on a rolling basis. Care should be taken to ensure that such lists are used in an open and non-discriminatory manner. The list should be maintained in accordance with the sustainability policy. Suppliers must be audited once per year with regard to sustainable practices. It is in the interest of the organisation that the pool of potential suppliers is actively maintained and updated. Employees should provide reports of their experiences in working with each supplier/contractor to assist future decisions concerning the list.

10. Avoid conflict of interest

Employees and directors are not permitted to personally gain from any aspect of a procurement process. Employees and directors are required to be free of interests or relationships in all aspects of the procurement process.

For those individuals who are involved in procurements, any investment in, or close relationship with, a contractor represents a conflict of interest. This individual must disclose the conflict of interest to the Store Manager or Finance Manager to allow sufficient time for a review.

Employees and directors shall ensure that to the best of their knowledge, information and belief, that at the date of engaging a supplier or contractor that no conflict of interest exists or is likely to arise in the performance of the supplier/contractor's obligations under their contract.

Should employees or directors become aware of potential conflicts of interest, they must advise the Store Manager or Finance Manager and directors immediately.

11. Report collusive tendering

Employees should be aware of anti-competitive practices such as collusive tendering.

Collusive tender would occur if an employee of Australian Hardware were to secretly share information or arrange a situation that would control the result of tendering to favour or discriminate against particular applicants.

Any evidence of suspected collusion in tendering should be brought to the attention of the Store Manager or Finance Manager.

12. Competitive process

It is a basic principle of procurement that a competitive process should be used unless there are justifiably exceptional circumstances. The type of competitive process can vary depending on the size and characteristics of the contract to be awarded.

13. Direct invitation (selective or restricted tendering)

A process of direct sourcing to tender may be used. This may involve an invitation to organisations deemed appropriately qualified for a particular product or service (this may be appropriate for specialised requirements in markets where there is a limited number of suppliers or service providers).

The selection process should have particular regard to the need for equal treatment and reasonable distribution of opportunities.

14. Evaluation and contract award

For projects being awarded, consideration will be given not only to the most economically advantageous tender, but also to the track record of the tender respondent and the degree of confidence that the panel has in the quality of the bid. It will be the normal practice to have the evaluation of tenders carried out by a team with the requisite competency.

15. Results of tendering process

All tender respondents should be informed in writing of the result of a tendering process immediately after a contract has been awarded.

Summary of procurement policy delegations

	Purchase amount	Required number of quotes	Comment
Store General Manager	<p>Authority to sign contracts for products and services up to \$200,000.</p> <p>Must seek approval from National Chief Operating Officer (COO) for amounts above \$200,000.</p>	Two or more competitive quotes for contracts over \$75,000.	<p>Must be within the approved budget and consistent with business/operational and strategic planning.</p> <p>Detailed services contract required.</p>
Finance Manager	Authority to sign contracts for products and services up to \$75,000.	Two or more competitive quotes.	<p>Must be within the approved budget and consistent with business/operational and strategic planning.</p> <p>Detailed services contract required for contracts over \$20,000.</p>
Product managers	Authority to sign contracts for products and services under \$30,000.	One or more competitive quotes preferred.	<p>Must be within the approved budget and consistent with business/operational and strategic planning.</p> <p>Detailed services contract required for contracts over \$20,000.</p>

Expenditure payment approval form

<i>For completion by person verifying payment</i>		
Date	Invoice date	
Payee name:		
Job/project number:	Project title:	
Description of payment:		
Payment amount: \$	<input type="checkbox"/> ex GST <input type="checkbox"/> inc GST	
_____ Signature of person verifying payment	_____ Signature of delegated manager	
<i>For Completion by Finance:</i>		
Account number	Account name	Amount
Total Payable:		\$
Approved:		
Date:		
<i>Store GM:</i>	_____	_____
<i>Finance manager:</i>	_____	_____
<i>Product manager:</i>	_____	_____

Work Health and Safety (WHS) Policy

- Purpose** The purpose of this policy is to ensure that work is carried out safely in accordance with Australian Hardware's ethical and legal obligation to provide and maintain a safe workplace. Australian Hardware recognises its responsibility to provide a healthy and safe working environment for employees, contractors, clients and visitors. Australian Hardware is committed to the continued wellbeing of its employees and to ensuring that all employees are safe from injury and health risks whilst undertaking work-related duties, including home-based work.
- Scope** The scope of this policy covers all employees and contractors of Australian Hardware – Wollongong store.
- Responsibility** Responsibility for the implementation of this policy rests with employees and management of Australian Hardware with responsibility for providing a safe place of work.
- Management at the Wollongong Store are responsible for:
- consultation with employees regarding health and safety and changes to legislation and/or working practices which may affect the workplace
 - providing and maintaining a safe and healthy environment for work
 - providing support, training, and supervision to employees to ensure a safe and healthy workplace.
 - the provision of adequate resources for employees to meet health and safety management system targets
- Individual employees are responsible for:
- following all workplace health and safety policies and procedures
 - ensuring that they report all potential and actual risks to managers/supervisors
 - taking care to protect their own health and safety and that of their colleagues at work

- ensuring that their own, or others' health and safety is not adversely affected by the consumption of drugs or alcohol
- encouraging others to follow healthy and safe working practices in the workplace.

**Relevant
legislation/standards**

- *Work Health and Safety Act 2011* (NSW)
- AS/NZS 4804:2001 Occupational health and safety management systems – General guidelines on principles, systems and supporting techniques.

**Updated/
authorised**

09/2012 – Lynn Lee (Finance Manager Wollongong)

Health and safety management system principles and objectives

In order to ensure a healthy and safe working environment, Australian Hardware will:

- establish a safe and healthy workplace
- ensure compliance with all relevant legislation
- provide written procedures and instructions for safe working practices and material safety data sheets (MSDS) where required
- provide appropriate support, instruction, training and supervision to employees to ensure safe working practices
- consult employees and affected persons on health and safety issues
- set and monitor clear performance goals for prevention and lessening of illnesses and injuries in the workplace for employees, contractors and visitors (including clients and volunteers)
- detect hazards leading to assessment and appropriate control activities for all risks in the workplace
- commit to participation in workplace health and safety matters by all senior managers, line managers, supervisors and staff (including employee representatives)
- access and provide appropriate information relating to working safely and the training required for organisational employees to carry out their duties in a safe manner
- establish and commit to a health and safety management system and continual improvement including internal/external audits and systematic management review.

Evacuation procedure

If an evacuation is called:

1. On hearing the evacuation tone, follow procedures to evacuate the building.
2. Do not take personal belongings or bags as these may slow your departure from the building.
3. Follow all directions from the wardens.
4. Do not use lifts.
5. Do not run, push or overtake.
6. Follow the emergency evacuation plan and assemble at the designated area.
7. Fire Brigade personnel will declare when the building is safe for people to return, no one should return until the building is declared safe.

Evacuation wardens will:

1. Determine nature of emergency and ensure alarm has been raised.
2. Evacuate personnel via stairways from the danger area to the assembly point.
3. Direct all personnel to observe the evacuation procedure outlined above.
4. Check all areas including offices, toilets, change rooms etc.
5. Closing all doors after checking the areas above.
6. Move to assembly point.
7. Check that all personnel are accounted for.
8. Report to Chief Warden immediately if any persons are not accounted for.

Sustainability Policy

- Purpose** The purpose of this policy is to explain Australian Hardware's approach to sustainability. Australian Hardware takes its commitment to the sustainable and socially responsible use of resources seriously.
- Scope** The scope of this policy covers all employees and contractors of Australian Hardware in ensuring that sustainable practices are adopted and maintained at the Wollongong Store.
- Responsibility** Responsibility for the implementation of this policy rests with employees and management of Australian Hardware.
- The partners and business owners are responsible for:
- following and improving the implementation of the sustainability plan and sustainability principles
 - the effective implementation and regular review of sustainability procedures, including yearly environmental audit
 - consultation with employees regarding sustainability issues and changes to legislation and/or working practices which may affect the workplace
 - providing and maintaining a sustainable system of working practices
 - providing support, training, and supervision to employees to ensure sustainable practices are carried out, including relevant training where appropriate
 - the provision of adequate resources for employees to meet the sustainability commitment.
- Individual employees are responsible for:
- following all sustainability policies and procedures
 - ensuring that they report all potential and actual risks to partners or managers/supervisors; risk management must consider triple bottom line related risk

- following the sustainability principles and alerting management to breaches of the principles or opportunities to improve performance
- encouraging others to follow sustainable working practices in the workplace
- Where relevant, purchasing from suppliers in accordance with sustainability principles
- Where relevant, auditing suppliers with respect to sustainability.

Relevant legislation and standards

- *Environment Protection and Biodiversity Conservation Act 1999* (the EPBC Act)
- National Environment Protection Council Act 1995 (NSW)
- AS/NZS ISO 14001:2004 Environmental management systems – Requirements with guidance for use.

Updated/ authorised

09/2012 – Lynn Lee (Finance Manager Wollongong)

Sustainability principles

Australian Hardware adheres to the following six sustainability principles:

Taking action now to reduce environmental risk

Consider the risk to the environment as part of risk management at Australian Hardware.

Take action immediately to reduce environmental risk as you would with any other risk such as health and safety or financial risk.

Inter-generational fairness

Consider whether the actions of Australian Hardware deplete or use up resources that could be used by later generations. Is your business or workplace activity fair to people who will live tomorrow as well as those who live today?

Ensure the next generation is fairly treated by Australian Hardware!

Sustainable use of natural resources

Consider whether Australian Hardware uses natural resources at the rate they are naturally replenished. If not, how will Australian Hardware compensate for unsustainable use?

Compare like businesses to Australian Hardware.

Does Australian Hardware use resources more sustainably than all other comparable businesses!

Maintenance of biological diversity

Consider how Australian Hardware contributes to or diminishes the variety of life on the planet. Biological diversity is important for maintaining ecosystems that contribute to the overall health of the planet.

What ecosystems are disturbed by the location of the hardware store and associated car park? How can this be prevented/offset?

What ecosystems are disturbed by production and distribution of purchased products? How can this be prevented/offset?

Enhanced economic and social well-being

Consider how Australian Hardware attributes value or cost to business activity. Is wastage considered (and calculated) as a cost to the environment (which has to be paid by someone), or only as a cost in relation to the narrower financial interests of the business (only the cost of disposal)?

Consider how Australian Hardware's use of resources contributes to social wellbeing. Are people in your community better-off or happier as a result of Australian Hardware business activities?

Ensure the community is better off because of Australian Hardware!

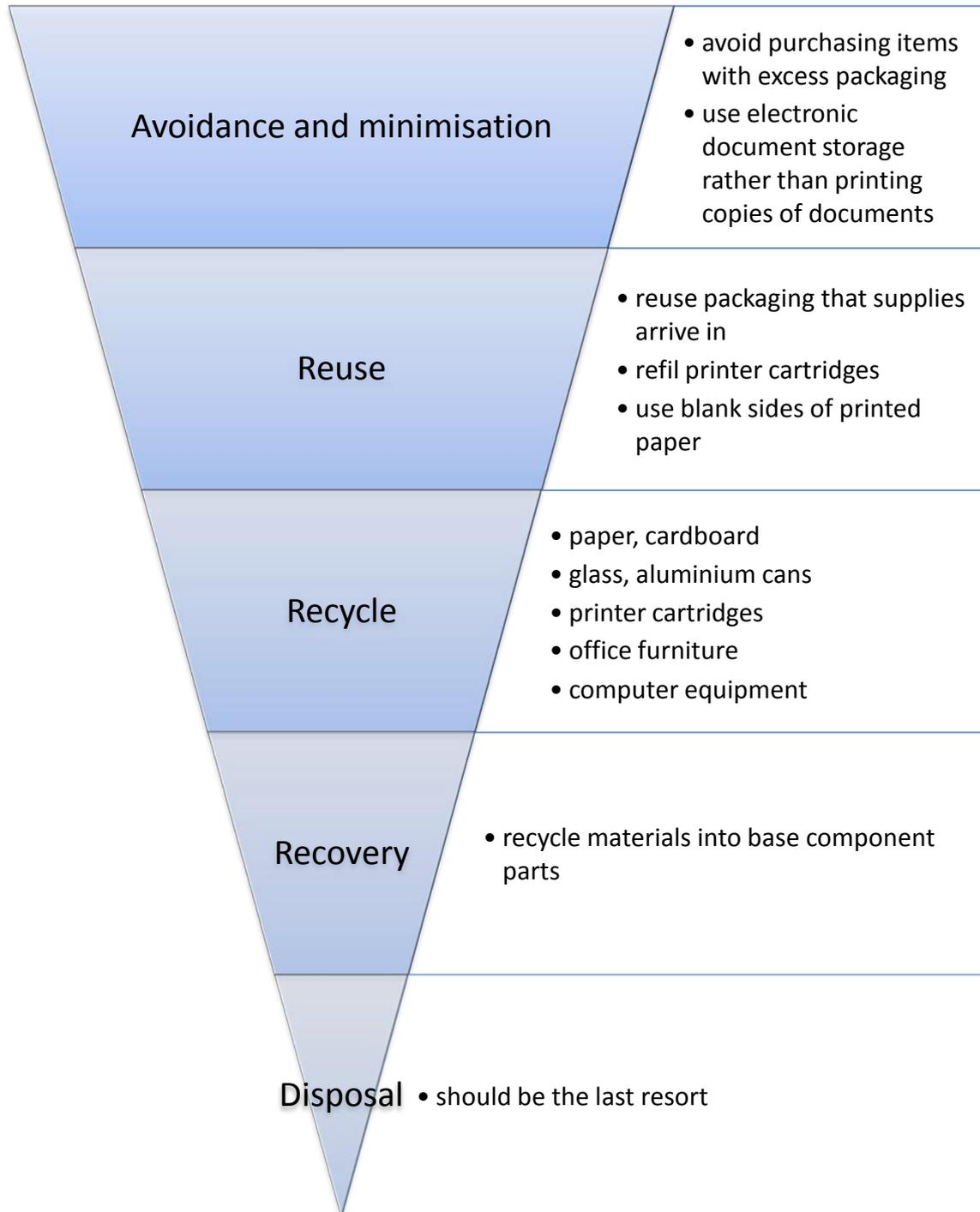
Strengthened community

Consider how Australian Hardware's use of resources contributes to community. Are people in your community more connected with their community as a result of Australian Hardware's business activities?

Ensure the community is stronger and more cohesive because of Australian Hardware!

Waste management

The waste hierarchy is an effective approach to waste management which should be applied by all employees of Australian Hardware with direct or indirect responsibility for waste management. The diagram below demonstrates the stages.



Yearly environmental audit

An environmental audit should be performed yearly by each line manager at Wollongong Australian Hardware. General operations and administration staff should use the Sustainable Office Checklist provided by the NSW Department of Environment Climate Change and Water:

- *<<http://www.environment.nsw.gov.au/resources/government/100051SusChklist.pdf>>*