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| Shape, arrow  Description automatically generated with medium confidence | SIMULATION PACK |

Boutique Civil Construction Design Australia (BCCDA) is a company based in Sydney that specialises in the civil construction design. The company has been operational for four years.

The company employs the following staff:

Managing Director, Operations Manager, Administration Officer and Civil Engineers (4).

The company’s vision as stated in its Strategic Plan is to provide excellent civil construction design solutions and superior customer service. Its values are listed as quality, innovation, leadership, respect and honesty and reliability.

Information relevant to completing Section 1 of Project Portfolio

The Operations Manager is responsible for the effective and efficient delivery of all services provided by the company. The Operations Manager has a lead role in supervising the small team of Engineers. The supervision aspect of the role is documented in the position description as follows:

* Take personal responsibility for acting according to workplace values and directions.
* Lead, motivate, support, mentor and manage the Civil Construction Design and Delivery team on an ongoing basis.
* Communicate in. an effective, clear, and timely way at all times.
* Ensure the ongoing professional development of all staff.
* Provide appropriate support to staff, maintaining confidentiality at all times.
* Develop work plans and direct the flow of work through the team
* Organise and conduct staff and team meetings
* Ensure that all staff are properly trained and developed in workplace procedures, products and services including all WHS requirements.
* Manage staff performance and recruitment processes, including feedback, performance reviews and rewards in accordance with workplace procedures and best practice principles, including business improvement
* Manage staff performance to agreed targets as required.

The Operations Manager must provide ongoing reports to the General Manager on team leadership, as well as revert on all strategic matters.

Information relevant to completing Section 2 of the Project Portfolio (Part A)

Review the following information. Boutique Civil Construction Design has decided to employ a Human Resource Support Officer due to expected growth in the company over the next few months, including setting up another office in Melbourne and more staff and contractors. It is considered that HR support will be very beneficial.

The Human Resource Support Officer appointed to the position has recently returned to the workforce after staying at home to raise her four young children for the past nine years. She has Iranian heritage and is a Muslim.

The Human Resource Support Officer requested that she perform some of the work from home to make school drop-off and pick-ups simpler. This has been agreed to as part of her terms and conditions. Essentially the Human Resources Support Officer will be able to have flexible work hours to limit the time she is at the office to school hours only. All other work may be completed at home.

Six months after the HR Support Officer was employed, the Operations Manager sought further feedback from all employees about their HR experience, in particular how they are able to relate to and interact with the officer. The survey results included:

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| --- | --- | --- | --- | --- |
|  | **Recruitment process rating (out of 5)** | **Induction process rating (out of 5)** | **Overall impression of the HR team (out of 5)** | **Comments on workplace relationships with individual team members** |
| Employee 1 | 4 | 3 | 3 | The HR team is great, I loved working with the HR Support officer. |
| Employee 2 | 5 | 4 | 4 | Great recruitment process, induction was fun. |
| Employee 3 | 4 | 3 | 3 | Happy with the overall HR Support Officer performance. She went out of her way to get to know me personally. However, I sometimes struggle to understand what she is saying as she has an accent and speaks quite quickly. |

The Operations Manager also had an informal catch-up discussion with the HR Support Officer to find out she was getting along and whether any workplace relationship difficulties were evident.

At the meeting, the HR Support Officer complained that the Administration Officer often made remarks about her clothing (burka) and would use negative facial expressions when referring to her working from home arrangements.

The Operations Manager was surprised by the HR Support Officer’s feelings of discrimination as all the feedback about the HR Support Officer’s performance had been very positive.

Following the discussion, the Operations Manager also spoke informally to the Administration Officer. The Administration Officer said her remarks about the HR Support Officer’s clothing were always positive and she denied making negative facial expressions about the working from home arrangements. It was noted at the meeting that the Administration did recently enquire about flexible working arrangements but was told that due to her role she must be in the office and from the hours of 9 am to 5 pm.

Information relevant to completing Section of the Project Portfolio (Part B)

After a period of time, the mentor was asked to provide a progress report on the mentoring relationship. See the email below:

Dear Operations Manager

As per our mentoring arrangement, I am writing to update you on progress.

We have now had three meetings and I have set activities for the Administration Officer to complete outside of the meetings. We’ve then discussed these activities at subsequent meeting. I am satisfied that the Administration Officer is managing to overcome her personal/workplace barriers associated with cultural diversity i.e. developing cultural awareness skills.

I’ve also informally spoken to the HR Officer about any changes in behaviour of the Administration Officer. She has advised that the Administration Officer had stopped making remarks about the burka, but still raises here eyebrows when she leaves the office for school pickup.

Based on this feedback, I’ll discuss this with the Administration Officer at our next meeting and get her point of view. I will also see what further advice I could provide on non-verbal communication.

Thank you.

Mentor.

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| Shape, arrow  Description automatically generated with medium confidence | Staff Code of Conduct |

Purpose

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

Overview

All staff of BCCDA 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 BCCDA’s strategic goals.

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

Code

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

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

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

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

1. **Integrity**
   1. All BCCDA 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 BCCDA’s policies, procedures and codes of practices of the organisation.
2. **Conflicts of interest**
   1. Staff should be honest in performing their role and avoid conflicts between their private interests and those of their responsibilities to BCCDA.
   2. Conflicts of interest may arise when a staff member is in a situation where personal circumstances are affected by the decisions or duties carried out in their role. A conflict may arise when any of the following are involved:

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

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

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

1. **Economy and efficiency**
   1. Staff should use BCCDA resources, facilities and intellectual property only for legitimate purposes related to their role with BCCDA.
   2. Staff should avoid waste or minimize it where avoidance is not possible.
   3. Staff should maintain sufficient security and protection of BCCDA 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, BCCDA may decide to take action against them. This may include disciplinary action for misconduct or serious misconduct. Any such action may result in sanctions imposed, including and up to, termination of employment.
3. **Legislation**

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

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

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| Shape, arrow  Description automatically generated with medium confidence | Internal Communication Policy and Procedures |

BCCDA 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.

BCCDA 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

BCCDA has a number of internal communication channels available, including:

| **Channel** | **Purpose** |
| --- | --- |
| Project, work or action plans | All plans should be updated to show completion of each action/process or task. |
| Feedback | Regular informal feedback should be given either via a conversation (in person or telephone) or via through review-comments on documents. |
| Staff bulletin | This contains Information from the executive to staff which is important and relevant to their interests, including training, employment vacancies and important announcements.  Contributions for the Staff Bulletin must be approved in advance by the contributor’s relevant manager before being sent to the communications officer for review and inclusion. |
| Staff surveys | These are used to gather information and feedback from all staff members. Surveys should be sent to staff via email link. |
| BCCDA intranet | The intranet provides important information for staff in an easily accessible location.  The intranet is to be used for conveying information which is important and relevant from the executive team to staff. It is the responsibility of the person contributing the content to ensure the content is factually correct. All contributions must be approved in advance by the contributor’s relevant manager. |
| Enterprise social networks (e.g. Yammer, Facebook) | These may be used by groups of staff to collaborate and communicate on projects online (e.g. to share and comment on work-related ideas, news and activities). Personal use of these platforms may not be used during work hours. Use of these networks must comply with the Social Media Policy. |
| Meetings and conversations | The first option should always be a conversation (face-to-ace, telephone etc.). If the conversation includes importance, consequences, deadlines, negotiation, outcomes etc, they must be followed by a summary email or document.  Staff meetings are usually once a month. Team meetings may be once a week. Project meetings are according to the needs of the project. An agenda needs to be sent out prior to all meetings using the standard template. The agenda needs to go out at least 2 days prior to the meeting. All meetings should have minutes and be provided to participants within 2 days of the meeting |
| 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. |
| Electronic calendars | The use of email and electronic calendars is essential for effective communication amongst staff. These tools are a simple and effective way to share information about projects, meetings, internal business/operations, etc. These tools also provide a record and may be considered formal documentation. |
| Notice boards and suggestion boxes | Workplaces can have a noticeboard where messages are posted up for everyone. The notice board needs to be in a prominent place. All notices posted must be approved by the appropriate manager and will be posted for up to one month, unless it is an ongoing message.  Suggestion box: this is usually placed in the staff meeting room. Staff may add a suggestion at any time, which will be reviewed by the HR Manager and recorded in a Feedback register. The register will also indicate how the suggestion will be actioned. |

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| Shape, arrow  Description automatically generated with medium confidence | Diversity Policy and Procedures |

Diversity vision

Diversity management benefits individuals, teams, our company as a whole, and our customers. We recognise that each employee brings their own unique capabilities, experiences and characteristics to their work. We value such diversity at all levels of the company.

BCCDA believes in treating all people with respect and dignity. We strive to create and foster a supportive and understanding environment in which all individuals realise their maximum potential within the company, regardless of their differences.

We recognise the importance of reflecting the diversity of our customers and markets in our workforce. BCCDA’s diversity encompasses differences in ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience, and education.

Managing diversity makes us more creative, flexible, productive and competitive.

Recruitment

BCCDA recruits employees from many different cultural, linguistic and national backgrounds. This provides us with valuable knowledge for understanding our customers.

Career development and promotion

BCCDA rewards excellence and all employees are promoted on the basis of their performance. All managers are trained in managing diversity to ensure that employees are treated fairly and evaluated objectively.

Community programmes

We recognise that racism, ageism, sexism and other forms of discrimination are problems both for our organisation and society as a whole. BCCDA is committed to tackling cultural stereotypes both within and outside our organisation.

We have clear reporting procedures for any type of discrimination or harassment combined with follow-up procedures to prevent future incidents.

Diversity bodies

Our commitment to diversity is led by our diversity champions who come from all levels of the company, from top management to the shop floor. The diversity champions make up a diversity committee, which is responsible for ensuring that our diversity policy is articulated in the day to day running and the strategic direction of the company.

Diversity practices

All employees undergo diversity training. Diversity training encompasses raising awareness about issues surrounding diversity and developing diversity management skills.

BCCDA provides a safe and pleasant environment for our employees. We offer:

* flexible working time arrangements
* employee education assistance
* employee network and support groups
* open communications
* childcare assistance
* mentor programmes.

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| Shape, arrow  Description automatically generated with medium confidence | Conflict management and escalation Policy and Procedures |

Purpose

Problems, misunderstandings and frustrations may arise in the workplace. BCCDA aims to be responsive to its employees and their concerns.

The purpose of this policy is to provide a quick, effective and consistently applied method for a nonsupervisory employee to present his or her concerns to management and have those concerns internally resolved.

An employee who is confronted with a problem may use the procedure described below to resolve or clarify his or her concerns and will not be subject to retaliation for filing a complaint under this policy.

Responsibilities

Managers must ensure that:

* they identify, prevent and address potential problems before they become formal grievances
* they are aware of, and are committed to, the principles of communicating and information sharing with their employees and volunteers
* all decisions relating to employment practices are made with consideration given to the ramifications for the individual, as well as the organisation in general
* any grievance is handled in the most appropriate manner at the earliest opportunity
* all employees and volunteers are treated fairly and without fear of intimidation

Employees must ensure that they attempt to resolve any issues through their immediate supervisor and through internal processes at the earliest opportunity.

Before escalating the process, employees and managers should provide guidance, counselling, mentoring, coaching etc. to limit additional conflict or future problems.

All parties are to maintain complete confidentiality at all times.

Procedures

**Step 1: Discussion with supervisor**

* Initially, employees should bring their concerns to their immediate supervisor. The two parties should discuss the matter openly and work together to achieve a desired outcome.
* The Manager must ensure that the manner in which the meeting is conducted will be conducive to maintaining positive working relationships, and will provide a fair, objective and independent analysis of the situation.
* The immediate supervisor should respond in writing to the concern within five days of the meeting held with the complainant employee.

**Step 2: Written complaint and decision**

* If the discussion with the immediate supervisor does not resolve the problem (or if the supervisor does not respond to the complaint), the employee may submit a written complaint to the employee’s senior (e.g. General manager, CEO).
  + Take accurate and detailed notes of all conversations (including dates, people involved) and attach any supporting documentation.
  + Employees may request assistance with writing their complaints from the human resource (HR) department.
  + The employee’s senior should forward a copy of the complaint to the HR department.
  + The submission of the written complaint is due within five working days of the response from the supervisor and should include:
    - the problem and the date when the incident occurred.
    - the date when the employee met with the immediate supervisor
    - a copy of the immediate supervisor’s written response or a summary of his or her verbal response (If the supervisor provided no response, the complaint should state this.)
    - suggestions on ways to resolve the problem.
* Upon receipt of the formal complaint, the senior manager must schedule a meeting with the employee within five working days to discuss the complaint.
* Within approximately five working days after the discussion, the senior should issue a decision both in writing and orally to the employee filing the complaint.

**Step 3: Appeal of decision**

* If the employee is dissatisfied with the decision of the senior, the employee may, within five working days, appeal this decision in writing to the HR department.
* The HR department may call a meeting with the parties directly involved to facilitate a resolution

**Step 4: Further action**

If it cannot be resolved at senior management level, it may need to be referred to an independent body such as the Fair Work Commission.

Additional Guidance

BCCDA reserves the right to impose appropriate disciplinary action for any conduct it considers to be disruptive or inappropriate. The circumstances of each situation may differ, and the level of disciplinary action may also vary, depending on factors such as the nature of the offense, whether it is repeated, the employee’s work record and the impact.

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| Shape, arrow  Description automatically generated with medium confidence | WHS Policy and Procedures |

Purpose

This policy applies to all workers at BCCDA.

To outline the necessary steps taken to ensure the continued safety of the work environment for all staff and others participating in any activities within the premises or under the employment of BCCDA.

All employees, as well as BCCDA as an employer, are responsible for ensuring a healthy and safe workplace.

Definitions

**A** **hazard** is any potentially dangerous situation within the work environment.

**Incident** means an event or circumstance that leads – or could have lead - to unintended or unnecessary harm during a person’s participation in work with BCCDA.

**An injury** is any incident that causes harm to a person during their participation in work activities with BCCDA.

**WHS communication and consultation** means sharing information, giving workers a reasonable opportunity to express views, and taking those views into account before making decisions on health and safety matters.

**PCBU** the principal duty holder under the [*Work Health and Safety Act 2011*](http://www.comlaw.gov.au/Details/C2013C00253) (WHS Act) is a ‘person conducting a business or undertaking’ (PCBU). This is BCCDA.

**Officer** Responsible officers are the CEO and Operations Manager. Officers ensure engagement and leadership by officers in WHS management. This supports sustainability and improvement in WHS performance.

**Workers** all staff must take reasonable care for their own health and safety and take reasonable care that their actions or omissions do not adversely affect the health and safety of others

Overview

BCCDA recognises the importance of providing a safe and healthy environment for staff, contractors and visitors during their participation in work.

BCCDA aspires for excellence in workplace health and safety and is committed to providing an environment which is free from risks and conducive to the productivity and efficiency needs of its staff and others.

Policy

1. Compliance with legislation

1.1 BCCDA meets the requirements of the Work Health and Safety Act 2011 and complies with all other relevant legislation, regulations, codes of practice, advisory and best practice standards as well as organisational policies and procedures.

2. Organisational responsibility and commitment

2.1 BCCDA is committed to:

* Providing a safe and healthy environment for all staff and others during their participation in activities with BCCDA.
* Implementing effective risk management systems that are relevant and suitable for the organisation’s scope of business; promote workplace health and safety at all times; and continuously improve performance in relation to health and safety.
* Encouraging active participation, cooperation and consultation with all staff and others in the promotion and development of measures to improve health and safety.
* Actively responding to, recording and investigating all incidents.
* Maintaining relevant policies, procedures, training, codes of conduct and systems to support and communicate effective health and safety practices throughout the organisation.
* Routinely conducting checks of the work environment to assess risks, identify hazards and identify areas for improvement.
* Taking immediate response to reduce the risk of identified workplace hazards.
* Providing appropriate induction, training, information and updates to staff on a regular basis about workplace health and safety.

3. Staff responsibility

3.1 All staff including managers have a responsibility to work safely; take all reasonable care for their own health and safety; and always consider the health and safety of others who may be affected by their actions.

3.2 When staff are undertaking work from home or at an off-site location, the staff member is responsible for ensuring the environment they enter into is free from risk and occupational health and safety hazards.

4. Reporting

4.1 All staff, and others are required to report any identified workplace hazards and associated risks as soon as they become aware of them.

4.2 All staff, and others are required to report any incident that causes harm to a person during their participation in work and/or training activities with BCCDA.

5. Records

5.1 Appropriate records of the organisation’s risk management strategy, workplace hazards and workplace injuries will be accurately maintained at all times.

Procedures

1. Workplace health and safety inspections

|  | **Steps** | **Responsibility** |
| --- | --- | --- |
| 1.1 | Annual workplace inspections.  An Annual worksite inspection will be conducted using the Workplace Health & Safety Checklist. | Operations Manager |
| 1.2 | Pre-operation workplace inspections  Where there is a change to a process or new or modified equipment is introduced, a workplace inspection will be conducted prior to the equipment being used or the process being implemented. | Relevant manager |
| 1.3 | Regular workplace inspections  Managers and staff must conduct ongoing inspections as part of their job responsibilities. Such inspections identify hazardous conditions and either correct them immediately or report them for corrective action. The frequency of these inspections varies with the amount and conditions of equipment use. Daily checks by users assure that the equipment meets minimum acceptable safety requirements. |  |
| 1.4 | Home office inspections.  A pre-operation in section is to occur to check the home office environment. As at work, staff members must report any hazards identified in their work environment accordingly and record the outcomes on a Safety Hazard Control Plan.  These records are to be provided to the General Manager as completed. | All staff |
| 1.5 | **Control hazards**  All hazards identified through any of the above inspections must be reported to the Operations Manager using the Workplace Hazard Report.  Appropriate actions must be taken to control any hazards identified.  Hazards and control mechanisms are to be recorded in the central Safety and Hazard Register for all identified hazards.  Risk ratings are to be added to the Risk Management Plan. |  |

2. Identify and control hazards

|  | **Steps** | **Responsibility** |
| --- | --- | --- |
| 2.1 | Identify and control hazards.   * All staff have a responsibility to respond to hazards and perceived risks to health and safety. * Any staff member who identifies a potential or actual workplace hazard must report it immediately to the Operations Manager using the Workplace Hazard Report. * The Operations Manager will take appropriate actions to control the identified hazards in accordance with the Health and Safety Policy. * The Operations Manager will complete the Hazard Register for all identified hazards. * Hazards and their control mechanisms are to be recorded in the Workplace Injury Register. * Any risk ratings are to be added to the Risk Management Plan. | All staff and Operations Manager |

3. Workplace incidents

|  | **Steps** | **Responsibility** |
| --- | --- | --- |
| 3.1 | Workplace incidents   * If an incident occurs in the workplace any persons attending to the incident or witness to the incident are to fill in a Workplace Incident Form. * Where the incident involves an injury, the first person in attendance to a workplace injury should contact the First Aid Officer or emergency services in the case of a serious injury. * Workplace Injury Forms are to be provided to the Operations Manager who will use the records to gather accounts of the incident and use them as the basis of an investigation into the incident, if required. * All serious injuries will be reported to Worksafe. | All staff  Operations Manager |

4. Health and safety consultation and communication

|  | **Steps** | **Responsibility** |
| --- | --- | --- |
| 4.1 | Health and safety consultation and communication will be carried out as follows:   * Team meetings (where work health and safety is always an agenda item) * One off meetings to discuss health and safety issues arising * Briefing sessions on new health and safety requirements/information   Records of all meetings will be kept and action plans to address issues will be drawn up as required.  Follow up of actions to be taken will occur through regular team meetings | Operations Manager |