Welcome
Laura Bogar
Organisational Development, Human Resources Division

Adam Boshevski
Employment Team, Human Resources Division
who are you?
Legislation and Governing Bodies
The Big 5.....

1. Fair Work Act 2009
2. Victorian Equal Opportunity Act 2010 (VEOHRC)
3. Workforce Gender Equality Act (2012)
5. Occupational Health and Safety Act 2004 (Vic)
1. Deakin’s Enterprise Agreement 2017
2. Relevant Policies and Procedures
3. Code of Conduct
We're hiring
(1) Is there still a need for the position and does funding still exist?

(2) Why did they leave? Has there been a lot of turnover in this role? Are there workload issues? What do team members, clients, your manager etc. expect of this role?

(3) What’s in your area’s Workforce Plan that might be relevant here?

(4) Could the vacancy be a suitable career development opportunity for an existing staff member in the area?

(5) Are there issues in my work team with leave, progression, cross skilling and succession planning etc.?

(6) Does the Position Description need to be revisited to ensure it is still relevant? If so, does it need evaluation?

(7) What type of appointment should this be?

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And...consider timelines too

- Planning (one week)
- Advertising (two weeks)
- Shortlisting (one week)
- Arrange and hold interviews (one week)
- Reference checks, verbal offer, salary and start date negotiation (one week)
- Approval paperwork, prepare and issue contract (one week)
- Negotiate and wait for acceptance (one week)
- Notice period (four weeks)
As per the Enterprise Agreement 2017, Deakin Staff can be employed in a number of different ways as outlined below:

- Continuing appointments
- Fixed term appointments
- Casual appointments
- Honorary and Conjoint appointments
Module One: Job Design, Position Descriptions and Job Evaluation
• Title, Area, Classification, Responsible To, Hours of Work, Location etc
• Position Purpose
• Position Context
• Principal Responsibilities
• Key Duties
• Selection Criteria – Essential (Qualifications/Experience/Skills
• Selection Criteria – Desirable
• Special Requirements
• Disclaimer
WHEN ARE JOB EVALUATIONS REQUIRED?

1. A **new position** is being created

2. A position becomes **vacant** and there has been significant changes made to the Position Description before re advertising.

3. Duties and responsibilities have **significantly changed** in an **occupied role** and either the individual staff member and/or manager/supervisor believe the classification may need to be reassessed.
**New and vacant positions**

Must reflect your area’s overall Workforce Plan

Professional Staff PDs are submitted to HR and evaluated by trained reviewers in HR to determine the appropriate HEW level classification.

HEW level descriptors are set out in the Schedule B of the EA and are typical duties and scope for each level of position: the level of responsibility and complexity of the role and the knowledge required to fulfil the duties

Executive Director Human Resources Division must approve before recruitment can begin
Occupied positions

- May seek a review where duties and responsibilities have substantially changed
- Position Descriptions submitted to HR and trained evaluators will review and approve.
- If NOT approved – goes to Classification Review Committee
- Appeals to VC for breach of process – reviewed again by Classification Appeal Committee

Note: Position Descriptions are to be “classified appropriately and reviewed regularly as part of the PPR process”
Employing and Recruiting Staff site:
https://wiki.deakin.edu.au/display/staff/Employing+and+recruiting+staff

HR Consultant (Recruitment):
Michelle Jolly– for advice on job evaluation and writing position descriptions

Job Evaluations:
hr-jobevaluations@deakin.edu.au

Your HR Client Partner
Course Overview

**DAY 1**
1. Job design, position descriptions and job evaluations
2. Recruitment
3. Induction
4. Probation
5. Workplace flexibility
6. Leave

**DAY 2**
7. Health, wellbeing and safety
8. Performance, Planning and Review (PPR)
9. Managing Performance
10. Leaving Deakin
Module Two: Recruitment
Policy
Employment of Staff Policy (currently under review)

Procedure
Recruitment of Staff Procedure

Related Procedures
- Casual Staff Employment procedure
- Remuneration Procedure
- Appointment of Conjoint Academic Staff Procedure
- Honorary Appointments Procedure
- Conflict of Interest Procedure
There are requirements relating to:

- the type/length of positions that must be advertised externally (vs internal only)

- exemptions from advertising (Direct Appointments) require approval of senior staff (depending on the type of position)

- where to advertise

- advertising content

- use of specialist recruitment agencies

- composition of Selection Committees

- the responsibilities of the Selection Committee Chair
ACTIVITY selection panel chair responsibilities

People Essentials @Deakin
YOUR RESPONSIBILITIES AS CHAIR

- Convene the **selection committee**, shortlist and inform HR via DeakinPeople

- Draft **interview questions** and ensure applicants are assessed against the key selection criteria

- Determine if skill or **psychometric tests** should be used in conjunction with the key selection criteria

- Check for any **Conflicts of Interest (COI)**

- Adhere to process for employment **references**

- **DECIDE** (where the panel is not unanimous), check further **approvals** needed (see Employment of Staff Policy), telephone the successful applicant for a **verbal acceptance** of the offer, and advise HR via DeakinPeople of the preferred candidate.

- **Contact** all unsuccessful interviewed candidates

- Retain copies of interview questions and **notes**
REMUNERATION PROCEDURE – KEY POINTS

Generally salary on appointment should be at first step of the salary scale UNLESS

• salary matching
• candidate has extensive experience/skills
• Level A with PhD or who has full subject coordination

Market Loadings may sometimes be applied to secure a candidate

Relocation expenses and Business Reimbursement Procedure
(NB: Head of Organisational Area must approve)
ACTIVITY total rewards
Employing and Recruiting Staff site:
https://wiki.deakin.edu.au/display/staff/Employing+and+recruiting+staff

Team Leader, Recruitment:
Holly Campbell – manage vendor relationships with recruitment agencies, pre-employment assessment providers, job boards and advertising firms

HR Adviser, Recruitment:
Matt Cornell– recruitment advertising, DeakinPeople support, InDesign for academic Position Descriptions

Recruitment and Candidate Care Assistant:
Corey Menadue

HR Consultant, Senior Appointments:
Maria Pearson and Rachael Smith – recruitment of senior appointments HEW10+ and Level E and above

HR Adviser, Senior Appointments:
Veselina Kostadinov
Senior Appointments:
senior-appointments@deakin.edu.au

Honorary Appointments:
honorary-appointments@deakin.edu.au

Advertising:
hrd-advertising@deakin.edu.au

Recruitment:
recruitment@deakin.edu.au
Questions?
Lunch break
Alex Rowe
Workplace Relations, Human Resources Division

Tom Slack
Client Partnering Team, Human Resources Division
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You are here.
Module Three: Induction
Introduction

Definition: Induction

- It is a series of activities aimed at introducing the employee to their position and the organization.

- It involves orientation and training of the employee in the organisational culture and building a strong understanding of how their position is interconnected to (and interdependent on) everyone else in the organization.

- A positive induction experience greatly impacts employee retention and contributes towards an employee feeling safe, comfortable and fast tracks their ability to align with the organisational culture and position.
TYPES OF INDUCTION AT DEAKIN

- organisational
- business unit
- position
WHY IS INDUCTION IMPORTANT?

**Workplace Culture**
New employees need to align and be assimilated into your workplace culture. They need to understand your values and the behaviours that drive those values.

**Compliance**
Educate employees about your company policies on safety, bullying, sexual harassment, and other critical policies. This will help to protect the business by preventing incidents and better defending any claim.

**Retention**
Inductions programs help employees to adjust to their new role, make a smoother transition into the business and assimilate into the company culture. This ultimately helps retention of employees and saves on recruitment costs and helps employees to feel supported.

**Productivity**
Employees learn the right way of doing things from the beginning, instead of being shown shortcuts or the other.

**Saves time and money**
Saves your business time and money in the long term as a well-developed induction program can be easily replicated for each new employee (great systems available to automate) and added to with new information when necessary.

**Retention**
Inductions programs help employees to adjust to their new role, make a smoother transition into the business and assimilate into the company culture. This ultimately helps retention of employees and saves on recruitment costs and helps employees to feel supported.

**Reputation**
Inductions help to establish a professional impression of the business, including the way you deliver customer service.
A manager's role in the induction phase is **critical**.

The manager needs to **take the lead in developing and leading** the employee through a structured induction program.

Essential activities include:
- appropriate equipment to perform the role
- ergonomic assessment
- clarity about how to perform their role, expectations and objectives
REFLECTION AND DISCUSSION

What has been the best induction you have experienced?
- What did the organisation do?
- What did you business unit do?
- What did your manager do?

What has been the worst induction experience?
- How did it make you feel?
- What was missing
Good Practice

- Be prepared
- Set PPR objectives early
- Clearly documented induction plan
- Regular catch-ups and opportunities to ask questions
- Let key stakeholders know who the new staff member is
- Provide a buddy/mentor

People Essentials @Deakin
Questions?
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Module Four: Probation
Introduction

Definition: *Probation* (Probation Period)

- is a defined period of employment that is used to assess if employees are suitable for the role and business.

- Probation period can range from 3 months to 3 years. The period of probation in proportionate to the length of employment.

- A probation period can apply to both fixed term and continuing positions.

- Once the nominated period of time has past the probation period will be completed.
probation
video
PROBATION AT DEAKIN

**Professional Staff**

- Probation period can range from 0 to 6 months and is dependent on the length of the contract.

- A probation period may not be applied for a second or subsequent contract unless it is an entirely new position.

**Academic Staff**

- Probation is initial 3 years with the possibility of a further 2 years.

- Every 12 months performance is assessed based on a mix of objectives that can span from 12 months to the full 3 years.

- Typically teaching performance is reviewed every 12 months whilst research could be assessed over a longer period.
Goal Setting for probation is similar to the setting of objectives under the Performance, Planning and Review framework. There should be a good mix of technical and behavioural objectives.
Good Practice

Set probation objectives early

Provide regular feedback

Regular check-ins: formal and informal

Engage with your HR Client Partner if underperformance is occurring
MANAGING AN UNDERPERFORMING TEAM

When an employee in underperforming during probation – take action immediately

Stage 1
- Ensure employee has been appropriately inducted into the role
- Ensure Probation Objectives have been set and are clear
- Advise your HR Client Partner
- Provide specific feedback to the employee

Stage 2 – If underperformance is ongoing
- Meet with the employee to provide further feedback against Probation Objectives
- Implement a Performance Improvement Plan (PIP) that includes
  - Specific performance objectives with clear measures over a defined period of time
  - Confirm if any further training and support is required
  - Meet on a weekly/Fortnightly basis to monitor progress and provide direct feedback
- Confirm that continued underperformance would result in non-confirmation of employment

Stage 3
With advise from your HR Client Partner and under Clause 21/22 2017 Enterprise Agreement
- Formally write to the employee confirming their employment under probation will be terminated
- Allow the employee 10 days to respond to this advice and the adverse material provided
- Once the employee has responded a proposal is made to the Executive Director HR to terminate employment

When an employee is underperforming during probation – take action immediately
Questions?
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WORKPLACE FLEXIBILITY MEANS...

- changes in **hours of work** (e.g. reduction in hours worked, changes to start/finish times),
- changes in **patterns of work** (e.g. working ‘split-shifts’ or job sharing arrangements),
- changes in **location of work** (e.g. working from home or another location).

In a broad sense any employee may request flexible work arrangements however there are a specific context that require a more formal review:

- are the parent, or have responsibility for the care, of a child who is of school age or younger
- are a carer (within the meaning of the *Carer Recognition Act 2010*)
- have a disability
- are 55 or older
- are experiencing violence from a member of their family, or
- provide care or support to a member of their immediate family or household, who requires care or support because they are experiencing violence from their family.
- if an employee is the parent of a child or has responsibility for the care of a child and is returning to work after taking parental or adoption leave, the employee may request to return to work on a part-time basis to help them care for the child.
REFUSING A REQUEST

Reasonable business grounds for refusing a request for flexible working arrangements include but are not limited to:

- the new working arrangements requested would be **too costly** for the employer
- there is **no capacity to change** the working arrangements of other employees to accommodate the new working arrangements requested by the employee
- it would be **impractical** to change the working arrangements of other employees, or recruit new employees, to accommodate the new working arrangements requested by the employee
- the new working arrangements requested by the employee would be likely to result in **significant loss** of efficiency or productivity
- the new working arrangements requested by the employee would be likely to have a significant **negative impact on customer service**.
involves an employee working at an alternative location outside of their Primary location (primary work location is outlined in the employee’s employment contract)

Teleworking is available to staff whose duties are suitable for such arrangements and may include one or more days per week away from the usual workplace.
HOURS OF WORK

Professional Staff

• The majority of professional position operate within the 7am to 7pm.

• Where a staff member is requested to work additional hours overtime time off in lieu may apply.

• Where a role is flexible, additional hours should be accommodated within the working week.

• In areas of the university where extended hours are required such as the Library or DSA. A manager may choose to appoint a new employee utilising the Flexi Span arrangements under Clause 43.4

Academic Staff

• Academic staff hours will be dependent on teaching times which may go to as late as 10pm.

• It is expected that Academic staff adjust their start and finish time in accordance with their teaching, research or service commitments.
Theresa would like to start work at 10am, four days a week, to enable him to take his three year old son to pre-school. He submits a written request to his employer setting out the reasons for requesting the change in hours.
Should the employer agree to this request?
CASE STUDY 1 (part 2)

Greg’s employer considers the request, but is unable to agree, as Greg would miss an important nationwide teleconference each morning.

Is this a reasonable grounds to refuse this request?
What could be an alternative option?
CASE STUDY 2 (part 1)

Sakina is an academic staff member that has a full teaching, research and service allocation. Sakina wishes to work from home in Trimester 2, which is her main teaching Trimester.

Should the employer agree to this request?
CASE STUDY 2 (part 2)

Sakina has no other extenuating circumstances or context to add to this request. Should the employer still accept this request?
CASE STUDY 3 (part 1)

Karen is returning from a period of paid parental leave. Karen is requesting she reduce her hours from full time to 3 days per week.

- Should the employer accept this request?
- What are the key factor contextual factors to be aware of and consider?
Karen's position is the Chief Operating Officer of a University.

- Does this change your view on whether the employer should accept this request?
- What could be an alternative option?
Questions?
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Module Six: Leave
HOW MANY TYPES OF LEAVE HERE AT DEAKIN?
## LEAVE TYPES

<table>
<thead>
<tr>
<th>Type</th>
<th>Clause</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sick leave</td>
<td>40</td>
</tr>
<tr>
<td>Carer’s leave</td>
<td>41</td>
</tr>
<tr>
<td>Parental leave</td>
<td>38</td>
</tr>
<tr>
<td>Personal leave</td>
<td>Various clauses</td>
</tr>
<tr>
<td>Purchased leave</td>
<td>37</td>
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<tr>
<td>Long service leave</td>
<td>44</td>
</tr>
<tr>
<td>Recreation leave</td>
<td>46</td>
</tr>
<tr>
<td>University holidays and Christmas close down</td>
<td>45</td>
</tr>
<tr>
<td>Leave without pay</td>
<td></td>
</tr>
</tbody>
</table>
MORE INFORMATION...

Enterprise Agreement 2017

Leave and Public Holidays procedure

Deakin Sync – Working at Deakin section

Your HR Adviser

Your HR Client Partner

Training

Other managers
HOW DO WE MANAGE SICK LEAVE?

- How do we manage recognition of prior service for sick leave entitlements?
- When can we require a medical certificate?
- Can we challenge a medical certificate?
- How do you know when your staff member has reached the six days in aggregate?
- Can you transfer your sick leave to someone else?
CARER’S LEAVE

What evidence is required?

Does the person being cared for need to be ill or injured, or could it be for an appointment?

What about pets?
PARENTAL LEAVE

Why types of parental leave does Deakin offer?

Are all staff eligible for parental leave?

What are partners entitled to?

What about the overlap with the Paid Parental Leave scheme under the Fair Work Act?

What are our obligations re KIT days and return to work leave etc?
What types of leave fall within ‘personal leave’?

- Emergency services
- Ceremonial
- Sporting
- Special
- Blood donor
- Defence force
- Compassionate
- Jury service
COMPASSIONATE LEAVE

Who is eligible?

What evidence is required?

What’s the entitlement?

What about serious injury?

What about requests for additional leave?
DOMESTIC OR FAMILY VIOLENCE

generally refers to a pattern of behaviour or actions which can include physical, psychological, sexual, stalking, financial and emotional abuse, perpetrated by one person (or group of people), in order to establish and maintain power and control over another person (male or female) in a family or domestic situation, and that impacts on that person’s safety and wellbeing.
DOMESTIC OR FAMILY VIOLENCE

Entitlement
• paid special leave; and
• may use existing leave entitlements (including personal and carer's leave, annual leave and long service leave) to attend to matters arising from domestic or family violence

Eligibility
ALL staff members, including casuals, who are victims of domestic or family violence

Evidence
May require proof in the form of document issues by police, a court, a medical practitioner, community or government agency or counselling professional or a statutory declaration from the staff member
SPECIAL LEAVE

When can an employee take ‘special leave’?

How do you apply for leave?
Who approves it?
PURCHASED LEAVE

How much leave can be purchased?

What happens to your ordinary rate of pay when you purchase leave?

Who can purchase leave?

When does the staff member have to use their purchased leave?
LONG SERVICE LEAVE

When are staff entitled to LSL?

How do we deal with excess LSL?

When should you start talking to your staff about taking LSL?

When do we pay out LSL?
  - Normally?
  - Redundancy?
  - Ill-health?
  - Retirement?
When would we allow someone to cash out recreation leave?

When does leave become ‘excess leave’?

When might we take a different approach?
Joe Bloggs has accrued 45 days of recreation leave and has no plans to take any leave in the near future.

Can Deakin direct Joe to take his leave?

Can Joe cash out any of his leave?
Why is it important?

Tools which can be used by managers?

Who can provide you with support?
Questions?
Thank you
Welcome

People Essentials @ Deakin – Day Two
Suzanne Antonac
Health, Wellbeing and Safety, Human Resources Division
Course Overview

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Module Seven: Health, Wellbeing and Safety
Who are we?

Health Wellbeing and Safety Team
Occupational Health and Safety

Safe work practices
How to promote safe work practices, manage OHS risks, and assist in providing a safe environment for all.

Health and wellbeing
Information about staying active, eating healthy, smoking, mental health, how to deal with stress in the workplace and the wellbeing calendar of events.

WorkCover
If you are injured at work we will assist you returning to work.

Emergency Management
What to do in an emergency and information for those that have a role in Emergency Management at Deakin.

Employee Assistance Program
Free confidential staff counselling

Work-related stress

OHS Management and compliance
About the University's OHS management system, safe work practices and contractor safety.

Useful links
- ChemWatch
- OHS training
- OHS induction
- Health, Wellbeing and Safety policy
- OHS manual
What do we value?

By developing a strong safety culture, we create an environment where each worker becomes responsible for their safety and the safety of their fellow employees:

- Unsafe behaviour stands out
- Unsafe behaviour is unacceptable
- Safe work is influenced through peer pressure
- Consistent planning and task execution
- We learn from our successes and failures
OPERATIONAL OHS FRAMEWORK

- Risk Survey
- Risk Assessment
- Safe Operating Procedures
- Training for Competency
- Prevention
- Purchasing + Design
- OHS Regulations
- OHS Manual
- Incident Investigation
- Maintaining a Safe Work Environment
- Workplace Inspections

RISK MANAGEMENT

People Essentials @Deakin
ACTIVITY – OPERATIONAL OHS FRAMEWORK

**Systemic Hazards**
- No safe system of work
- No safety leadership
- No safety culture

**Individual Hazards**
- Manual handling
- Repetitive keying
- Noise
- Electricity
- Driving
- Working with plant
- Working at height
- Chemicals
- Overseas travel
- Field work
- Sport / Dance
- Practical work
- Use of volunteers
- Placements
- Poor housekeeping
- Poor storage
- Student activities
- Use of contractors
- Partnerships, tenants
- High workload
- Poor management skills
- Work conflict
- Lack of job clarity
- Unsupportive management and colleagues

**LIKELIHOOD (PROBABILITY)**
- LOW
- HIGH

**CONSEQUENCES**
- LOW
- HIGH
SAFETY LEADERSHIP

- Safety Coaching
- Supportive Leadership
- Consultation
- Early Intervention
- Safety Conversation
- Visibility
- Enforcement
Deakin University has received Recognition Point 2 for Mental Health under the Healthy Together Achievement Program!
Supportive Manager Behaviour

Engages in two way communication with their staff
Provides constructive feedback
Mentors their employees
Allows their employees autonomy
Is perceived as fair and respectful
Facilitates completion of job tasks
Puts health wellbeing and safety on the team agenda
Why one size fits all doesn't work.
### Claims affecting the University’s 2017/18 premium

<table>
<thead>
<tr>
<th>Category</th>
<th>Insurance Estimates</th>
<th>% Cost</th>
<th>Claim Count</th>
<th>% Claims</th>
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<tbody>
<tr>
<td>Cuts and contusions</td>
<td>$3,166</td>
<td>0.1%</td>
<td>3</td>
<td>5.4%</td>
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<tr>
<td>Falls from a height</td>
<td>$1,972</td>
<td>0.1%</td>
<td>1</td>
<td>1.8%</td>
</tr>
<tr>
<td>Hit by moving objects</td>
<td>$0</td>
<td>0.0%</td>
<td>1</td>
<td>1.8%</td>
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<tr>
<td>Manual Handling</td>
<td>$128,975</td>
<td>4.6%</td>
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<td>Mental stress</td>
<td>$2,469,377</td>
<td>87.5%</td>
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<tr>
<td>Overuse (Manual Handling)</td>
<td>$16,601</td>
<td>0.6%</td>
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<tr>
<td>Slips and Trips</td>
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<td>14</td>
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<td><strong>Total</strong></td>
<td><strong>$2,821,641</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>56</strong></td>
<td><strong>100.0%</strong></td>
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<tr>
<td>Question</td>
<td>Answer</td>
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</tr>
<tr>
<td>----------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Are you confident that the worker knows how to do the task?</td>
<td>If not, back to training.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the resources adequate to enable the job to be done?</td>
<td>If not, that is your job to sort out.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Is your monitoring adequate?</td>
<td>Are you doing enough checking to be confident that it is a staff problem?</td>
<td></td>
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</tr>
<tr>
<td>Is the enforcement adequate?</td>
<td>Are you letting the worker know that you know things are not up to scratch?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is your leadership adequate?</td>
<td>Are you demonstrating that this matters to you? Are your behaviours consistent with what you are asking for?</td>
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<td></td>
</tr>
</tbody>
</table>
PREVENTING AND MANAGING ILL HEALTH

**Primary (organisation)**
- **Work organisation:** demands, control, role, relationships, support, change
- **Work climate:** supportive managers, work culture

**Secondary (person)**
- Counselling
- Resilience training
- Relaxation training
- Time management skills
- Stress management training

**Tertiary (person)**
- Rehabilitation and return-to-work
- Treatment or therapy

Most effective

Least effective
REPORTING INCIDENTS

Log incident on the same day it occurs or as close as possible to the event
Add as much detail as possible

REPORT ONLINE

REPORTABLE INCIDENTS TO WORK SAFE

Serious incidents must be reported to the regulator within 24 hrs, may be required to preserve the scene
If you are not sure call a member of the Health, Wellbeing and Safety team promptly

RESPONSE

Standard acknowledgement to supervisor
Requirement to investigate at a local level
Urgent response and investigation if serious and/or reportable
Corrective actions; learnings

People Essentials @Deakin
Questions?
Alex Rowe
Workplace Relations, Human Resources Division

Tom Slack
Client Partnering Team, Human Resources Division
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Module Eight: Performance, Planning and Review (PPR)
The PPR Process
THE FORM

PROBATION – General Staff

Name
Reviewer
Duration of Probation

THE PROBATIONARY PROCESS

The probationary period is a critical time and is the final phase of the recruitment and selection process to ensure a good match between the new staff member and the position. The probationary period has moved from the HR Formal Stage:

- Your supervisor will discuss your performance and behavioural objectives and determine an appropriate development and support plan.
- Your supervisor will document your performance and progress against these plans to support your probationary period.
- Your supervisor will determine whether you have successfully completed your probation and submits the Human Resources Review (HRD) to their director in relation to confirmation of your employment with the University.

Supervisors and staff members should read the document "Completing the Probation – General Staff" form for further guidance in relation to the purpose of probation, setting objectives, ensuring a supportive development and support is provided, and how this form supports the probationary process.

PROBATION – PROFESSIONAL STAFF

PERFORMANCE PLANNING AND REVIEW (PPR) – General Staff

<table>
<thead>
<tr>
<th>Performance Objective</th>
<th>Performance Measurement</th>
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<tbody>
<tr>
<td>[Objective 1]</td>
<td>[Measurement 1]</td>
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<td>[Objective 2]</td>
<td>[Measurement 2]</td>
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<tr>
<td>[Objective 3]</td>
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OBJECTIVES

BEHAVIOURS

DEVELOPMENT

OBLIGATIONS

SIGN OFF

People Essentials @ Deakin
manager vs staff member
ACTIVITY The PPR Process

THE PPR PROCESS

What is the staff members role?

What is the supervisors role?
THE PPR CYCLE

PLANNING AND SETTING OBJECTIVES

Regular informal discussions

END OF YEAR REVIEW

Regular informal discussions

MID YEAR REVIEW

Regular informal discussions
THE CONVERSATION
Comments & Questions
PREPARATION
CONVERSATION
FOLLOW UP
DEVELOPMENT & TRAINING
DEVELOPMENT IDEAS

- manage an intern
- attend mentor team days
- lynda.com
- join a committee
- study support
- coach junior staff members
- shadowing
- chair meetings
- networking events
- academic study program
- staff development program
- join a working group
Reward and Recognition
Questions?
Course Overview

DAY 1
1. Job design, position descriptions and job evaluations
2. Recruitment
3. Induction
4. Probation
5. Workplace flexibility
6. Leave

DAY 2
7. Health, wellbeing and safety
8. Performance, Planning and Review (PPR)
9. Managing Performance
10. Leaving Deakin
Module Nine: Managing Performance
Managing performance and behaviour
Reasonable management action taken in a reasonable manner
What constitutes “reasonable management action taken in a reasonable manner?”
Why is it so important to understand?
Managing behaviours and conduct everyday
Informal

- Act quickly
- Talk about it
- Be clear
- Customise
- Write it down
- Ongoing feedback
Formal

PPR

Unsatisfactory performance

Misconduct
Resources
Questions?
Course Overview

**DAY 1**

1. Job design, position descriptions and job evaluations
2. Recruitment
3. Induction
4. Probation
5. Workplace flexibility
6. Leave

**DAY 2**

7. Health, wellbeing and safety
8. Performance, Planning and Review (PPR)
9. Managing Performance
10. Leaving Deakin
Module Nine: Leaving Deakin
Leaving Deakin
Transition to retirement
End of Contract
Resignation
Redundancy
Dismissal
Termination during probation
Unsatisfactory performance
Serious misconduct
Process for leaving...
Questions?
Thank you