

**Social Sector Innovation WBOP Charitable Trust**

# **Maximising Our People Handbook**

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## WELCOME

We are delighted to have you on-board and part of the SocialLink and/or The Kollektive staff team.

This Maximising our People Handbook is provided as a central reference for all staff and contractors of SocialLink (including The Kollektive) to ensure consistency and transparency in the way in which all staff can expect to be treated and supported by SocialLink. As much as possible SocialLink wants to enable staff to do the best work possible so all policies are developed with this in mind.

The specific policies that follow promote the vision, purpose and philosophy of SocialLink with regard to standards of excellence; terms of employment; employee development; and employee services. SocialLink's philosophy is:

- To reflect the values of social justice, social change and working alongside the social services sector, stakeholders and community (e.g. co-designing initiatives)
- Being bold and acting with integrity
- Having fun and being creative in everything we do.
- being as 'flat' an organisation as possible with staff/teams self-directed to enable the skills of staff and contractors to be maximised.
- Empowering staff to take risks and benefit from innovations and learn from challenges
- To be a part of and have input into all aspects of SocialLink e.g. input into the development and review of organisational policies.

It may be necessary to change these policies from time to time to reflect changes in the workforce, employment trends, economic conditions and New Zealand legislation. However, any changes in policy will be consistent with SocialLink's philosophy and with input from staff.

A handwritten signature in black ink, appearing to read 'Liz Davies', with a stylized flourish at the end.

Liz Davies - General Manager

## **Our Story**

The social sector comprises of 100's of organisations in the western Bay of Plenty, all working to improve the wellbeing of individuals and families that are struggling with a range of issues e.g. isolation, poverty, mental illness, addiction, housing and food insecurity and many more.

The sector is operating in an uncertain and difficult funding environment, have an ever increasing demand for services from people with increasingly complex needs and for a range of reasons the sector is quite fragmented and disconnected from each other. Nor have the sector had the resources or means to work together to deliver smarter, efficient services.

The social sector expressed a desire to be more valued and connected which resulted in the establishment of SocialLink to provide a structure for research, innovation, collaboration, information, networking and advocacy in the social sector in the Western Bay of Plenty sub-region.

The Social Sector Innovation Trust (SSIT) was established in 2012 and became a registered Charity in 2014 and in September 2015, SSIT rebranded to become known as SocialLink which more accurately reflects the vision, purpose and work of the Trust.

SocialLink has grown rapidly, from a Board of representatives from the social services sector and a Facilitator working 10 hours a week from 2014, to the employment of a part-time General Manager in mid-2016 to the employment of over nine staff (6FTE) from mid-2017. TECT, Bay Trust, Acorn, Lotteries, Tauranga City Council and western bay of a plenty District Council have been SocialLink's funders to date.

## **Our Vision**

A thriving social and community sector improving western Bay of Plenty communities.

## **Our Purpose**

To strengthen community organisation, to build and empower the social sector.

## **Trustees**

We have an experienced group of Trustees who bring a variety of skills to their governance role for SocialLink. As Trustees change from time to time, refer to the SocialLink website for a current list of Trustees.

## 1. WELLBEING OF OUR PEOPLE

At SocialLink we believe that our people are key to everything we do. We know that it's only with the right people that we will be able to achieve our goals and fulfil our purpose on behalf of the Social Sector in our region.

**Flexible working time** is a win-win for our people and for SocialLink. Staff members are encouraged to attend events at their child's school and to go to appointments as needed during normal business hours. We firmly believe that happy staff are productive staff and we are confident that this working style is a two-way street that will see staff undertake work out-side of normal business hours if required to get the job done. If staff members are required to work longer hours to accommodate a pressing work issue, time off in lieu can be applied for although it is limited to ensure staff members have a work/life balance.

SocialLink is located and is the lessor and manager of the day-to-day operations of The Kollektive an innovative **co-working space** for local not-for-profit groups. The Kollektive offers a modern and inspiring work environment for staff and helps enable SocialLink to nurture relationships and support collaborative initiatives.

We encourage our team to think outside of the box and to do things differently in the name of improved services to social service organisations and the community.

The **health and wellbeing** of our team is of the upmost importance to SocialLink. Our team meetings will include "checking in on each team member", to see how each member of the team is doing and to find out what challenges they are facing.

We offer staff professional development and the opportunity for external supervision and/or counselling.

Holding **meetings outside** the office e.g. outdoors on sunny days is encouraged as it enables staff to enjoy a more informal setting for meetings whilst also enjoying the weather. **Walking meetings** provide opportunities for exercise whilst also progressing work is another option.

We encourage our staff and contractors to support local social services organisations that they feel an affinity with. To demonstrate SocialLink's support and commitment to the sector we will provide the equivalent of one working day per year for staff members to **volunteer** and support their chosen charity.

SocialLink's philosophy regarding **leave** is that we will try and work with you to achieve a result that works for the employee while still meeting the needs of the organisation. Statutory leave entitlements are outlined in your employment contract, over and above this we will apply our discretion to support any staff

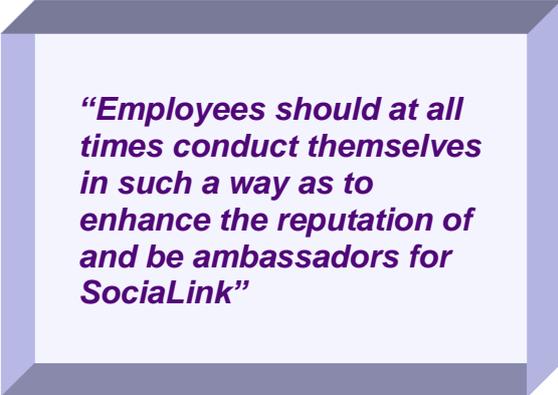
*"SocialLink encourages staff and contractors to be innovative, bold and to learn through experimentation."*

*"We value team members who thrive in an environment where self-management and self-direction are the basis for how we work"*

members who may consider individual requests for leave without pay and for cashing up a week's equivalent of leave. Any additional time required would be considered on an individual basis, for example if a staff member has an ongoing mental or physical illness. Options could include making up the time in the future, leave without pay, annual leave, flexible working hours or a combination of all of the above.

**Leave for other reasons** If a staff member needs time off for things they must do by law, such as jury duty or service in the Territorial and Reserve Forces, SocialLink will meet any obligations the law requires although this will be unpaid leave.

SocialLink actively seeks to facilitate **internal promotions** wherever possible to facilitate the development and growth of its staff.



*“Employees should at all times conduct themselves in such a way as to enhance the reputation of and be ambassadors for SocialLink”*

## 2. STANDARDS OF CONDUCT

In order for SocialLink to achieve its purpose, it expects its staff (including temporary, agency, interim, contractor or consultant staff) need to be scrupulously impartial and honest in all affairs relating to the organisation and their job within it. An important responsibility of employees is to act as ambassadors for SocialLink in terms of their general conduct both within and outside the organisation. This policy outlines the responsibilities of staff working for SocialLink.

In order for staff to achieve the purpose of SocialLink employees need to:

- abide by acts that are relevant to their role ie Privacy Act, Health & Safety Act
- be ready and willing to work;
- offer their services personally: for example must not subcontract the work for which they are employed;
- take reasonable care in the exercise of that service, including the duty to be competent at work and to take care of the organisation's property;
- not wilfully disrupt the organisation's business;
- obey reasonable requests as to the time, place, nature and method of service;
- work only for the organisation in SocialLink's time;
- disclose information to the organisation relevant to the SocialLink's day to day activities: for example that they might know or discover;
- in general, to be of good faith and do nothing to destroy the trust and confidence necessary for employment;
- account for all benefits – monetary or in kind - received in the course of employment;

The following areas are covered in the **Employment Agreement** signed by each staff member:

- Type of Employment Agreement
- Trial Period
- Terms – place of work, hours of work, breaks
- Remuneration and Benefits – wages, KiwiSaver, Expenses, Vehicle
- Leave – Public Holidays, annual leave, sick leave, sick leave – medical certificate, parental leave, domestic violence leave, leave for other reasons, unpaid leave
- General Provisions – Indemnity; Health & Safety; Changes to the Agreement; Confidentiality; Medical examination; Internet & Social Media Use, Copyright & other IP, Conflicts of Interest
- Disputes – Resolving employment relationship problems
- Termination - Vulnerable workers; Redundancy; Abandoning Employment; Ending Employment: Serious Misconduct; Ending Employment: Medical; Suspension; Ending Employment; Ending Employment: Duties

Additional information regarding employment related issues is covered in SocialLink's Human Resources Manual.

*“SocialLink encourages the use of social media technologies to enhance communication, collaboration, advocacy and information exchange in support of our vision and purpose.”*

### **3. INTERNET, EMAIL USAGE AND SOCIAL MEDIA**

Internet and electronic mail are vital business tools for your work. These tools need to be used responsibly and should not bring SocialLink into disrepute.

Access is not intended for personal use although limited personal use is permitted if it does not affect the employee's ability to do their job.

#### **3.1 Use of Internet and Electronic Mail**

Receipt of electronic mail:

- Staff should check emails at least daily when at work
- Staff receiving abusive emails, unsolicited pornographic or other offensive material should report this to the General Manager of SocialLink
- Spam/unsolicited messages are time-wasting and should be deleted
- Staff should not open attachments from unknown sources, with unlikely subject lines or from unlikely names. Such emails should be deleted. If an “unsubscribe” feature is present, this should not be used.
- Staff receiving emails when they are not the intended recipient should notify the sender immediately and delete the email.

Sending electronic mail

- Passwords should be kept confidential
- Emails should include specific subject headings and standard signature information

- SocialLink’s standards for correspondence apply both to email and to hard copy. Intemperate or hasty responses should be avoided. Commitments are equally binding in both mediums.

### 3.2 Social Media

The use of social media technology by SocialLink staff follows the same standards of professional practice and conduct associated with everything else we do. Staff need to consult with the General Manager or Chair of SocialLink if they are uncertain about anything to do with their use of social media, particularly in terms of content.

## 4. EQUALITY

SocialLink is committed to maintaining a work environment where everyone is treated the same regardless of their age, disability, gender, gender reassignment, marriage, civil partnership, pregnancy, maternity, race, religion or belief, sex, or sexual orientation.

*“SocialLink aims to reflect the aspirations of all sectors of our communities”.*

SocialLink opposes all forms of discrimination or victimisation. Our Equality Policy can be found in the Human Resources Manual.

### SocialLink’s Equality Commitment

- To create an environment in which individual differences and the contributions of all our staff are recognised and valued.
- Every employee is entitled to a working environment that promotes dignity and respect to all. No form of intimidation, bullying or harassment will be tolerated.
- Training, development and progression opportunities are available to all staff.
- To promote equality in the workplace which we believe is good management practice and makes sound business sense.
- We will review all our employment practices and procedures to ensure fairness.
- Breaches of our equality policy will be regarded as misconduct and could lead to disciplinary proceedings.
- This policy is fully supported by Trustees and senior management
- The policy will be monitored and reviewed as required

Employees have a right to pursue a complaint concerning discrimination or victimisation via SocialLink’s Grievance or Harassment Procedures which can be found in the Human Resources Manual.

Discrimination and victimisation will be treated as disciplinary offences and they will be dealt with under SocialLink’s Disciplinary Procedure.

### ***Harassment definition***

***Harassment: Where a person is subjected to repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, at the place of work and/or in the course of employment that:***

- ***expresses hostility against or intimidates or ridicules them***
- ***is unwanted, hurtful and offensive to the employee, and affects their performance or job satisfaction.***

### ***Bullying definition***

***Bullying: Unreasonable and repeated behaviour towards a person or group that creates a health and safety risk.***

- ***Repeated behaviour is persistent and can include a range of actions.***
- ***Unreasonable behaviour covers actions which a reasonable person wouldn't do in a similar circumstances, including victimising, humiliating, intimidating or threatening a person. A single incident isn't considered bullying but can escalate if ignored.***

***Bullying includes cyberbullying - where technology (internet, mobile phone, digital camera etc.) is used as a means to bully. The Harmful Digital Communications Act (2015) sets out serious consequences if electronic communications are used with the intent to cause harm, and includes 10 communication principles, many of which relate specifically to harassing, discriminatory or bullying behaviour.***

***NOTE: These terms are not mutually exclusive, so harassment and discrimination can be part of bullying.***

***The definition of harassment has been summarised from the definitions set out in the Human Rights Act 1993 and the Employment Relations Act 2000. The bullying definition is from WorkSafe NZ's definition in their best practice guidelines (2014).***

## **5. PREVENTION OF BULLYING AND HARASSMENT**

SociaLink commits to providing a safe working environment in which everyone is treated fairly and with dignity and respect.

Those working or dealing with SociaLink must not encounter harassment, intimidation or victimisation on the basis of gender, race, colour, ethnic or national origin, sexual orientation, marital status, religion or belief, age, union membership, disability, offending background or any other personal characteristic.

SociaLink has “zero tolerance” towards any form of workplace bullying or harassment as outlined in the Human Resources Manual.

Any employee who wishes to make a complaint of **harassment or bullying** is encouraged to first discuss matters informally with their manager or with the Chair, provided that they feel able to do so. Should the issues not be resolved at this stage, or the employee feels unable to raise the issue informally, then a more formal resolution may be sought. The Human Resources Manual outlines policies and procedures around Harassment and Bullying.

## 6. “WHISTLEBLOWING”

The **Protected Disclosures Act** gives legal protection to employees against being dismissed or penalised by their employer as a result of publicly disclosing certain serious concerns.

SocialLink is committed to the highest standards of openness and accountability and fully endorses the policy set out so as to ensure that no members of staff should feel at a disadvantage in raising legitimate concerns.

The complete **Whistleblowing Policy** is documented in SocialLink’s Human Resources Manual.

## 7. PERFORMANCE APPRAISALS

SocialLink is committed to supporting every employee to reach their potential and achieve their professional goals, which in turn will assist the organisation to achieve its objectives.

The performance appraisal policy as outlined in SocialLink’s Human Resources Manual supports the performance appraisal process which involves regular catch up’s with staff to discuss the staff members work, to provide two-way feedback and to raise and address any issues. An annual meeting will be held with each employee to discuss professional development, pay rises or any changes to the employment agreement.

## 8. GRIEVANCES

SocialLink is committed to maintaining exceptional working relationships with its employees.

If an employee is not happy with a situation in the workplace, in the first instance, they should approach their manager to discuss the issue of concern.

*“SocialLink’s Whistleblowing policy is intended to assist individuals who believe they have discovered malpractice or impropriety.*

*It is not designed to question financial or strategic decisions made by SocialLink”*

*“The appraisal discussion is a two way communication exercise to ensure that both the needs of the individual, and of the organisation are being met, and will be met in the next year.”*

*“The grievance policy and procedure is intended as the tool by which a member of staff may formally have a grievance, regarding any condition of their employment, heard by management.”*

If the employee either doesn't feel comfortable approaching their manager or a satisfactory result is not achieved after discussion with their manager refer to the Human Resources Manual for a copy of SocialLink's Grievances Policy.

## 9. OTHER DOCUMENTS

9.1 The following documents to be considered alongside this policy are:

- Social Sector Innovation WBOP Charitable Trust, Trust Deed
- Strategic and Operational Plans
- Individual Employment Contracts
- Human Resource Policies & Procedures
- Financial Policies and Procedures
- Te Tiriti o Waitangi – Treaty of Waitangi Policy
- Health & Safety Policy
- Insurance Policies

9.2 SocialLink Tauranga Moana forms and templates:

- Expenses Reimbursement
- Leave Form
- Employee Performance Appraisal and Personal Development Plan

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