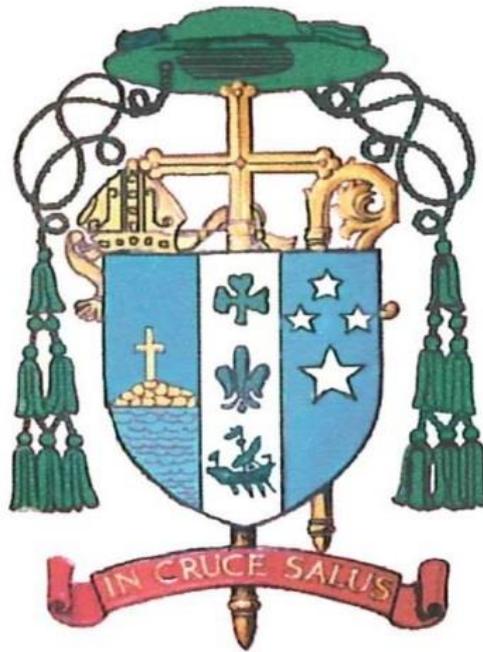


CATHOLIC DIOCESE OF AUCKLAND



DIOCESAN POLICIES HANDBOOK

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Auckland Catholic Diocese

Diocesan Policies Handbook

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1. INTRODUCTION

The purpose of the Diocesan Policies Handbook (**Handbook**) is to establish the standards expected of all employees (**Staff**) of the Catholic Diocese of Auckland (**Diocese**).

The Diocese is committed to the principles of equal opportunity in the employment and management of all Staff irrespective of their age, colour, disability, employment status, ethnic origin, family status, marital status, national origin, political belief, race, religious belief, ethical belief, sex or sexual orientation. The Diocese is also committed to maintaining a workplace free from all forms of discrimination and harassment.

All Staff are expected to adopt standards of behaviour consistent with the policies contained in this Handbook and to treat all individuals (Staff, suppliers, parishioners or visitors) on an equal basis and with respect. Staff must fulfil their obligations with professionalism, honesty, courtesy and friendliness.

This Handbook should be read in conjunction with each Staff member's Individual Employment Agreement. In the event of any inconsistency, the terms of the Individual Employment Agreement will prevail.

1.1 Process and Authority for Changes to Diocesan Policies Handbook

All changes for clarification and changes in legislation are to be monitored and actioned by the HR Manager. Final authority to change or vary the Handbook rests with the Diocesan General Manager (also known as Financial Administrator in Canon Law).

2. RECRUITMENT

The best qualified person will be appointed to any vacancy and will be paid, developed, reviewed and provided promotional opportunities without discrimination. Available resources will be fully utilised wherever practicable to provide flexible employment opportunities to Staff.

The Diocesan General Manager's written approval is required to recruit permanent Staff. The General Manager must also approve all job descriptions for vacant or new positions, before recruitment is undertaken. The need to reappoint to an existing but vacant position must be reviewed by the Manager/Team Leader, and approved by the General Manager. The Manager/Team Leader should consider whether the vacancy needs to be filled or whether the position may no longer be required.

Once written approval has been given by the Diocesan General Manager, Team Leaders and Managers (with the assistance of the HR Manager) will be responsible for the interviewing, selection and offer of employment to new employees in their respective areas.

Recruitment will be carried out in a manner that:

- is consistent with the Diocese's values and complies with the principles of equal opportunity in employment; and
- means the best qualified person is appointed to any vacancy.

3. INDUCTION TO NEW TEAM ENVIRONMENT

It is the policy of the Diocese that all new Staff feel welcomed to our team and comfortable in their new work environment. It is important that new Staff understand how the Diocesan departments are structured, their background, the services they provide and how their job will contribute to the work of the Diocese. To achieve this, the Appointment Coordinator/Manager is responsible for ensuring all new Staff are taken through the induction procedure and have the best possible introduction to their department and work.

4. REMUNERATION

The Diocese is committed to fairly rewarding Staff by maintaining both internal equity between staff members and external equity with median wages and salaries paid in the Not for Profit marketplace.

4.1 Annual General Adjustment

Wages and salaries will be reviewed, in consideration of economic factors, in relation to movement in the Consumer Price Index (CPI), Labour Market Statistics (LMS) and Cost of Living, on an annual basis as for all staff.

Any annual general adjustment is the responsibility of the Bishop in consultation with the Diocesan General Manager, and subject to affordability. An annual general adjustment to wages or salary may not take place in any given year.

4.2 Individual Wage or Salary Reviews

To maintain external equity, a review of movements in Not for Profit market wages and salaries will be conducted annually. In addition to any annual general adjustment, Staff members' individual wage or salary may also be reviewed by the relevant Manager, Team Leader and the HR Manager.

All commencing wages and salaries and any change to an individual wage and/or salary, must be established by the Team Leader/Manager in consultation with either the HR Manager or Diocesan General Manager, and approved in writing by the Team Leader/Manager, or Diocesan General Manager.

Reviews of wages and salaries may take into account:

- Level of skills, development of skills and relevant qualifications;
- The Staff member's performance in the role;
- Movement in wages and salaries in the Not for Profit market place;
- The monetary position of the Diocese and affordability of increasing wage or salary; and/or
- Significant changes to position responsibilities.

Wage and salary reviews will take into account all these factors and may or may not result in a change to wages or salaries paid.

In exceptional circumstances, reviews may take place outside the usual review date with approval of the Manager, Team Leader or Diocesan General Manager.

4.3 Religious Stipends/Allowances

Religious Stipends/Allowances are reviewed annually by New Zealand Catholic Bishops Conference in accordance with minimum wages increases.

4.4 Expenses

Employment related expenses will be reimbursed after authorisation from Manager/Team Leader, as per each Staff member's Employment Agreement. Expenditure must have been approved in advance and appropriate tax invoices/receipts produced.

Any approved use of a personal vehicle on Diocesan business will also be reimbursed at the current IRD mileage rate.

5. KIWISAVER

The Government Kiwisaver scheme is especially designed for saving for retirement. Funds, with a few exceptions, are locked in until the age of eligibility for NZ Super, currently 65, or five years after joining a Kiwisaver scheme, whichever is later. This scheme gives staff the opportunity to take advantage of all the Kiwisaver incentives provided by the Government e.g:

- Up to \$521.43 tax credit per annum — based on income; and
- Contributions can be 3%, 4%, 6%, 8% or 10% from the staff member, and the Diocese will contribute the legal minimum rate.

The Diocese has chosen AMP to be our default Kiwisaver provider. AMP Kiwisaver is registered with the Government Actuary. Staff can change schemes at any time, but can only belong to one Kiwisaver scheme at a time. If a Staff member wants to change schemes, application must be made to the provider of the new scheme.

Enrolment is automatic for new Staff members under the age of 65 and they can opt out between weeks 2 to 8 of employment.

The Kiwisaver scheme is administered by Inland Revenue. For further information, Staff may:

- contact the HR Manager
- read the Kiwisaver — Employee information pack (KS3) available on line at: <http://www.kiwisaver.govt.nz/kiwisaver-services/ks-formsservices/>; or
- contact Kiwisaver by telephone 0800 549 472.

The Diocese is not qualified to, and will not give, advice to Staff about the Kiwisaver scheme.

6. HOURS OF WORK

6.1 Working Hours

Staff members' hours of work are set out in their Employment Agreement. There is no paid overtime.

Staff may be required to work outside or in excess of their normal hours in order to fulfil the duties of their position. When a Staff member is required to work outside normal hours for a significant period, by prior arrangement with their Manager, the Time in Lieu (TIL) Policy will apply.

A written record of TIL is to be kept by Managers. It is important that this shall not exceed two days accumulated TIL at any time.

6.2 Flexible Working Arrangements

The Diocese observes the obligations and entitlements set out in Part 6AA of the Employment Relations Act 2000.

6.3 Time in Lieu

The Diocese recognises that the nature of its work means that on occasions Staff will need to work outside of their normal working hours. However, the Diocese also acknowledges its duty to protect the health and safety of its staff by ensuring that they do not work excessive hours, and that any additional hours are agreed in advance and monitored appropriately by managers.

The Time in Lieu (TIL) procedure is a guideline for managers to assist them in planning and managing the working hours of staff who are asked to work additional hours when there is a busy period or specific event.

TIL is time taken off from work which is equal to a period that has been worked in addition to the employee's normal working hours. It does not apply to lunch hours or extra time required to complete usual day to day work tasks. TIL is taken in lieu of any overtime being paid.

TIL is accrued to a maximum of two days at any one time.

Procedures

TIL will be accumulated on the basis of 'one hour for each additional hour worked'.

The minimum recording of TIL will be in 30 minute increments.

The minimum time that accrued TIL can be used is in 30 minute increments.

Staff:

- TIL must always be initiated and approved by the Team Leader/Manager;
- When Staff identify additional hours which justify TIL, this should be raised with their Manager/Team Leader;
- For any additional hours agreed to, the Staff member must complete an Activity Analysis form for sign off by their Manager/Team Leader.
- TIL will only be granted if this form is completed in advance and approved by the Manager/Team Leader;
- Staff cannot request to accrue TIL beyond two days at any one time; and
- Staff must obtain approval of their Manager/Team Leader before using accrued TIL.

Managers/Team Leaders:

- Authorise and request in advance, any additional hours to be worked which will accrue TIL;

- Keep accurate, up to date records of TIL accrued and used by individuals in their teams. Managers must be able to provide details of the number of hours that each employee has accrued and when those hours were worked, to senior management, HR or individual Staff on request;
- Consider and approve Staff requests to use accrued TIL;
- Should ensure that TIL is not abused and used as a method of flexible working but used occasionally to deal with fluctuations in workload or specific events; Ensure that no additional costs are incurred by allowing Staff to use accrued TIL. Backfilling positions, while employees take TIL, is not permitted.

7. LEAVE

7.1 Annual Leave

The Diocese has obligations under the Holidays Act 2003 to ensure that leave is taken and recorded. The primary goals of this policy are to:

- Encourage all Staff to maintain a positive work and life balance by taking their full annual leave entitlement in the year it falls due;
- Ensure compliance with the Holidays Act 2003 and the Diocese's Employment Agreements;
- Guide the accurate recording of annual leave;
- Minimise the carrying forward of annual leave; and
- Assist the Diocese to meet its obligations as a good employer.

Annual leave entitlements are outlined in each Staff member's employment agreement.

Annual leave accrues during the course of the year and becomes an entitlement on the Staff member's anniversary date, for use during the following 12 months.

- Annual leave accruing throughout the year is called "accrued leave";
- When the accrued annual leave is allocated on the anniversary date it becomes the "leave entitlement" to be used within the following 12 months (the "entitlement year");
- Any previous leave entitlement not used within the entitlement year becomes "carried forward leave".

Staff:

- Staff members are responsible for ensuring they take all their annual leave in each entitlement year and that leave is applied for and taken using the correct procedure. Staff must have the opportunity to have at least one continuous two week break each leave year.

Managers/Team Leaders:

- Managers/Team Leaders are responsible for ensuring that Staff in their area have sufficient opportunity to take all their annual leave.
- Managers/Team Leaders should monitor Staff member's leave balances and the amount of leave taken and should ensure that all Staff are provided with an opportunity to take their full annual leave entitlement for the year. Provided there is sufficient leave available, annual leave requests will be granted wherever possible.
- Staff members who accumulate large leave balances can be directed by the Diocesan General Manager to take annual leave (after giving not less than 14 days' notice of the requirement) (s 19 Holidays Act 2003).

Staff are able to take accrued leave before it becomes an entitlement. If a Staff member resigns and has a negative annual leave balance, it is expected that the balance owing will be deducted from the final pay.

The Diocese will consult with Staff before making any specific deductions from their wages or termination payment in accordance with this clause.

Where a Staff member becomes sick while they are on annual leave, then the Diocese will permit a period of sickness to be debited against their sick leave entitlement, provided a medical certificate is produced for the sick leave. Staff members are also entitled to take bereavement leave during a period of annual leave. Annual leave recommences once the Staff member is well again or the bereavement leave period is over, provided it was within the timeframes for which annual leave was originally sought. Leave records will be updated to reflect change in leave taken.

Approval of all annual leave must be obtained from the Manager/Team Leader before leave is taken. For this purpose, a leave form must be completed and submitted to the Manager/Team Leader.

Close Down

Where a close down period is observed between Christmas and New Year, Staff must take annual leave at that time. Staff who do not have enough accrued leave at the time of the close down period will either use their annual leave in advance (up to 2 days) or, if they wish, leave without pay.

7.2 Sick Leave

If a Staff member needs to take sick leave, they must notify the Diocese as early as possible before they are due to start work. If that is not practicable, they must notify the Diocese as early as possible after that time.

The Diocese may require a medical certificate as proof of sickness or injury in accordance with the Holidays Act 2003, or at any time after a Staff member has used up their statutory entitlement to sick leave.

7.3 Bereavement Leave

Staff members are entitled to bereavement leave in accordance with the Holidays Act 2003.

Staff members recognise that taking sick and bereavement leave without good and sufficient reason is a breach of the Diocese's trust and may be regarded as serious misconduct.

7.4 Leave in Advance

In special circumstances, the Manager/Team Leader may approve annual or sick leave in advance of entitlement. More than five days requires approval of the Diocesan General Manager.

7.5 Unpaid Leave

Unpaid leave may be granted with the approval of the Manager/Team Leader. Extended unpaid leave must be approved by the Diocesan General Manager. In accordance with the Holidays Act 2003, the Diocese may determine that unpaid leave (not being unpaid sick or bereavement leave) of

longer than one week will not count towards a staff member's continuous employment for the purposes of annual leave entitlements.

7.6 Cashing up of Annual Leave

Staff **may** apply in writing, to cash up one week of their statutory (four weeks') annual leave. Applications need to be made to the Manager/Lead Team and approved by the Diocesan General Manager. The Diocese aims to accommodate such requests wherever possible but reserves the right to determine each case on its merits at the time of application.

Up to one week can be cashed-up for each entitlement year. An entitlement year is the period of 12 months continuous employment beginning on the anniversary of the Staff member's employment.

A Staff member who has large amounts of leave from previous years cannot back date the cashing-up.

Staff may also request the Diocese to cash up alternative holidays that they are entitled to, in accordance with the Holidays Act 2003. Twelve months **must** have passed since the Staff member's entitlement to the alternative holiday arose, in order for the Diocese to be able to cash it up.

7.7 Additional Leave

Paid holidays in addition to the 11 public holidays recognised in section 44 of the Holidays Act 2003 currently observed by the Diocese, and gifted by the Bishop, are Easter Tuesday and Christmas Eve.

7.8 Parental Leave

The Diocese observes the obligations and entitlements set out in the Parental Leave and Employment Protection Act 1987 and its amendments.

Written approval from Manager/Team Leader is required for parental leave.

There is an assumption that the Staff member's job can be kept open for them during parental leave unless a temporary replacement is not practicable because of the key position occupied by the Staff member or a redundancy situation has arisen.

7.9 Training and Study Leave

Training and study leave may be granted at the Diocese's discretion (on a paid or unpaid basis). Training and study leave is required to be approved by the Manager and Team Leader. Leave of over one week must be approved by the Diocesan General Manager.

7.10 Jury Leave

Staff undertaking jury service will receive their usual salary (up to a maximum period of two weeks). If Staff are on a jury for longer than two weeks, they may elect to take annual leave or leave without pay for the remainder of the jury service period. Staff must complete a leave application, indicating jury service and attach a copy of the jury service notification. The staff member is to pay the juror's

fees back to the Diocese but may retain an amount to cover any expenses they incur, and will submit a copy of the payment advice from the Court, detailing the juror's fee and receipts of any expenses.]

7.11 Family Violence Leave

“Family violence” can occur in many forms. It includes physical abuse, sexual abuse, psychological abuse (including but not limited to intimidation, harassment, damage to property and threats of physical abuse, sexual abuse, or psychological abuse), and/or financial or economic abuse (for example, denying or limiting access to financial resources, or preventing or restricting employment opportunities or access to education). In relation to a child, family violence also includes situations/circumstances that cause or allow the child to see or hear abuse of a person with whom the child has a domestic relationship, or that place the child at real risk of witnessing such abuse occurring.

Staff members may take family violence leave, in accordance with the Holiday Act 2003, if they or a child living with them, is affected by family violence.

After six months' continuous service, staff can take up to 10 days paid family violence leave. This renews every 12 months. Unused leave cannot be carried forward from year to year, nor can it be paid out when a staff member leaves employment.

As well as time off, in accordance with the Employment Relations Act 2000, staff members can ask in writing for a short term (up to two month) variation to their working arrangements for the purpose of assisting them in dealing with the effects of being affected by family violence. This might include changes to work hours/days, where you work, your duties. The Diocese will respond to a request no later than 10 working days after receiving it.

The Diocese may require proof that a staff member is affected by family violence before paying for family violence leave or making a decision on an application for flexible working arrangements. A request for proof will be made within three days of receiving a request for flexible working arrangements.

8. LEARNING AND DEVELOPMENT

The Diocese will provide training for all staff in their position. In addition, the Diocese supports any Staff member undertaking a programme of study and personal development relevant to their position.

The intention of this policy is to encourage and assist all full-time and part-time Staff to attend training, study courses, seminars and workshops that are aimed at broadening their knowledge and skills relevant to their current and related position and future careers.

This policy applies to all permanent full-time and part-time Staff. All Staff are to be actively encouraged to pursue learning and development appropriate to their work.

8.1 Authority to Approve

Attendance at and any associated fees for all training courses, study courses, seminars and workshops must be approved in advance in writing by Managers/Team Leaders. Course fees and time allowed are to be met from the department's budget and are to be consistent with the

department's training policy and budget. It is entirely at the Manager/Team Leader's discretion whether or not to approve any course fees/time for Staff to attend training.

8.2 Individual Development Plans

All Staff are expected to have a personal development plan agreed with their Manager. These plans are formed as part of the performance review process and cover those specific areas of knowledge, skill or attitude that have been identified as needing development for the individual to perform competently in their position.

Individual development plans may include on-the-job experience and coaching as well as external courses, seminars and workshops.

8.3 Pre-course Preparation

It is a joint responsibility of the Manager and Staff member to be clear about the relevance of any course, seminar or workshop they attend. A pre-course briefing should include:

- The relevance of the course to the Staff member and the Diocese
- What results (information, skills, knowledge, change in behaviour) are expected from attendance at the course
- What post-course activities will be expected of the Staff member (e.g. application of new skill, presentation, article etc)

8.4 Training Evaluation

It is also the responsibility of the Manager and Staff member to discuss the training when the Staff member returns from a course, seminar or workshop. This debriefing should include:

- What benefits the Staff member got from attending the training;
- What changes they are planning to make as a result of what they learned on the course; and
- Any plan to share the knowledge or skills gained from the course

Any action plans resulting from attendance at the course should be added to the individual's development plan.

A record of attendance at training courses, seminars and workshops, resulting in action plans and successful completion of study courses should be kept on the individual's personal file. It is the responsibility of the Manager who approved the course to ensure this information is forwarded to the HR Manager.

9. RESIGNATION AND REDUNDANCY

9.1 Resignation

Four weeks' notice shall be given in writing by Staff or the Diocese of termination of the Employment Agreement (or whatever the notice period specified in the staff member's employment agreement is). The Diocese may pay four weeks' salary in lieu of notice and reserves the right to deduct any monies owing to it from the final salary or wages payment. Staff agree that deductions made for

these purposes are reasonable. The Diocese will consult with Staff before making any specific deduction from their final salary or wages.

Failure by a Staff member to provide, or work out, the notice period may result in the forfeit of salary or wages in lieu.

It is the responsibility of the Manager or Team Leader to pass the written notice of resignation on to the HR Manager.

Before leaving the Diocese's employment, Staff are required to return all property of the Diocese which may be in their possession.

The Diocese reserves the right not to provide Staff with a written reference. In those circumstances the Diocese may supply a certificate of service that states the person was employed by the Diocese and sets out the dates between which they were employed.

Abandonment of employment

If a Staff member is absent without notification and without adequate explanation or cause for a period exceeding three normal working days, they may be deemed to have abandoned their employment and to have terminated the employment relationship.

9.2 Redundancy

In the event of a redundancy, the Team Leader, HR Manager or Diocesan General Manager will ensure the Staff member/s affected:

- Are consulted about the redundancy a reasonable time before a decision is made and have an opportunity to present their feedback and any alternatives to redundancy;
- Are given four weeks' notice of termination (or the amount of notice that is specified in their employment agreement); and
- Are given reasonable time off and reasonable access to office facilities during the notice period to seek alternative employment.

The Diocese will consider whether there are any redeployment opportunities available to redundant employees.

10. DISCIPLINE AND DISMISSAL

The Diocese expects a faithful, diligent and responsible standard of performance and conduct from Staff. Similarly, Staff have a right to expect fair treatment. The Diocese may invoke the disciplinary procedure for misconduct and/or serious misconduct, poor performance issues, and any other situations where the Diocese has cause to discipline employees.

10.1 The need for disciplinary action and/or dismissal

The need for disciplinary action and/or dismissal may arise from any number of situations including but not limited to:

- **Incompetence or poor performance** – when a person is engaged for a position, there is an implied warranty of competency for the position and of performance to an acceptable standard.
- **Misconduct** – comprises unacceptable or irresponsible actions or omissions which, regarded in isolation, do not warrant dismissal. Each incident must be assessed in context, with an appropriate action taken on the basis of that assessment. Examples of conduct that may amount to misconduct are set out below.
- **Serious Misconduct** – may warrant dismissal without notice and includes behaviour by any staff member which undermines the trust and confidence inherent in the employment relationship, and/or seriously threatens the well-being of the organisation or the Staff. Examples of conduct that may amount to serious misconduct are set out below.

Issues of poor performance will be managed in accordance with the Performance Management Policy below.

Before any disciplinary procedure is undertaken, the HR Manager and Diocesan General Manager must be notified and advised of the process to be taken. Only the Diocesan General Manager has the authority to authorise the dismissal of Staff.

10.2 Serious Misconduct

The following are examples of actions which may be considered to be serious misconduct (this is not an exhaustive list):

- Being charged with, or convicted of, an offence which the Diocese considers to be incompatible with the Staff member's ongoing employment.
- Bringing drugs or alcohol to work and/or consuming the same at work (other than where the drug is prescribed and is being used as instructed, or where the alcohol has been authorised by the Diocese).
- Verbal abuse, fighting, or assaulting others at work.
- Bullying and/or harassment of another employee or a member of the public.
- Willful damage to property or equipment.
- Failure to follow the lawful instructions of a manager or supervisor.
- Breach of the Diocese's health and safety policies and/or procedures.
- Unauthorised possession or removal of any property or material belonging to the Diocese, its suppliers or other Staff.
- Breach of confidentiality.
- Falsification of timesheets, attendance records, medical certificates, employment records, or any other Diocesan document or record.
- The recording of any factually incorrect data on an employment application form or the deliberate omission or concealment of relevant information from such a form.
- Unethical use of information obtained in the course of employment with the Diocese for personal gain or benefit of others.
- Failure to declare a conflict of interest.
- Any action which could result in a payment to which the Staff member is not entitled.
- Misappropriation of funds.
- Failure to follow cash-handling procedures.
- Conduct which has the potential to bring or brings the Diocese into disrepute.
- Unauthorised or inappropriate use of the Diocese's computer equipment, including accessing information from the internet not deemed to be appropriate to the requirements of the Staff member's role.

- Any other actions which may cause the Diocese to lose trust and confidence in a Staff member.

10.3 Other Misconduct

The following are examples of misconduct that may be the subject of a warning /dismissal upon notice (this is not an exhaustive list):

- Failure to perform work to a required standard.
- Careless or unsatisfactory performance of duties.
- Poor time-keeping.
- Regularly arriving late for work or returning late from lunch or tea breaks.
- Unauthorized absence.
- Leaving assigned place of work without permission.
- Reporting to work in such a condition that duties may not be able to be performed properly.
- Boisterous, disruptive or irresponsible behavior.
- Being discourteous to other persons.
- Insubordination.
- Conduct which is unsatisfactory or not befitting of an employee of the Diocese.

The above list contains examples only and there may be some instances where the behaviour above is sufficiently serious to amount to serious misconduct.

10.4 Investigation

When disciplinary action is being considered, an investigation may be undertaken. The investigation may include:

- Collection and recording of witness accounts (if available).
- Verification of records and facts (if possible).
- Advice from a suitably qualified professional when it is relevant to the matter being investigated.

If an investigation is underway, no disciplinary action, including written warnings, is to be decided upon, or taken, before that investigation has been completed.

A Staff member will be given prior warning of the nature and subject of the allegations being investigated and the type of disciplinary action that could result. They will have the opportunity to be accompanied at an investigation interview by a representative or support person of their choice. They will be given the opportunity to explain, or deny the allegation and will be given written advice of the result of the investigation.

10.6 Disciplinary Process

Before any disciplinary procedure is undertaken, the HR Manager and Diocesan General Manager must be notified and advised on the process to be undertaken. Only the Diocesan General Manager has the authority to authorise the dismissal of staff.

In the event of misconduct or serious misconduct, the potential consequences include (but are not limited to):

Informal counselling – where the Diocese does not consider the conduct to justify a disciplinary sanction, it may provide the employee with informal counselling. Such counselling may involve: informing the Staff member of the issues that need to be addressed moving forward, outlining the Diocese's expectations, and determining whether any further training and/or support may assist the Staff member.

First written warning – a first written warning will be identified as either a 'written warning' or 'first written warning'. This warning will be in writing and will also outline the conduct which is unsatisfactory, the improvements required (where appropriate) and the possible consequences of future non-compliance.

Final written warning – where conduct is sufficiently serious, a final written warning may be given. This will be in writing and will be identified as a 'final warning'. As with the first written warning, it will outline the conduct which is unsatisfactory, the improvements required (where appropriate) and the possible consequences of future non-compliance.

Dismissal – dismissal may occur where the Diocese considers conduct to be sufficiently serious as to justify termination of employment. The employment may be ended with or without notice. Dismissal may be preceded by informal counselling, a first written warning, and/or a final warning. However, in instances of serious misconduct, immediate dismissal may occur where no warnings have been given.

The potential consequences outlined above may not be sequential. Depending on the seriousness of the matter, the disciplinary process may be initiated at any step and steps may be omitted if warranted.

The format of any disciplinary procedure will depend on the particular circumstances, but may include any of the following actions by the Diocese:

- Appointing an internal and/or external person to investigate the issue/s;
- Suspending a Staff member on pay, or requiring them to undertake reduced or alternative duties consistent with their abilities to allow an investigation to proceed;
- Inviting a Staff member to an investigation meeting and/or disciplinary meeting;
- Informal resolution of the issue/s;
- Disciplinary action, as outlined above; or
- A decision to take no further action.

Where disciplinary action is taken, a record of the disciplinary action will be placed on the Staff member's personnel file.

10.4 Medical Incapacity

The Diocese may terminate a Staff member's employment by giving the Staff member reasonable notice if, as the result of mental or physical illness, incapacity, injury or disablement, it forms the view that the Staff member is incapable of properly performing their duties.

11. PERFORMANCE MANAGEMENT

The purpose of an effective performance management system is for all Staff to have a clear understanding of the work expected from them, to receive ongoing feedback regarding how they are performing relative to expectations, to identify development opportunities, and to address

performance that does not meet expectations. There are several important elements of the process. These include ensuring that:

- There is clarity about the work performance that is necessary;
- Any training, support or specific management that may be needed is provided;
- Review of work performance is ongoing and formally structured; and
- Staff members are appropriately managed when their performance falls short.

Performance management acknowledges the dignity of people and of work. Inherent to this is that people are treated with respect. It is also important that processes are clear and understood by all.

11.1 Performance review process

The Diocese reviews the performance of all staff members on an ongoing basis. The review process has three stages, as follows:

- **Establishment of a Performance Plan:** this plan will be drawn up by the Staff member and their manager, aligning the Staff member's position description key accountabilities along with any departmental goals. The Performance Plan is to be finalised and signed off by both Staff member and manager within one month of the annual formal review (appraisal). Alongside the Performance Plan, a Personal Development Plan (for training, learning and development) will also be created, reviewed, finalised and signed off by the staff member and manager.
- **Informal one on one meetings:** these meetings will be held on a regular basis between the Staff member and their manager in relation to the performance plan. These meetings provide the opportunity to identify key focus areas for the coming period and the ability to flag areas of celebration or concern.
- **A formal review meeting (appraisal):** this will be held at the end of the review period, followed up with the preparation of a new plan for the coming year.

In the performance review process it is important that:

- People are affirmed and that their contribution is acknowledged;
- The work performance expected by the Diocese, based on the position description is understood by the Staff member;
- A culture of quality work and ongoing improvement of work performance is in place;
- Areas of good performance are noted and acknowledged;
- Any areas for improvement of work performance are identified and clearly articulated;
- Training, support, professional development or other assistance is put in place where performance management processes show that this would be helpful or needed;
- Any organisational changes which may be needed to support quality performance are identified; and
- Any position description changes which may be needed are identified

It is the policy of the Diocese that the performance of all Staff is reviewed on an ongoing basis with regular informal one on ones and a formal review (appraisal) annually.

Managers/Team Leaders are responsible for arranging the performance reviews and informal meetings for all staff who report to them.

The Bishop is responsible for the performance reviews of all Staff who report to him. If the Bishop so requires, he may ask the Diocesan General Manager to be the reviewer.

A copy of all staff annual reviews (appraisals), one on ones and performance plans are to be given to the HR Manager for filing on staff personal files.

11.2 Performance management process

Where a Staff member's performance has fallen short of the Diocese's standards, the following process will generally apply. However, depending on the particular circumstances or situation, the Diocese has the right to alter the following procedure.

Informal counselling

Performance concerns will normally be dealt with in the first instance through informal counselling (Which may occur during or outside of the quarterly performance meetings). During such counselling, the Staff member's manager will:

- Identify performance gaps and clearly explain these gaps to the Staff member, communicating the required standards of performance and clear objectives for improving performance (either during the quarterly performance meeting or in a separate meeting).
- Explore possible causes with the Staff member and consider whether any additional training is necessary (within reasonable limits).
- Review performance and provide feedback following the counselling session.

Although this is an informal process, it is likely that some record of the discussions may be made.

If the Staff member's performance does not improve within a reasonable timeframe, or if the Diocese considers the issues to be sufficiently serious in the first instance, a formal performance management process may be commenced by the Diocese as outlined below.

Formal performance management process

A formal performance management process will generally include the following steps:

- **Notification of meeting :** The Staff member's manager will arrange a meeting time with the employee to discuss their concerns. The Staff member will be advised of the nature of the meeting, their right to bring a representative/support person to that meeting, and the possible outcome of the meeting.
- **First disciplinary meeting:** The Staff member's manager will inform the Staff member of their concerns regarding the Staff member's performance and ask for an explanation. If the Staff member provides an acceptable explanation, no further steps in this process will be required. If no satisfactory explanation is provided, the manager may, following due consideration, give the Staff member a written warning and/or a performance improvement plan (**PIP**):
 - The warning will stipulate the performance improvement required within an agreed time frame. It will also state that further action will be taken if these standards/expectations are not met.
 - If the Diocese provides a PIP, this will outline clear objectives for improving the Staff member's performance, which will be monitored against the PIP.
- **Second disciplinary meeting:** If the Staff member's performance has not improved within the specified timeframe, the manager will repeat the process outlined in the first disciplinary

meeting. If no satisfactory explanation is provided, the manager may reset the PIP and present a final written warning to the staff member stating that unless specified performance standards are met by a set date, the Staff member may be dismissed.

- **Dismissal:** If a Staff member's performance has not improved following the final written warning, the manager will repeat the process outlined in the first disciplinary meeting, with dismissal being a possible outcome.

12. EMPLOYMENT DISPUTES

Employment Relationship Problems

The Employment Relations Act 2000 allows for individual workplaces to develop their own personal grievance policy and procedures.

The following procedures have been formulated for the Diocese. They have been designed to deal with situations where a person believes they have been unjustly dismissed, disadvantaged or discriminated against at work, harassed by a Diocese staff member, or parishioner or client of the Diocese or where there is a dispute over the interpretation, application or operation of an Employment Agreement.

What is an employment relationship problem?

An employment relationship problem includes a personal grievance, dispute or other problem relating to a staff member's employment relationship with the Diocese. If a staff member has a personal grievance, they have 90 days from which the grievance arises, or the date on which they first become aware of the grievance, whichever is the later, in which to raise it with the Diocese.

Procedures for employment relationship problems

Where a staff member has an employment relationship problem, the following procedures may apply:

1. Who can help you with an employment relationship problem?

To help you solve your employment relationship problem, you can contact:

Within the workplace:

Staff with an employment relationship problem should feel free to approach their Team Leader, HR Manager or the Diocesan General Manager for information and support.

Outside the workplace:

Staff may also seek outside assistance from the Ministry of Business, Innovation and Employment (**Ministry**) (on 0800 20 90 20 or at www.employment.govt.nz), a union or an advocate, or a lawyer.

2. Mediation Services

If the Diocese and Staff member cannot resolve the employment relationship problem between them, then either or both of the parties may request help from the Ministry.

The Ministry provides mediation services which may include:

- Information about rights and obligations;
- Information about services; and/or
- Assisting in resolving problems and fixing new terms of employment.

3. Problem not resolved at mediation

If the problem is not resolved at mediation, the Staff member can refer it to the Employment Relations Authority.

13. BULLYING, HARASSMENT AND DISCRIMINATION

Bullying, harassment or discrimination in the workplace is unacceptable. The Diocese will not tolerate any form of bullying, harassment or discrimination in the workplace and where it determines that behaviour of this kind has occurred, appropriate action (which may include disciplinary action) will be taken.

All staff are responsible for ensuring that the Diocese is a workplace free from bullying, harassment and discrimination. All staff must behave in a respectful and professional manner towards one another. The purpose of this policy is to ensure that all Diocese employees are aware of what may constitute discriminatory, harassing or bullying behaviour and their responsibilities in preventing and managing any occurrence of this behaviour.

Workplace Bullying

Workplace bullying is repeated and unreasonable behaviour directed towards a staff member or a group of staff members that can lead to physical or psychological harm.

Examples of bullying include (but are not limited to):

- Physical assault or threats;
- Verbal abuse or name calling;
- Practical jokes;
- Teasing/inappropriate comments;
- Intimidating actions;
- Psychological abuse such as excluding or isolating workplace participants;
- Deliberately withholding information necessary for effective work performance;
- Giving unachievable tasks/impossible deadlines; and
- Persistent and/or public criticism.

Bullying does not include:

- one-off or occasional instances of forgetfulness, rudeness or tactlessness;
- setting high performance standards;
- constructive feedback and legitimate advice or peer review;
- a manager requiring reasonable verbal or written work instructions to be carried out warning or disciplining workers in line with the business or undertaking's code of conduct;
- a single incident of unreasonable behaviour;
- reasonable management actions delivered in a reasonable way; or
- differences in opinion or personality clashes that do not escalate into bullying, harassment or violence.

Harassment

The Diocese considers that harassment of any type is unreasonable. Harassment includes unwelcome comment or behaviour based on race, marital status, family status, ethnicity, religious belief, age or disability which is likely to offend, humiliate or intimidate the person at whom it is directed. Harassment can be a single or repeated act of offensive behaviour.

The Employment Relations Act 2000 outlines personal grievance provisions available to Staff on the ground of sexual harassment (section 108) and racial discrimination/harassment (sections 104, 107 & 109) in their workplace. The Human Rights Act 1993 also defines Sexual and Racial harassment. These types of harassment are unlawful.

What is sexual harassment?

Sexual harassment is behaviour of a sexual nature, which is unwanted, unwelcome or uninvited, and is likely to offend, humiliate or intimidate another person or persons. It may involve a single incident or a series of incidents. Sexual harassment can involve physical, visual, verbal or non-verbal conduct.

Examples of sexual harassment include:

- **Physical contact:** touching, patting, pinching, kissing or embracing someone, sexual assault.
- **Verbal comments:** innuendo, smutty jokes, suggestive comments about someone's appearance or body, persistently inviting someone out, questions about a person's private life, requests for sexual favours.
- **Nonverbal actions:** leers, stares, displays of sexually explicit material, offensive body and hand movements, suggestive letters and drawings (including email), indecent exposure, stalking.
- Any behaviour that creates a sexually hostile environment.

Intention is not relevant to whether or not a Staff member may have sexually harassed another person. If a reasonable person would have anticipated the possibility that the other person would have been offended, humiliated or intimidated by your behaviour, then the Staff member may have sexually harassed that person.

What is racial harassment?

A Staff member is racially harassed where another Staff member uses language (whether written or spoken), or visual material, or physical behaviour that directly or indirectly—

- expresses hostility against, or brings into contempt or ridicule, the Staff member on the ground of the race, colour, or ethnic or national origins of the Staff member; and
- is hurtful or offensive to the Staff member (whether or not that is conveyed to the employer or representative); and
- has, either by its nature or through repetition, a detrimental effect on the Staff member's employment, job performance, or job satisfaction.

As with sexual harassment, intention is not relevant. It is the effect of the behaviour on the individual concerned and its reasonableness which is key to defining harassment.

Discrimination

Discrimination occurs when a person is treated differently from another in a similar circumstance, because of certain attributes. Discrimination on the following grounds is unlawful and will not be tolerated by the Diocese:

- Sex (which includes pregnancy and childbirth);
- Marital status;
- Religious belief;
- Ethical belief, which means the lack of a religious belief;
- Colour;
- Race;
- Ethnic or national origins;
- Disability;
- Age;
- Political opinion;
- Employment status;
- Family status; and/or
- Sexual orientation.

Direct discrimination occurs when someone is treated less favourably because he or she has one of the characteristics listed above.

Indirect discrimination is when a requirement (or rule) that is the same for everyone has an effect or result that is, or is likely to, disadvantage an employee because he or she has one of the characteristics listed above.

Staff Responsibilities

It is the responsibility of Staff not to engage in harassing, discriminatory or bullying behavior towards another employee, supplier, parishioner or any other person who Staff may come into contact with in the course of their employment.

Staff are expected to:

- Be fully aware of this policy and their obligations under it;
- To monitor their own behaviour and maintain appropriate standards of conduct;
- Report any breaches of this policy that they may see happening around them;
- Ensure that if involved in complaints, confidentiality is maintained; and
- Treat all people in the workplace with fairness and respect.

Staff members are entitled to object to workplace harassment of any nature, unlawful discrimination or bullying and raise a complaint with the Diocese if this occurs. The Diocese will treat any complaints seriously and investigate them as fairly and promptly as it can.

14. INTERNET ACCEPTABLE USE

The Diocese recognises that there are legitimate business (and personal) reasons for using the internet at work or using corporate computing resources. To enable Staff to take advantage of the

business value of these sites and to promote an open, trusting, collaborative workplace, this policy allows all employees to use the internet within the guidelines specified below.

The purpose of this policy is to detail the acceptable use of corporate information technology resources for the protection of all parties involved.

This policy applies to any and all use of corporate IT resources including, but not limited to, computer systems, personal mobile devices, email, network, and the corporate internet connection.

General Internet Use

General Access to the internet is permitted for all Staff within the limitations set forth in this policy.

Use of Social Media

General use of social media sites is permitted for all Staff within the limitations set forth in this policy.

Posting of content to Diocese sponsored social media (e.g. the Diocese Facebook page) is permitted only for the following people authorised to publicly represent The Diocese: The Bishop, the General Manager, the Diocese's Public Relations Manager, the Bishop's secretary and any Staff member with the express written consent of either the Bishop or the General Manager.

Inappropriate Content

While Web and Social Media contain legitimate business and personal content, they also include content that is inappropriate for the workplace including nudity, violence, drugs, sex, and gambling. Inappropriate content should not be accessed by Staff while at work, or while using company resources. Employees should use common sense and consideration for others in deciding which content is appropriate for the workplace.

The Diocese employs technical controls to provide reminders, time quotas, monitor internet use, and enforces this policy (see Technical Controls below).

Content Publishing and Confidentiality

The following are policy guidelines regarding what you should and should not do when publishing content to the Web or Social Media. These guidelines apply to all communications whether personal or Diocese-sponsored. Staff are responsible for content they publish on the Web and Social Media sites and can be held personally liable for content published. Staff also can be subject to disciplinary action by the Diocese for publishing inappropriate or confidential content. These guidelines only cover a sample of all possible content publishing scenarios and are not a substitute for good judgment.

- Know and follow all privacy and confidentiality clauses in The Diocese's Individual Employment Agreement, as well as laws such as copyright, fair use and financial disclosure laws applying to social media.
- State on Social Media that your opinions are your own, where there may be a risk that they would otherwise be attributed by readers to the Diocese.

- Do not disclose or use The Diocese’s confidential or proprietary information or that of any other person or company. For example, ask permission before posting someone’s picture in a social network or publishing in a blog a conversation that was meant to be private.
- Do not comment on The Diocese’s confidential financial information such as future business performance or business plans.
- Do not cite or reference customers, partners or suppliers without their written approval.
- Identify yourself. Some individuals work anonymously, using pseudonyms or false screen names. The Diocese discourages that practice.
- Be professional. If you have identified yourself as an employee of the Diocese within a social website, you are connected to your colleagues, managers and even The Diocese’s parishioners. You should ensure that your profile and related content associated with you is consistent with your work at the Diocese, and how you ought to present yourself to colleagues and parishioners.
- Ask permission to publish or report on conversations that are meant to be private or internal to the Diocese and when in doubt, always ask permission from the General Manager.
- Speak in the first person when engaging in personal social media communications. Make it clear that you are speaking for yourself and not on behalf of the Diocese.
- Link back to the source – when you do make a reference to a parishioner, partner or supplier, where possible link back to the source.
- Use your best judgment – remember that there are always consequences to what you publish. If you are about to publish something that makes you even the slightest bit uncomfortable, review the suggestions above and think about why that is. If you are still unsure, and it is related to The Diocese, feel free to discuss it with your Manager or simply do not publish it. You have sole responsibility for what you post to your blog or publish in any form of social media.
- Do not use ethnic slurs, personal insults, obscenity, or engage in any conduct that would not be acceptable in The Diocese’s workplace. You should also show proper consideration for others’ privacy and for topics that may be considered objectionable or inflammatory.
- Do not conduct confidential business with a customer or partner business through your personal or other social media.
- Do not register accounts using The Diocese’s brand name or any other unregistered or registered trademarks.
- Do not engage in any conduct online which brings, or could potentially bring, the Diocese into disrepute.

The Diocese employs technical controls to provide reminders, monitor, and enforce these guidelines (see Technical Controls below).

Malware and Data Loss Prevention

The online criminal community utilises both general Web and Social Media sites to deliver malware and carry out schemes designed to damage property or steal confidential information. To minimise risk related to such threats all Staff must, adhere to the following guidelines. While these guidelines help to reduce risk, they do not cover all possible threats and are not a substitute for good judgment.

- Do not use the same passwords for websites that you use to access company computing resources.
- Do not follow links or download software from individuals or organisations that you do not know, or which look suspicious in any way.

- If any web or Social Media content looks suspicious in any way, close your browser and do not return to that page.
- When on Social Media sites encrypt sessions whenever possible. Facebook, Twitter and others support encryption as an option. This is extremely important for roaming users who connect via public Wi-Fi networks.

Authorised Use

The Diocese recognises that Staff may have a need, at times, to conduct personal business within the Web and Social Media while at work or using company resources. Therefore, The Diocese allows limited access to non-Diocese Web and Social Media content. For example, Staff are allowed to access personal communications applications, email, and blog content within social media for a quota of up to 15 minutes per day. It is the responsibility of the employee to ensure that personal business does not affect work quality or productivity.

Unacceptable Use Examples

The following actions shall constitute unacceptable use of the Diocese network. This list is not exhaustive, but is included to provide a frame of reference for types of activities that are deemed unacceptable. The user may not use the Diocese network and/or systems to:

- Engage in activity that is illegal under local, international, or other applicable laws.
- Engage in any activities that are immoral or that may cause embarrassment, loss of reputation, or other harm to The Diocese.
- Visit internet sites that contain pornographic, obscene, hateful or other objectionable materials.
- Disseminate defamatory, discriminatory, vilifying, sexist, racist, abusive, rude, annoying, insulting, threatening, obscene or otherwise inappropriate messages or media.
- Engage in activities that cause an invasion of privacy.
- Engage in activities that cause disruption to the workplace environment or create a hostile workplace.
- Make fraudulent offers for products or services.
- Perform any of the following: port scanning, security scanning, network sniffing, keystroke logging, or other IT information gathering techniques when not part of the Staff member's job function.
- Install or distribute unlicensed or "pirated" software.
- Reveal personal or network passwords to others, including family, friends, or other members of the household when working from home or remote locations.

Storage of Personal Information

No personal information (photographs, documents) is to be stored on any devices (laptops, PC's, iPads) provided by the Diocese.

Technical Controls

The Diocese's Unacceptable Use described above is monitored and enforced by a comprehensive suite of web protection software including Open DNS internet protection. The Diocese's internet protection software inspects inbound and outbound employee Web communications to enforce acceptable use policy, prevent confidential data loss and block Web-based attacks (malware, phishing, etc.).

Expectation of Privacy

Users should expect no privacy when using the Diocese network or company resources, including when transmitting and storing files, data, and messages. The Diocese reserves the right to monitor any and all use of the computer network. To ensure compliance with company policies this may include the interception and review of any emails, or other messages sent or received, inspection of data stored on personal file directories, hard disks, and removable media.

Bandwidth Usage

Excessive use of company bandwidth or other computer resources is not permitted. Large file downloads or other bandwidth-intensive tasks that may degrade network capacity or performance must be performed during times of low company-wide usage.

Password Control

For protection of the CDA network, passwords must be strong, at least 8 eight characters long and uses characters from three of the four groups:

- Lowercase letters
- Uppercase letters
- Numbers
- Symbols (i.e. @, #, =, -, ?, ! etc.)

Passwords will need to be changed every 42 days, and staff will not be able to reuse previous passwords. New passwords will be automatically checked for complexity and will be compared to previous passwords. Passwords are not to be written down.

Circumvention of Security

Using Diocese-owned or Diocese-provided computer systems to circumvent any security systems, authentication systems, user-based systems, or escalating privileges is expressly prohibited. Knowingly taking any actions to bypass or circumvent security is expressly prohibited.

Audits

The Diocese must conduct periodic reviews to ensure policy compliance. A sampling of users must be taken and audited against this policy on a yearly basis.

Non-compliance with Policy

This policy will be enforced by the Diocese's IT provider and/or General Manager's office. Violations may result in disciplinary action, which may include suspension, restriction of access, or more severe penalties up to and including termination of employment. Where illegal activities or theft of company property (physical or intellectual) are suspected, The Diocese reserves the right to report such activities to the applicable authorities.

15. HEALTH & SAFETY

15.1 Health & Safety Policy

Purpose

To ensure that the Catholic Diocese of Auckland (“Diocese) meets legislative health and safety requirements and performs the primary duty of care (i.e. to take all reasonably practicable steps to ensure the Health, Safety & Wellness (HSW) of employees, volunteers, contractors and others in the workplace (‘workers’)).

Key Procedures and Requirements

<ul style="list-style-type: none"> • The H&S Committee are nominated or volunteered by Diocesan workers. • The H&S Committee members will include one member from each Group. • All Diocese workers are eligible to be a member of the H&S Committee. 	<p>The H&S Committee will:</p> <ul style="list-style-type: none"> • Meet on quarterly (or when required) basis to review and update the HSW Register; • Conduct an on-site walkthrough to identify any additional hazards; and • Report to the Diocesan Administration Board a summary of activities to maintain knowledge of the Diocese’s HSW matters.
<p>This Policy focuses on the health of Diocesan workers alongside their safety, including any workplace stress and task related risks (i.e. consideration of the potential work-related health conditions as well as the injuries that could occur). Health conditions can include both physical and psychological acute and long-term illnesses.</p>	<p>The H&S Committee will manage the Diocese’s HSW risks as follows:</p> <ul style="list-style-type: none"> • Identify the hazards • Assess the risks • Manage the risks • Monitoring control measures.
<p>All incidents and near misses must be recorded in Peoplesafe or reported to a H&S Committee Member. If necessary or required, further investigation may be undertaken on an incident to ensure the appropriate course of action or follow up is undertaken.</p>	

Relevant Regulations – NZ

Health and Safety at Work Act 2015

Monitoring – H&S Committee

The Chair (Health & Safety Coordinator) of the H&S Committee will report to the Diocesan Administration Board a summary of activities and events for the Board members to maintain knowledge of the Diocese’s HSW matters.
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Additional Policy Information

Overview

From 1 April 2016, the Health & Safety at Work Act 2015 (the Act) replaced the Health and Safety in Employment Act 1992 in its entirety.

Under the Act, the Diocese is a “person conducting a business or undertaking” (PCBU) and brings all employees, contractors, volunteers, and other workers under one category known as workers. A workplace is a place where work is being carried out or is customarily carried out, for a business or undertaking. A key indicator of a workplace is whether the Diocese exercises a degree of control

over the environment in which the event occurs. This includes any place where a worker goes, or is likely to be, while at work, such as the Diocese's office, offsite meetings, travelling to and from those meetings, and offsite functions that are work-related (e.g. Parish or School function). It does not include activities such as travelling to and from work, activities while on annual leave, and social functions with work colleagues that are not work-related.

Under the Act, the Diocese has the primary duty of care to take all reasonably practicable steps to ensure the HSW of workers and other persons in the workplace.

The Act also places a positive due diligence duty on all Officers (being the Diocesan Administration Board and GM) to ensure that the Diocese complies with its duties and responsibilities under the Act. Additionally, this new regime introduces a comprehensive worker engagement and participation scheme to ensure that workers are able to participate in the day-to-day management of HSW in the workplace.

H&S Committee

The H&S Committee should consist of at least one member from each Lead Team area:

- Each area nominates or receives volunteers to be their Committee member annually or when required (e.g. worker movements); and
- All Diocesan workers are eligible to be a member of the H&S Committee.

H&S Coordinator: Leanne Killgour (Human Resources Manager)

Role and responsibilities

The H&S Committee has the following principal functions:

- Identify potential hazards;
- Evaluate these potential hazards;
- Recommend corrective action;
- Facilitating cooperation between the Diocese and workers in instigating, developing, and carrying out measure designed to enhance HSW;
- Assist in developing standards, rules, policies, and procedures to be followed in the workplace; and
- To perform any other functions that are agreed between the Diocese and the Board.

All H&S Committee members must be available to:

- Receive concerns, complaints and recommendations;
- Discuss problems and recommend solutions; and
- Provide input into existing and proposed HSW programs.

To carry out its functions, the H&S Committee is required to:

- Meet on a quarterly (or when required) basis to review and update the HSW Register. A quorum shall be four H&S Committee members;
- Conduct an on-site walkthrough which must be completed to identify any additional hazards on an annual basis; and
- Report to the Board a summary of activities and events to maintain knowledge of HSW matters.

HSW Risk Management

Step 1: Identify the hazards

- Walk around workplace and identify what could seriously harm the health or endanger the safety of workers and others. This harm could be acute (occur immediately) or chronic (occur slowly over a long period of time);
- Think about workers and whether any of them might be particularly vulnerable;
- Consider whether each individual's general health could reduce their ability to work safely (e.g. reduced mobility, existing illness or injury);
- Identify reasonably foreseeable hazards that could result in risks to people's health or safety; and
- Look at the work processes and the equipment used, the workplace itself and workers activities.

Step 2: Assess the risks

Every identified hazard must be assessed to see if it is a significant hazard (i.e. something that could cause serious harm) as follows:

- Gather information about each harm identified, including consideration of how many people are likely to be exposed to the hazard and for how long;
- Assess the likelihood of an injury or harm occurring;
- Assess the consequence of each hazard;
- Rate the inherent risk (low/moderate/high/extreme) using the table below; and
- Once the risk has been assessed and control measures are in place (Step 3), assess the risk again to establish the residual risk.

Risk rating table

<u>Likelihood of injury or harm to health</u>	<u>Consequences of injury or harm to health</u>		
	<u>Insignificant</u> <i>no injuries</i>	<u>Moderate</u> <i>first aid and/or medical Treatment</i>	<u>Major</u> <i>extensive injuries</i>
Very likely – occurs over 5 times per year	LOW	HIGH	EXTREME
Likely – occurs 2.5 times per year	LOW	HIGH	EXTREME
Moderate – occurs once per year	LOW	MODERATE	EXTREME
Unlikely – occurs once in 1 to 3 years	LOW	MODERATE	HIGH
Highly unlikely (rare) – no occurrences in last 3 years	LOW	MODERATE	HIGH

Extreme = requires immediate action

Step 3: Manage the risks

Actions to address the risks identified must be determined. Can the risk be eliminated (e.g. can you remove the source of the harm)? If the risk cannot be eliminated, then it must be minimised using control measures (e.g. substitution, isolation, prevention, administration).

- To determine the control measures, consider the current control measures in place, and whether they are managing the risk. If no:
 - Find out if there are any standards of guidance materials you could follow;
 - Ask others who do similar work and how they manage this risk;
 - Seek specialist advice from a H&S professional;
 - Think about whether the controls that are implemented could create other risks.

- Engage with workers when making decisions about the ways to eliminate or minimise the risks.

Step 4: Monitoring control measures

You should check that the control measures you put in place are being used by workers and are effective. Monitoring mechanisms can include:

- Inspections, observations and walk-throughs;
- Meetings and worker feedback; and
- Checklists and audits/independent reviews.

Workplace Health and Wellbeing

The Diocese is committed to employee health and wellbeing in the workplace. As a result, the Diocese has put in place initiatives to protect the health and wellbeing of its employees, including: annual flu vaccinations, an Employee Assistance Programme (Vitae), workstation assessments, Health & Wellbeing Programme and First Aid and Defibrillator Training.

Workplace bullying and harassment

The Diocese does not tolerate or accept any form of bullying or harassment. We take these matters seriously, and if an allegation is substantiated it may result in disciplinary action, up to and including dismissal. If you feel you are being bullied or harassed, please contact your manager or a member of the Leadership Team or the Human Resources Manager.

Mental Illness and work related stress

The Diocese has a culture of understanding and accepting the effects of stress and mental health. In particular, we acknowledge that mental illness, like any illness can affect anyone, and employees will not be criticised for it. However, stress and some forms of mental illness may be a personal hazard in the workplace. As such, you have an obligation to notify the Diocese if you believe you are suffering from harm caused by work-related stress or if work-related stress may lead to physical or mental harm. The Diocese will take all reasonably practicable steps to support employees who are struggling to manage their stress or facing a mental illness in the workplace. EAP Services (Vitae) are also available to employees on a confidential basis to discuss work-related stress or mental illness.

Worker responsibilities

All Diocesan workers have a responsibility to take reasonable care of their own health and safety while at work. Diocesan workers also have the responsibility to take reasonable care that their activities do not place at risk the health and safety of their co-workers, volunteers, or others that they may come into contact with at work.

Workers must co-operate with the Diocese in ensuring that the workplace is safe. This includes, but not limited to:

- Complying with this policy and all other procedures in place to protect worker HSW at work;
- Complying with all reasonable instructions from Managers in relation to HSW issues at work;
- Participating in health and safety training and consultation;
- Reporting all incidents, and accidents at the workplace in accordance with this policy. This includes both actual incidents and 'near misses'; and
- Generally co-operating with the Diocese as required to enable compliance with the law.

Any failure to comply with the HSW policy will be viewed seriously by the Diocese and, if substantiated, may result in disciplinary action up to and including dismissal or termination of contract.

Reporting Incidents

All incidents must be reported in PeopleSafe or to a H&S Committee member immediately or in cases where that is not possible, reported within 24 hours.

All incidents must be recorded in PeopleSafe – Tell a Story App. If a worker sustains an injury or illness at work, or if they witness a near miss, they are required to record this in PeopleSafe immediately on becoming aware of the injury or illness. This applies even if the injury or illness does not require medical attention.

The Diocese acknowledges that it is unlawful to discriminate against or victimise any worker because he/she:

- Makes a complaint about a workplace matter that he or she considers is not safe or is a risk to health; or
- Is a member of the H&S Committee; or
- Assists or gives information in relation to health and safety to an inspector, member of the H&S Committee or H&S Coordinator.

Notifiable events

The Diocese has an obligation to keep a record of each notifiable event (as defined by the Act) for at least 5 years from the date on which notice of the event is given to the regulator (WorkSafe).

When a notifiable event arises, use the following online form to notify Worksafe:

<http://forms.worksafe.govt.nz/notifiable-event-notification>

All notifiable events must also be:

- Entered into PeopleSafe
- Reported to the Board as early as possible after becoming aware of the notifiable event; and
- Notified to Worksafe New Zealand as soon as possible after becoming aware of the notifiable event.

Drug and Alcohol Policy

The use of alcohol or illicit drugs while working will not be tolerated for any Diocese Staff. Prescription drugs must be used only as instructed by the prescribing doctor.

When at work:

- The Diocese will not allow Staff to report for work in such a condition that they are unable to perform their duties properly and safely. An individual who attempts to work while under the influence of drugs or alcohol risks their own safety and the safety of others.
- Where the health or safety of an individual is endangered, a manager may choose to remove employee Staff member from a work place.
- Staff found to be under the influence of alcohol or illicit drugs, may be subject to disciplinary action.

- If you suspect that prescription drugs may affect/be affecting your work performance, you must notify your manager as soon as possible.
- Any Staff member that brings or consumes illicit drugs, or intoxicating liquors on to company premises without management's consent may be subject to disciplinary action.
- When the possession or consumption of illicit drugs is suspected in company premises, property or time, the matter will also be treated as a security issue.
- For further details, managers should contact the Health and Safety Co-ordinator.

Social Occasions:

- The presence of alcohol is acceptable at social occasions when authorised by management.

Contractors:

- It is unacceptable for any person contracted to provide a service for the Diocese to be affected by alcohol or drugs while working on a Diocese worksite.
- Any Staff who suspect a contractor of being under the influence of alcohol or drugs must notify management.
- The Diocese may remove from the workplace any contractor who may endanger their own safety or the safety of others due to being affected by alcohol or drugs.

Smoking Policy

In the interests of health and safety, the Diocese is committed to providing a smoke free environment for all Staff as per the terms of the Smoke-free Environments Act 1990 and amendments.

In general, all under-cover work spaces, including offices, lunchrooms, meeting rooms and vehicles are designated "No Smoking".

Security and After Hours Policy

All Staff will be issued with (and will sign for) an access card for entry into the centre. The building is monitored by alarm control, and is "armed" outside of office hours (6:00am – 10:30pm). If you intend to use the building outside of those hours, you will need to obtain the approval of your Manager/Team Leader, and then obtain an alarm code PIN number and alarm instructions from the Property Department.

Visitors to the centre outside working hours must be accompanied by a Staff member at all times.

This policy applies to weekend use of the Pompallier Centre as well. During the weekend the building is "armed" outside the hours of 8:00am – 10:30pm.

The welfare of our Staff is paramount and therefore this policy forms part of our Health and Safety Policy, as Staff need to be kept safe and secure if they are working after-hours.

Rehabilitation Policy

The Diocese is committed to providing a working environment that is safe and healthy for Staff to work. Where a workplace injury/illness does occur, the Diocese will, where possible, provide rehabilitation to Staff who are off work as soon as possible following the injury or onset of illness. Where a Staff member's injury or illness precludes immediate return to their pre-injury duties, suitable duties consistent with medical opinion will be provided where possible and if appropriate.

In order to be effective, the rehabilitation process requires communication between the treating medical practitioner, the manager, and the Staff member in consultation with the Health and Safety Co-ordinator or delegate. It is the aim of the Diocese to return injured or ill Staff to their pre-injury position.

Managers and the Health & Safety Coordinator will be responsible for the monitoring of individual rehabilitation programmes. They will actively support Staff involved in a rehabilitation programme.

Accident, Hazard and Risk Reporting

To report any incidents, near misses or accidents, Staff members/Team Leaders/Managers must enter all details into Peoplesafe, using the "Tell a story" function. A paper version of an accident report is available, and there is also an accident register for the Pompallier Diocesan Centre located in the sick room.

To report risks/hazards, Staff should enter the risk/hazard through Peoplesafe by completing the "Add a new risk" tab under Risks & Safety Plans. The Health & Safety Coordinator along with the Property Manager will be notified and will ensure that the appropriate action is undertaken and that the risk/hazard is reviewed.

First Aid

The Diocese has several Staff who are trained first aiders and an extensive first aid kit is located in the sick room. There is also a travel first aid kit for offsite use. A list of First Aiders is located in the First Aid Room. The Diocese also has Defibrillators located at Pompallier Centre, Newman Hall, Catholic Social Services and Catholic Social Services South Auckland and there are several Staff members who are accredited defibrillator users. First Aiders receive refresher courses every two years to keep their training up to date and an annual training for defibrillator users is available to all Staff.

Emergency Procedures - see Employee Health & Safety Booklet.

Injuries - work/non-work

Staff will normally be covered by the Accident Compensation Corporation (ACC) under the Accident Compensation Act 2001 for work and non-work injuries. All work and non-work injuries (which may affect a Staff member's ability to perform their duties) should be reported to the Manager who will notify the HR Manager. For all work injuries, an accident report must be completed via Peoplesafe and a medical certificate provided, where relevant. All work injury claims should be lodged with ACC within 21 days of the injury occurring.

Work injuries are personal injuries that occur in the course of employment i.e. while performing any work tasks, while on meal break at the place of work, travelling between work sites, attending courses at the Diocese's expense, travelling to and from work in a Diocese supplied vehicle. Work injuries do not include injuries that occur while travelling to and from work in a private vehicle.

From the day a work injury occurs (which incapacitates the Staff member) to the close of the sixth day after, the Diocese must pay 80% of any loss of earnings as a result of the incapacity. Thereafter ACC will compensate at the rate of 80% of normal weekly earnings for all time lost.

No sick leave entitlement or other right of the Staff member shall be reduced by the liability of the Diocese to make the first 80% payment before ACC takes over.

Staff may elect to use their available sick leave owing for the remaining 20% that ACC do not fund.

Staff should also report all non-work related injuries (which may affect their ability to perform their duties) to their Manager as soon as possible.

16. VEHICLE USAGE

The Diocese is committed to promoting safety and responsible driving for all of its Staff. The Diocese requires all Staff who operate Diocesan owned or leased vehicles, or who operate their own vehicle, during the performance of their jobs, to do so in a lawful and safe manner.

The Diocese will maintain all Diocesan vehicles so that they are in a safe and roadworthy condition.

Staff who are issued Diocesan vehicles are allowed to operate the vehicle for reasonable personal use and their respective spouse/partner may also operate the vehicle provided that they too comply with this policy.

Using Private Vehicles

Where required by the Diocese, Staff may be authorised to use their own vehicle while conducting Diocese business. This does not include travelling between home and the normal place of work.

All sections of this Policy apply when using private vehicles on Diocese business where applicable, including safe driving and accident reporting requirements.

When using their own vehicle on Diocese business, Staff accept liability for ensuring that their vehicle meets all legal requirements and that the Staff member remains a legally authorised driver.

Insurance –Private Vehicles

Subject to terms and conditions of the policy, the Insurance cover under Part B Section 1 of the Diocese's Commercial Motor Policy will extend this insurance to cover accidental loss to vehicles owned by Staff whilst being used for Diocesan business at the time of loss, provided:

- a) The Staff member has personal motor vehicle insurance insuring their vehicle, and
- b) The business use of their vehicle results in the Staff member's personal motor vehicle insurance no longer applying.

The Diocese will cover the excess that applies to this extension.

Code of Conduct

The Diocese's code of conduct states that, 'while driving Diocese vehicles, staff must comply with traffic legislation, be conscious of road safety and demonstrate safe driving and good road safety habits when driving a Diocesan car'.

The following actions in Diocese vehicles may be viewed as serious misconduct and dismissal from employment may be a consequence:

- Drinking or under the influence of drugs while driving.
- Driving while disqualified or not currently licensed.
- Reckless or dangerous driving, including reckless or negligent use of the vehicle.
- Failing to stop after a crash.
- Demerit points, suspension or restriction of licence.
- Any actions which cause, or could cause, suspension of a license.

This is not an exhaustive list.

Staff Responsibilities

Drivers of Diocesan vehicles (or of private vehicles for work-related purposes, where applicable) will:

- Ensure they hold a current driver license for the class of vehicle they are driving.
- Immediately notify the HR Manager if their driver license has been suspended or cancelled, or has limitations placed upon it.
- Be responsible and accountable for their actions when operating Diocesan vehicles.
- Display the highest level of professional conduct when driving Diocesan vehicles.
- Drive within legal speed limits, including driving for the conditions.
- Wear safety belt at all times.
- Report any vehicle defects to the Assistant Accountant before the next vehicle use.
- Comply with traffic laws when driving a Diocesan vehicle.
- Regularly check the oil, radiator and battery levels, and tyre pressure.
- Assist the Diocese with servicing the vehicle according to manufacturers' recommendations.
- Assist the Diocese with self-assessed quarterly vehicle safety checks.
- Keep the vehicle clean and tidy at all times.
- Assist the Diocese to ensure the vehicle has a current Warrant of Fitness and Registration. Vehicle registration is sent direct to the Diocese to renew and an updated registration card will be forwarded to the driver of the vehicle. Please arrange WOF when due and submit receipt for reimbursement to the Accountant. A register will be maintained by the Diocese to ensure these are renewed on time.
- Parking fines and other traffic infringements are the responsibility of the driver and will not be paid by the Diocese. Non payment of these fines may result in disciplinary action.
- Smoking is not permitted in Diocesan vehicles.

Mobile Phone Policy

The Policy of the Diocese is a total ban on cell-phone use (including talking, texting, or emailing) while driving a Diocesan vehicle:

- While the motor vehicle is in motion
- When vehicle is stationary at traffic lights

- Any other time whilst the motor is running (this is considered to be a “vehicle-in-motion” by NZTA)

A hand-held cell-phone may be used when the vehicle has been parked safely off the road. Police policy is that a driver may use a cell-phone in an emergency only (that must be justified). The only time that a driver may use a cell-phone whilst driving is when the Vehicle has a total hands-free approved unit installed.

Accident Procedure

In the event of an accident the following procedures must be followed:

- Ensure your own safety first.
- Help any injured people and call for assistance if needed.
- Obtain all necessary details from the other driver ie. name, address, telephone number, license number, name of witnesses and location details.
- Under no circumstances are drivers to admit liability or make any statements on behalf of the Diocese or its insurers.
- All accidents must be reported to the Assistant Accountant and an Insurance claim form must be completed.
- Under no circumstances are repairs to be authorized by staff members.

Breakdown Procedure

All Diocesan vehicles are covered for breakdown service or assistance by the Diocese’s Corporate AA membership.

17 DELEGATED AUTHORITIES

Delegated authorities are put in place to enable the Diocese to function in an efficient manner and to ensure that decisions are made in accordance with employee authority levels. All Staff are required to act within the authorities delegated to them by their Manager/Team Lead.

17.1 General Manager Responsibility

The General Manager has delegated authority of the Bishop and the Diocesan Administration Board for the ongoing management of the Diocese.

To ensure the maintenance of appropriate expenditure controls in the management of the Diocese, there are established Delegated Authority Limits for budgeted and unbudgeted expenditure applying to the General Manager and management personnel.

17.2 Delegated Authority Limits

Limits are expressed as the maximum amounts that Managers/Team Leaders can commit on behalf of the Diocese. Limits refer to total commitments, not individual invoices. Authority limits may not be delegated lower than set out except as specifically stated or as otherwise permitted in accordance with 17.3. The Delegated Authority must be exercised in accordance with Delegated Authority General Policy in 17.4.

17.3 Delegation of Authority to Subordinates

Commitments and transactions cannot be approved by individuals having a lower level of approval authority than the specific transaction requires.

17.4 Delegated Authority General Policy

Unless Staff are aware that they have a specific delegation, they cannot approve expenses, contracts or any other obligations on behalf of the Diocese and must refer each event to either their Manager/Team Leader or the General Manager.

All purchases, disbursements and contractual commitments made by the Diocese must be made exclusively for the benefit of the Diocese in a manner which is fair, objective and financially sound. The policy applies to purchases of capital items and operating costs and related commitments, both budgeted and unbudgeted.

17.5 Delegated Authority Controls

The General Manager is to ensure that financial and procedural controls are maintained by management to ensure adherence to these Delegated Authority Limits and the Delegated Authority General Policy.

18. CONFLICTS OF INTEREST

It is the obligation of employees to avoid conflicts of interest. Employees will not be permitted to engage in any other employment, business or outside activities (other than incidental investments which do not present any actual or potential conflict) without the Diocese's prior written consent. This is because engaging in secondary employment may, without limitation:

- Create a risk of disclosure of the Diocese's commercially sensitive information;
- Put the Diocese's intellectual property at risk;
- Reflect adversely on the Diocese's commercial reputation;
- Either indirectly or directly, create a real conflict of interest that cannot be managed without restricting employees' secondary employment; and/or
- Impact on employees' ability to devote their energy to and safely and effectively perform their role with the Diocese.

Employees must not enter into any contracts, business interests and/or outside activities which may conflict in any way with their responsibilities to the Diocese, or reflect adversely on the Diocese's business or its public perception.

Employees must immediately advise the Diocese if an immediate family member, partner, friend or close business associate is or becomes employed by the Diocese or a related entity.

19. RECORD KEEPING

In terms of Canon Law, certain records must be retained by the Diocese:

- Original documents and contracts;

- Records of past events;
- Historical accounts of the Department or Office's beginning;
- Correspondence;
- Photographs; and
- Gifts and/or artefacts.

Artefacts with possible historic significance must be notified to Archives before discarding.

20. COMMUNICATIONS

Email

All Staff must display appropriate email etiquette and best practice when writing emails. Staff should only send emails with content that could be displayed on a public notice board. If an email could not be displayed publicly, consider using other means of communication. Staff must ensure the Diocese disclaimer is included on all email communications. All emails sent on the Diocese's network are Diocese property, and may be monitored and/or retrieved by the Diocese.

Staff must not (without limitation):

- send or forward emails with offensive, objectionable or defamatory content;
- send or forward the Diocese's or the Diocese's parishioners' confidential information; and
- send or forward emails that are 'spam' or that may contain (or contain links to) computer viruses, malware etc.

This is important to prevent privacy breaches or reputational issues for the Diocese.

Social Media

Staff should exercise caution when using social media. When acting in their personal capacity rather than on behalf of the Diocese, Staff must state that their 'opinions are my own' in content introductions or online profiles.

Staff wanting to set up online profiles on behalf of the Diocese must first contact their Manager/Lead Team for advice and permission.

All Staff Emails

The Diocese has an all-staff Pompallier Diocesan Centre email group which is restricted to urgent and important announcements usually at Lead Team/HR or Diocesan General Manager level. Emails distributed to the "all-staff" email group must be relevant to more than 70% of staff.

All-staff emails must be approved prior to distribution by the relevant Lead Team member.

Official Comment

Official Diocesan comment is the responsibility of the Bishop and Diocesan General Manager through the Diocesan Communications spokesperson.

Media Enquiry

All Media enquiries should be referred to the Diocesan Communications spokesperson and the General Manager. Staff must not respond to media enquiries directly or make any comment to the media.

21. CONFIDENTIALITY

Confidential information includes (but is not limited to) information relating to the affairs of the Diocese not otherwise being public knowledge including; financial details or dealings; third party contractual arrangements and payments to such contractors; business systems, and operating procedures or manuals; other employees' salary information and payments to other Staff; information relating to the Diocese's parishioners; intellectual property; sensitive material including the confidential information of employees; and the terms of this Agreement, including the remuneration provisions and any other information designated confidential by the Diocese or that could be reasonably understood as confidential ("Confidential Information").

Confidential Information must be kept strictly confidential, both during and after the employment relationship, and must only be used by Staff in the performance of their work. It is expected that both during and after the cessation of employment with the Diocese, Staff will take appropriate steps to ensure that this measure of confidentiality is maintained.

Staff must not during employment or at any time after the termination of employment, except in the course of their duties or as may be required by law or with the prior written consent of the Diocese:

- disclose, directly or indirectly, any Confidential Information to any person for any reason other than in the performance of the Staff members' duties including to any other Staff member where disclosure is not necessary for the performance of the Staff member's work; or
- use, copy, transmit or remove, or attempted to use, copy, transmit or remove any part of the Confidential Information for any purpose other than the Diocese's business or in any manner which may cause or be likely to cause injury or loss to the Diocese; and
- Staff members must use best endeavours to protect against the disclosure of any Confidential Information by or to third parties.

The Diocese will not provide Staff members' personal information to other parties without the Staff members permission, unless required by law or in accordance with the purpose for which the information was obtained.

Notwithstanding anything in the above sections, neither party shall be precluded from disclosing information necessary to ensure the safety of other people.

This provision continues to apply after this agreement comes to an end.

22. GIFTS POLICY

This policy sets out the Diocese's position on the receiving and giving of any gift, hospitality, or Koha.

Hospitality or Gifts received by Staff

The line between token gifts of appreciation and those that might compromise the recipient is often not easily defined, but as a good general standard a gift should not be accepted (whatever the nature or value) where it could be seen by others as an open inducement or a reward that might place the Diocese under any obligation. Any gift must be capable of withstanding public scrutiny without damaging the Diocese's reputation.

As a general rule, Staff may be able to accept token gifts or low-moderate value business courtesies where they are unsolicited and offered without conditions or expectations. However, token gifts or low-value business courtesies will not be acceptable where they are offered on a frequent basis. Staff should not accept hospitality and/or corporate gifts in excess of \$300 and must have Team Leader/General Manager approval for gifts with a value of over \$100.00. For purposes of clarity, an invitation to dinner, sports, cultural, school event or other similar local function will be deemed to be under this policy's gift threshold.

Under no circumstances can gifts be exchanged for cash nor can goods, works and/or services be received, or seen to be received, by Staff, their partners or family for private use. This includes the provision of goods, works and/or other services at discounted rate that are, or appear to be, derived from suppliers of such goods, works and services to the Diocese.

The HR Manager or Diocesan Group Accountant maintains a central gift register for the Diocese and all gifts received by staff over a value of \$100, must be reported via this gift register. The gift register details the recipient, donor, value, description and purpose of the gift.

If a Staff member has any doubt about whether it is appropriate to accept a low-moderate item of value, they must discuss this with the HR Manager prior to acceptance.

Gifts and Koha Given

The line between gifts given by the Diocese as a token of appreciation and those that might compromise the Diocese is not easily defined but as a general standard, a Koha is acceptable if it is a token gift, and which would not be seen by others as an inducement or a reward. Any gift given by the Diocese must be capable of withstanding public scrutiny without damaging the Diocese's reputation.

All hospitality and/or gifts and/or Koha must be from approved budget provisions and as a general rule should not exceed \$300 per recipient. Lead Team/General Manager approval is required for gifts and Koha over \$100 per recipient.

The HR Manager/Diocesan Group Accountant maintains a central gift register for the Diocese and all gifts and Koha given by the Diocese must be reported via this gift register. The gift register details the recipient, donor, value, description and purpose of the gift/Koha.

Koha is recognised as a discretionary contribution which is distinct from actual expenditure and which is appropriate to the occasion and incurred for services supplied or culturally appropriate.