



Barkuma _INC

QUALITY POLICY

Employee Information Handbook

March 2011

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Message from the Chief Executive Officer

Welcome to Barkuma Incorporated.

You have joined an organisation, which is committed to the delivery of quality services, the health and safety of all its employees and clients, and environmentally friendly practices. We recognise that our employees are the most valuable resource of our organisation and therefore Barkuma will endeavour to make your time with us rewarding.

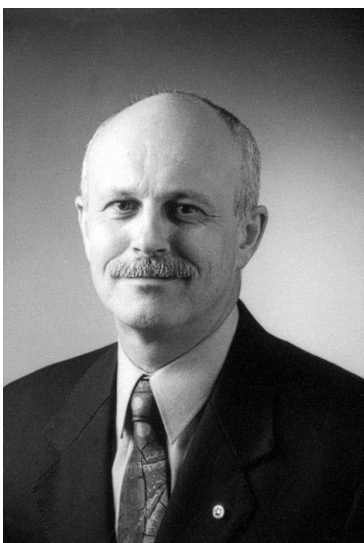
People who work at Barkuma know right from the outset that we have only one priority – that is, to provide the best possible individual support to our clients. It is because we have this single goal that we are a great organisation to work with.

Barkuma has a long tradition of innovation and quality in service provision. As a member of the Barkuma organisation you share in the tradition and the kudos of past achievements. However, your membership brings with it a responsibility – which is to continue to strive for quality and innovation in service delivery and provide opportunities for community inclusion.

At Barkuma we are never satisfied with what we have achieved when we know there is more that can be done.

We are committed to excellence and that is why we have employed you.

Robert Depold
Chief Executive Officer



OUR REASON FOR BEING

Guiding Principle

The inclusion of all people expands individual capacities and opportunities and strengthens our community.

Values

Barkuma believes that we should actively

- Respect Human Worth and Dignity
- Foster Community Inclusion
- Promote Individual Growth and Development
- Improve Quality of Life
- Strive to do better.

Our Purpose

Support people with a disability to be part of the community.

Goals

- To provide individual quality support to people with disabilities, enabling them to reside and participate within the community.
- To promote the inclusion of people with disabilities into employment by providing the highest quality support service.
- To establish and maintain profitable businesses, with the focus being training, development and support of employees.
- To respond to individual needs with specialised support.
- To manage Barkuma responsibly, efficiently and be accountable to all stakeholders.
- To deliver accredited training services to people with disabilities and those who expand opportunities for people with disabilities.
- To obtain and develop resources that will:
 - Enable quality support to be provided to existing clients.
 - Expand opportunities to as many people with disabilities as possible, including people with high support needs.
- To maintain Quality System Certification.
- To consistently understand and strive to exceed our clients and customers' needs and expectations.

- To prevent abuse, neglect and exploitation of all clients and employees.
- To provide a safe workplace.
- To maintain environmentally friendly work practices.

Barkuma's goals will ensure that the organisation is responsive to the need of its customers and continues to provide leadership in the support of people with disabilities.

Barkuma's goals have been operationalised through service strategies, which appear in Barkuma's Corporate Plan.

Key Performance Indicators have been identified as measures of progress in the implementation of these service strategies.

Barkuma adopts service performance measures to provide information about quality of service provision.

Each service will have qualitative and/or quantitative measures of service performance.

These are reported monthly in Management reports.

Refer to Barkuma's Corporate Plan, 2008-2011

THE QUALITY SYSTEM

Barkuma is a Quality Endorsed Company operating to the ISO 9001:2008 quality system of management. The strength of the system is its relevance and its ability to continually improve. Subsequently, all employees are expected to follow the policies, procedures and work instructions as set out in the Quality Manuals and contribute to the continuous improvement of Barkuma's services and products.

Customer Feedback and Continuous Improvement Strategies

Customer feedback is actively sought in a number of ways, depending on the service and the people involved. Each service determines their method of active customer feedback in their Internal Review Schedule. All employees are encouraged to develop and review documentation to improve services. This documentation is submitted to management for approval. Complaints, accolades and recommendations for continuous improvement are reported regularly at Management meetings.

Documentation Structure/Content Flowchart

Barkuma operates a documented quality system, which is an integration of the Disability Services Standards with the ISO 9001:2008 standard with reference to other statutory regulations:

- Occupational Health, Safety & Welfare
- Equal Opportunity
- Equal Opportunity for Women in the Workplace
- Disability Discrimination
- Disability Services Legislation (both state and federal)

Our Occupational Health, Safety & Welfare policies and procedures have also been integrated into our Quality System.

Barkuma Incorporated complies with the relevant legislation including the following:

State Government of South Australia

1. Disability Services Act (1993).
2. Equal Opportunity Act (1984).
3. Occupational Health, Safety and Welfare Act (1986).
4. Associations Incorporation Act (1985).
5. Workers Rehabilitation & Compensation Act (amended 2008).
6. Children's Protection Act (1993)
7. Coroners Act (2003)

Commonwealth

1. Disability Services Act (1986).
The Disability Services Standards (2007). The Standards & Performance Indicators aim to establish clearly what is expected of service providers, and to encourage service quality improvement through partnership among providers, clients and government.
2. Disability Discrimination Act (1992).
3. Racial Discrimination Act (1975).
4. Sex Discrimination Act (1984).
5. Privacy Act, as amended (2000).
6. Fair Work Act (2009).
7. Social Security Act (1991).
8. Equal Opportunity for Women in the Workplace Act (1999).
9. Aged Care Act (1997).

Federal Workplace Agreements

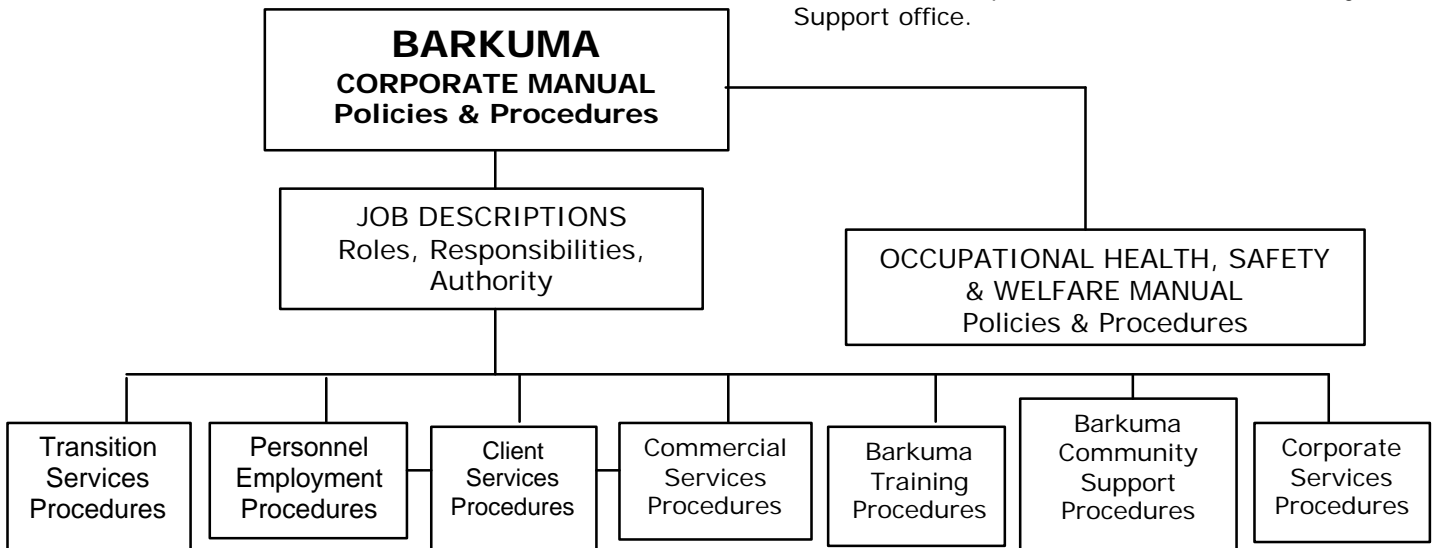
Barkuma Incorporated Enterprise Agreement No.5 of 2009.

Barkuma Inc. Employee Enterprise Agreement, Commercial Services No 3 of 2010 (for Workers supported by Barkuma Commercial Services).

Corporate Manual

The Corporate Manual contains Barkuma's Policies and Procedures, which operate across the whole organisation. Barkuma Incorporated is required to comply with both the Commonwealth and State Disability Services Standards as part of its Funding and Service Agreements. The Standards act as a guide to service quality improvement. Ten of the twelve Commonwealth Disability Services Standards are relevant to Barkuma Community Support and all standards are relevant to Barkuma's employment services.

Corporate Policies and Procedures, including Corporate Services Procedures are accessible by each service electronically through the Q drive. A copy of the Corporate Manual Policies and Procedures is kept at the Barkuma Community Support office.



All Policies & Procedures comply with the relevant legislation and standards.

The Disability Services Standards

Standard 1: Service Access

Each person with a disability who is seeking a service has access to a service on the basis of relative need and available resources.

Standard 2: Individual Needs

Each person with a disability receives a service that is designed to meet, in the least restrictive way, his or her individual needs and personal goals.

Standard 3: Decision making and choice

Each person with a disability has the opportunity to participate as fully as possible in making decisions about the events and activities of his or her daily life in relation to the service he or she receives.

Standard 4: Privacy, dignity and confidentiality

Each service recipient's right to privacy, dignity and confidentiality in all aspects of his or her life is recognised and respected.

Standard 5: Participation and integration

Each person with a disability is supported and encouraged to participate and be involved in the community.

Standard 6: Valued status

Each person with a disability has the opportunity to develop and maintain skills and to participate in activities that enable him or her to achieve valued roles in the community.

Standard 7: Complaints and disputes

Each service recipient is encouraged to raise, and have resolved without fear of retribution, any complaints or disputes he or she may have regarding the service provider or the service.

Standard 8: Service management

Each service provider adopts quality management systems and practices that optimise outcomes for service recipients.

Standard 9: Employment conditions

Each person with a disability enjoys working conditions comparable to those of the general workforce.

Standard 10: Service recipient training and support

The employment opportunities of each person with a disability are optimised by effective and relevant training and support.

Standard 11: Staff recruitment, employment and training

Each person employed to deliver services to a person with a disability has relevant skills and competencies.

Standard 12: Protection of human rights and freedom from abuse

The service provider acts to prevent abuse and neglect and to uphold the legal and human rights of service recipients.

Australian Quality Training Framework

As a Registered Training Organisation (RTO), Barkuma also complies with the Australian Quality Training Framework (AQTF). This is the set of standards which assures nationally consistent, high quality training and assessment services for students undertaking training within Australia's Vocational Education and Training (VET) system.

THE PEOPLE

Barkuma Incorporated is a not-for-profit community organisation incorporated under the Associations Incorporations Act. Barkuma's Constitution vests responsibility for the organisation with the Board of Directors.

Barkuma Board of Directors

Barkuma's Board for 2009-2010 are:

- Mr Chas Allen (President) Business / Community Leader
- Mr Barrie Mansom (Treasurer) Chartered Accountant
- Mr John Girardi Housing S.A. Nominee
- Mr Robert Depold (Secretary) Chief Executive Officer, Barkuma Incorporated
- Ms Erma Ranieri A person with expertise and experience relevant to activities of the Association
- Mr Justin Turner Client Nominee
- Mrs Anne Marie Price Parent / Financial Member
- Ms Lisa Amabili Legal Practitioner
- Ms Naomi Grohs Staff Nominee
- Ms Sandra Parr (Vice President) Lyell McEwin Health Service Nominee
- Mr Graeme Pfitzner Parent / Financial Member

Board members (except for the Chief Executive Officer) are elected for a 12-month period at the Annual General Meeting.

Executive Management Team

Robert Depold - Chief Executive Officer –

Sharon Wark - Finance

Craig Harrison – Personnel Employment

Bill Miliotis – Barkuma Community Support

Lisa Minervini – Client Services

Justin Farr – Commercial Services

Paul Jarvis – Human Resources

Peter Nicolaci - Marketing and Communications

THE SERVICES

Barkuma Community Support

Barkuma Community Support provides individuals with the support they need to enjoy the lifestyle of their choice in the home and community of their choice. The service is pro-active and flexible, changing its approach to meet the needs of the individual by increasing independence, self-reliance and encouraging community inclusion.

Our aim is: *to provide people with the support they require to obtain lifestyles of their choice enabling their inclusion into our community.*

Barkuma Community Support seeks to meet the needs of clients by providing individually tailored services. . For some clients this means that extensive daily support is required to attain their chosen lifestyle. For others, the Outreach Service, providing flexible and minimal support, is the most appropriate.

Barkuma Community Support aims to develop and maintain life skills that increase confidence and independence at home and in the community. The individual support is formally planned with family, the client and key stakeholders. The individual plans are reviewed and monitored regularly, with updates and redevelopment of plans occurring periodically. Support may include but is not limited to:

- Budgeting and money handling
- Food preparation and purchasing
- Personal grooming and self-esteem
- Travelling and mobility skills
- Literacy and numeracy
- Communication and social skills
- Personal and home safety
- Accessing generic and specialised community services

Entry to Barkuma Community Support is managed by Disability SA.

Support and Family Education (SAFE) Service

The aim of this service is to improve the parenting capabilities and the overall family wellbeing for families that have a parent/s who have an intellectual or a learning disability. The project provides:

- Parenting education and knowledge
- In home support
- Support to access services
- Advocacy

The service can be accessed through Disability SA (Salisbury office) or as a 'fee for service'.

Accommodation Support Services

Location: Salisbury North Community Centre, Hissar Avenue, Salisbury North SA

Barkuma Training

Barkuma Training is a Registered Training Organisation recognised in South Australia by the Training and Skills Commission.

Our aim is: *to deliver Quality Accredited Training Services to workers in the disability sector, to better enable them to expand opportunities for people with a disability.*

Accredited Training

Barkuma Training delivers the following nationally accredited training:

- Certificate III in Employment Services.
- Certificate IV in Employment Services.
- Certificate III in Disability Work.
- Certificate IV in Disability Work.
- Certificate IV in Mental Health
- Certificate I in Introductory Vocational Education (IVEC).

Non Accredited Training

Barkuma Training facilitates and oversees Barkuma's Workforce Development Reference Group (WDRG) which is representative of each service and division of Barkuma.

The purpose of the (WDRG) is to ensure the professional development of Barkuma staff.

Other

Through involvement with special projects, Barkuma Training also seeks to promote innovation and best practice training and assessment in the Disability Sector.

Location: Level 1, 260 Currie St, Adelaide, SA

Client Services

Client Services are a team of skilled and dedicated workers that provide assistance and information to people with disabilities. We understand that each individual's needs are different; therefore we focus on the person and assist them to work towards achieving their goals.

Our aim is: *to respond to individual needs with specialised support.*

Client Services is available to anyone with a disability receiving an employment service from Barkuma. Our role is to help people resolve any problems they are faced with. This can range from assisting with Centrelink issues, counselling, problems with money, housing and legal issues as well as organising courses and linking people to other services.

We also deliver individual and small group training and information courses as the need arises.

Location: Level 1, 260 Currie St, Adelaide, SA.

Commercial Services

Commercial Services delivers successful Disability Enterprises across two sites and together the factories employ more than 150 people with intellectual disability. We provide ongoing support with skill development and training in a variety of assembly, manufacturing, packaging and mailing settings.

Commercial Services proudly works in partnership with schools in the local community to provide vocational education and training. This is made possible through negotiated work education sessions. This opportunity also extends to anyone who no longer attends school.

Our aim is: *to establish and maintain successful businesses with the primary focus being training, development and support of its employees.*

The factory operations, with the assistance of government subsidies, are commercially viable and in line with similar businesses in the community.

Our aim is to ensure that all employees work in an environment that is consistent with the Government's social justice goal to provide equality of opportunity. We strive for improved productivity and skill levels for all employees to increase their earning capacity. Commercial Services will also support individuals who choose to transition into mainstream employment to develop the work skills required to take this path.

Location: Elizabeth – 191-193 Philip Highway, Elizabeth 5112
Campbelltown – 513 Lower North East Road, Campbelltown 5074

Our service is available to anyone 16 years of age or older, with an intellectual disability.

Personnel Employment

Personnel Employment is a Disability Employment Service - Employment Support Service delivering individualised services to assist people with disabilities achieve their career goals. These services include preparation for placement, training and ongoing support in an award paying job in the community.

Our aim is: *to promote the inclusion of people with disabilities into employment by providing the highest quality support services.*

Transition Support

By working in partnership, Personnel Employment assists students to transition from school and Vocational Education and Training (such as TAFE) into employment. Personnel Employment also provides support to students undertaking Australian Apprenticeships (including traineeships) and those involved in structured workplace learning.

Personnel Employment is licensed to deliver the Youth Opportunities Personal Leadership Program which equips individuals with core skills and confidence to be successful in achieving their employment goals.

Employment - Placement and Support

Our service is for people with disabilities, of legal working age, to prepare for, gain and maintain employment. Personnel Employment provides career planning, job search, job matching, on-site job training and support, and ongoing employment support.

Locations: Level 1, 260 Currie St, Adelaide, SA
111 Beach Road, Christies Beach, SA
179 Philip Highway, Elizabeth, SA
Outreach facilities in Alberton SA

Transition Services

Transition Services are delivered in close association with Personnel Employment to ensure focus is maintained on progress towards award paying jobs in the community.

Better Pathways

Better Pathways supports high school students with disabilities, mental health conditions or early indicators to engage with their education and explore wider opportunities for their future.

Support is provided to students who have been identified following assessment at school in year 9 and continues until 12 months after the student completes their schooling.

Better Pathways allocates pathway workers to assist students through

1. Planning
2. Coaching and mentoring
3. Service access and advocacy

Locations: 179 Philip Highway, Elizabeth, SA
Level 1, 260 Currie St, Adelaide, SA

Better Pathways is an initiative of the Social Inclusion Unit within the Department of Premier and Cabinet.

State Transition Program

The State Transition Program aims to assist students with disabilities make a successful transition from school to the workforce, a traineeship, apprenticeship or further education and is recognised nationally as a best practice model.

In partnership with the Department of Education and Children's Services (DECS) the State Transition Program which takes place over three school terms, gives students with disabilities a head-start through employment skills training, accredited industry training, structured work placement and assistance with job seeking with the support of a Disability Employment Service (DES) agency.

Location: Level 1, 260 Currie St, Adelaide, SA

VET to Work

VET to Work offers additional support to students with disabilities engaged in vocational education and training.

The support is designed to improve both training and employment outcomes and help student's make a successful transition into the workforce.

Under the VET to Work Pilot Study students will receive up to 50 hours of mentoring support and assistance to participate in structured work placement. TAFESA and Australian Technical College staff will be offered advice and assistance in assessing students' learning needs and implementing effective learning strategies. The service is provided free of charge to students and to the participating learning institutions.

Location: Level 1, 260 Currie St, Adelaide, SA

VET to Work is provided in collaboration with the SA Department of Further Education, Employment, Science and Technology.

Corporate Services

Corporate Services provides finance, administration, marketing, public relations, quality assurance and evaluation services for all Barkuma services.

Our aim is: *to ensure that Barkuma is managed responsibly, openly, accountably and efficiently.*

Finance & Administration

- Accountable for the whole organisation's financial position.
- Oversees development of divisional budgets.
- Preparation of monthly Management Accounts.
- Annual Financial Statements (audited), prepared in accordance with all relevant standards.
- Acquittal of all grants and funding to relevant funding bodies.
- Capital purchases and accounts payable and receivable.
- Payment of salaries, leave entitlements (including sick and annual leave), superannuation, WorkCover.
- Provide a professional administration service to the organisation.
- Present an efficient, informed and friendly profile to all those we come into contact with.

Location: Level 1, 260 Currie Street, Adelaide, SA.

Information Technology

- Maintain Barkuma's computer network system in effective working order.
- Co-ordinate the technical support for hardware and software utilised by Barkuma.
- Develop and implement IT plans and strategies consistent with organisational needs.

Location: Level 1, 260 Currie Street, Adelaide, SA.

Marketing & Communications

- Develop and implement strategies to promote Barkuma's corporate identity.
- Brand creation and management.
- Organise displays and product launches as required.
- Develop and implement public relations strategies.
- Manage the production and distribution of Barkuma's Annual Report, newsletter and any audiovisual material.
- Write (as required), edit and proofread all media releases, advertisements and publications.
- Develop and implement a fundraising program.
- Manage corporate and fundraising events.

Location: Level 1, 260 Currie Street, Adelaide, SA.

Quality Assurance and Evaluation

- Monitoring and evaluation of the quality management system and oversight of system reviews.
- Planning, design and carrying out of process and outcome evaluations within Barkuma Inc. incorporating quality outcome measures.
- Development and planning of client involvement in evaluations.

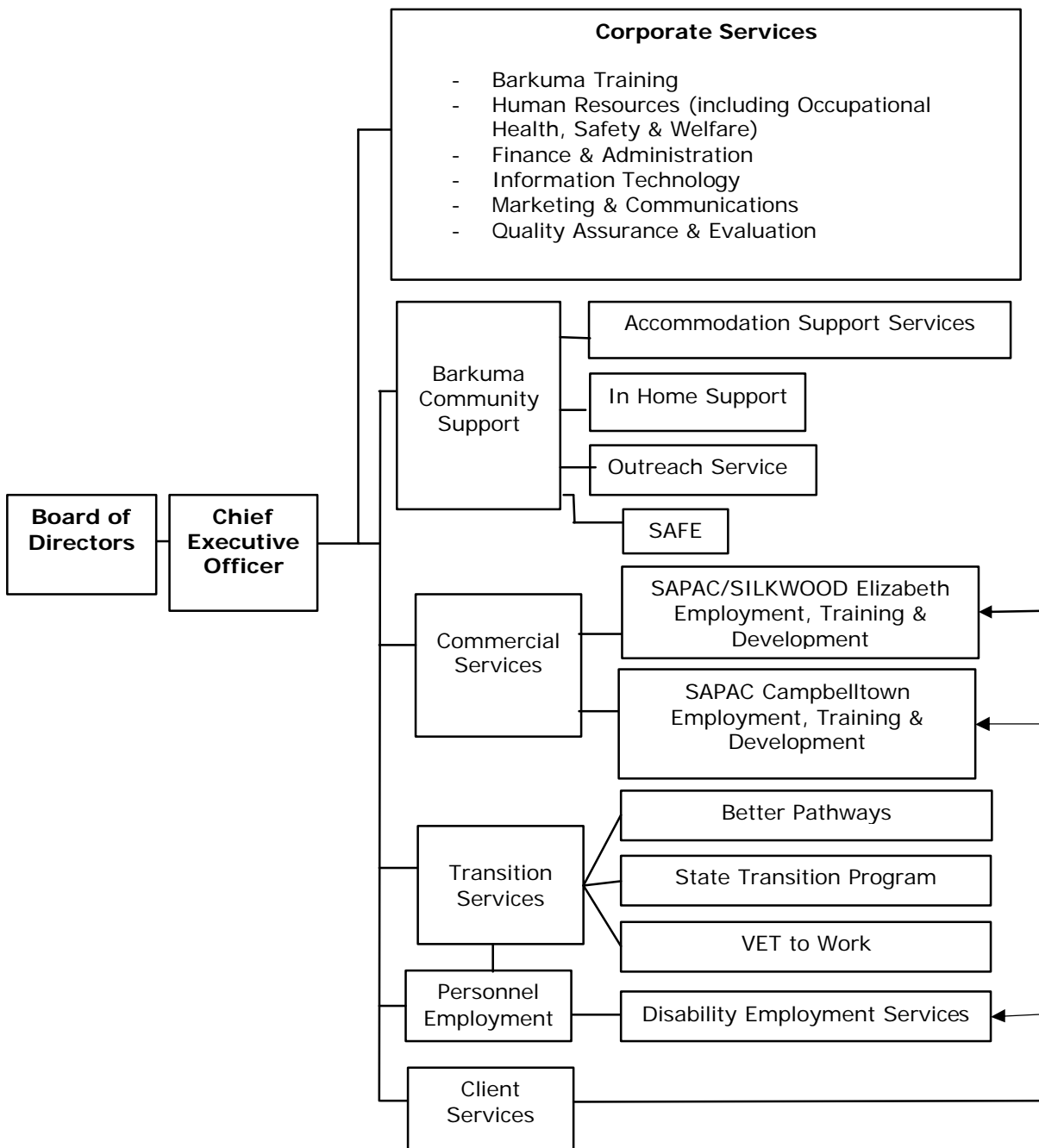
Location: Level 1, 260 Currie Street, Adelaide, SA.

Human Resource

- H.R.
- Workforce Development.
- Employee Relations.
- Occupational Health, Safety and Welfare.
- Injury Management
- Barkuma Training

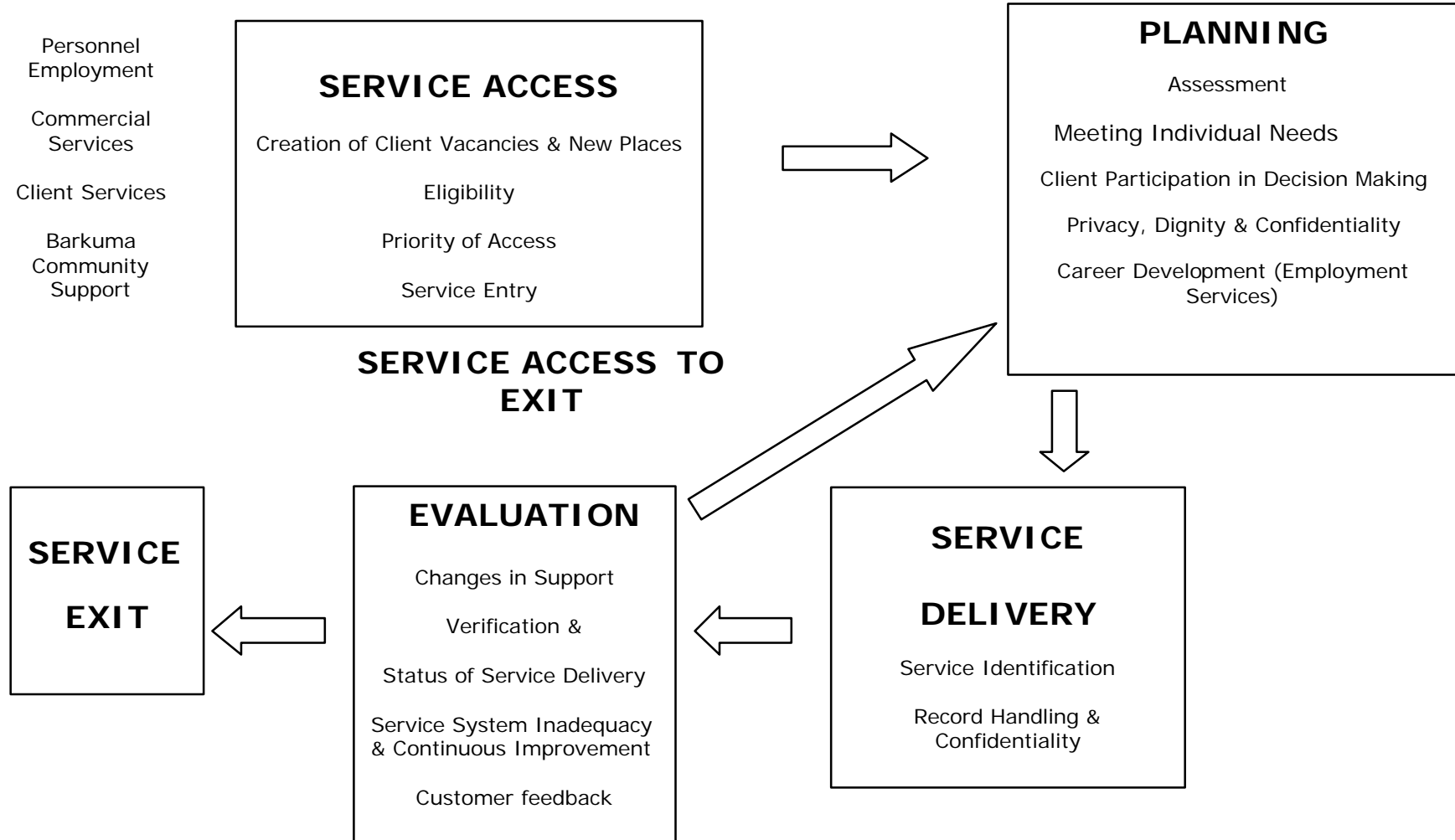
Location: Level 1, 260 Currie Street, Adelaide, SA.

Barkuma Incorporated Organisation Chart 2011



SERVICE DELIVERY

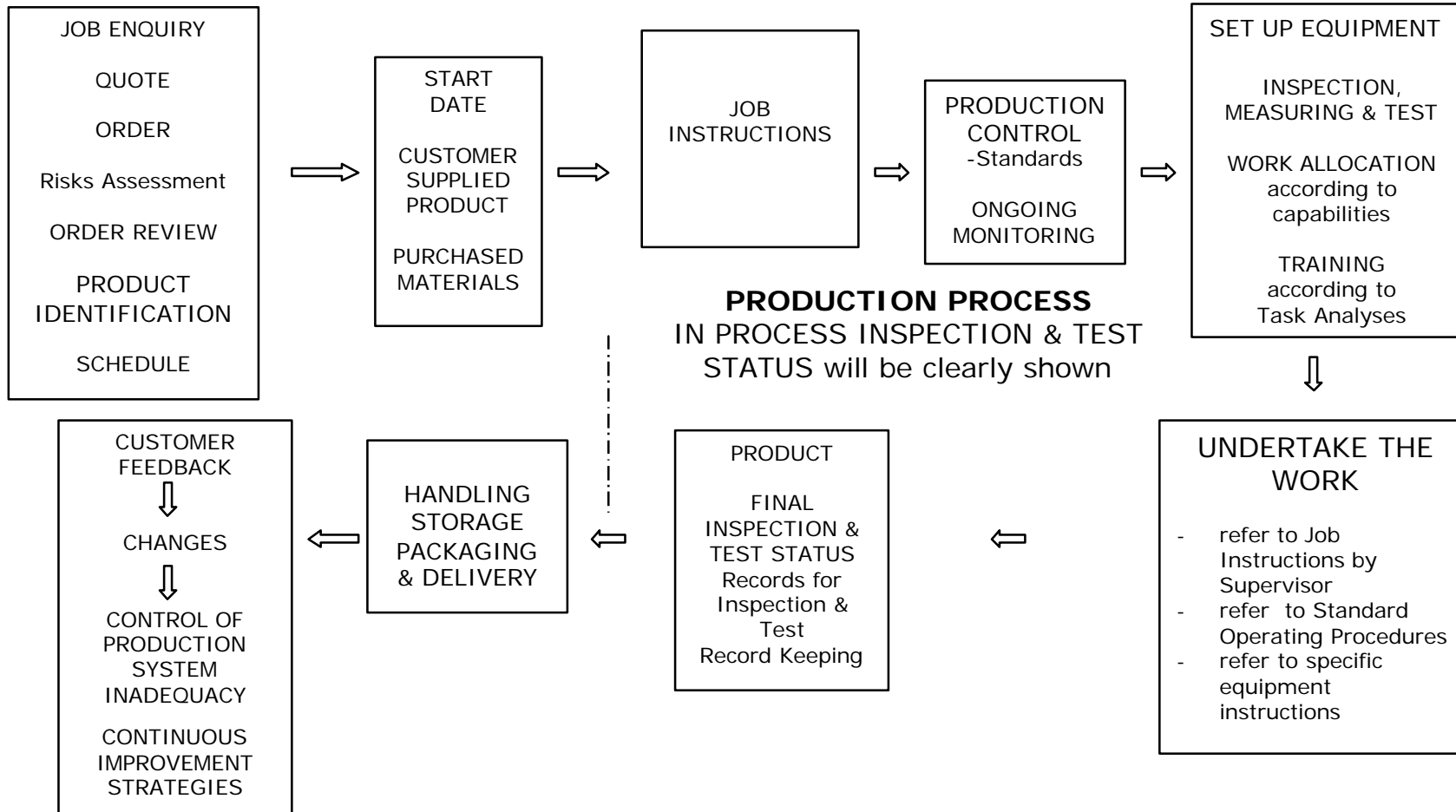
- SERVICE ACCESS TO EXIT



PRODUCTION - ORDER TO FINAL PRODUCT

COMMERCIAL SERVICES

Trading as SAPAC & SILKWOOD FURNITURE



PROFESSIONAL CONDUCT

Code of Conduct for Disability Services Employees

Barkuma Incorporated is committed to providing a high quality of service to all clients. In order to achieve this goal Barkuma Incorporated has developed a Code of Conduct for employees. This Code of Conduct should not be read in isolation but is part of a comprehensive set of policies and procedures. It represents the minimum expectations of our employees and has been developed in line with the National Standards for Disability Services.

Introduction

This Code of Conduct is designed to provide a guide to the standards of professional behaviour and conduct. It is intended to assist employees to carry out their roles in a safe, effective and efficient manner. It also forms a sound basis for trust to develop.

The Code of Conduct uses the term "employee". This includes paid employees, volunteers and students on work experience.

This Code of Conduct may assist clients, and where appropriate their families and carers, to be aware of the minimum standards required of employees.

Principles

Barkuma's core Values are stated in the Corporate Plan and Quality Policy.

Professional Conduct

Employees will conduct themselves in a professional manner at all times in accordance with their job specification and as directed by their immediate manager, having particular regard to the following:

Confidentiality

Employees will respect the privacy and confidentiality of clients and adhere to Barkuma's Policy and Procedure on Privacy, Confidentiality and Record Keeping.

Conflict of Interest

Conflict of interest may affect an employee's ability to exercise professional discretion and unbiased judgement.

Where the interests of a client clash with the private interests of an employee (eg financial or familial interests), the employee must declare the conflict and seek guidance from their immediate manager.

Responsiveness

Responsiveness to the client is the foundation of individualised support and supports the development of safeguards. Employees will be aware of the need to communicate with clients to encourage interaction and offer choices.

Employees will be aware of the need to convey relevant information to clients and families/carers as appropriate.

Responsibility

Employees have a responsibility to carry out their duties in a professional manner in accordance with their job specification and as directed by their immediate manager. Employees should seek clarification if any aspect of the service is unclear and make suggestions when necessary.

Employees will ensure that they respond to the needs of clients in an active, appropriate and timely manner.
Employees will ensure that all services for clients are planned in such a way that they maximise the time available and the level of participation by all clients.
Employees have the responsibility of maintaining professional boundaries with all clients of the service to minimise the risk of conflict, exploitation or harm.
Employees will not engage in any form of sexual conduct with clients as this involves an unequal distribution of power or authority in the worker's favour.

Empathy

Employees will understand that clients are individuals with specific needs, interests, skills, personalities and feelings.
Empathy means having an awareness of all these attributes and ensuring that the employees' relationships with clients reflect understanding and promote trust and confidence.

Influence

Employees will be aware that their demeanour and the way they communicate may influence clients and the wider community. Therefore employees need to provide a positive influence at all times.

Empowerment

Employees will encourage each client to exercise maximum control and personal influence over his or her own life.
Employees will support clients to be involved in the planning of their services, and provide assistance in making informed decisions, where appropriate.

Personal Attitude

Employees are expected to exercise proper courtesy, cooperation, consideration, sensitivity, fairness and equity when dealing with clients, families/carers, members of the public and fellow employees.
Employees will perform their duties efficiently and effectively, with professionalism and integrity, and they will be motivated to encourage others.

Knowledge and Skills

Employees will have a variety of professional and personal skills, knowledge and expertise, which they will be expected to apply when providing services to clients. It is desirable that employees have, and take every opportunity to further develop their skills, knowledge and expertise and apply them to the supports they provide.

Other Responsibilities

Employees are also expected to adhere to legislation and Barkuma Incorporated's policies and procedures.

Breach of Conduct

Employees should consider the Code of Conduct carefully at all times. If an employee breaches the Code of Conduct the organisation will respond as stated within the Policy and Procedure on Disciplinary and Termination of Employment.

Duty of Care

Barkuma employees have a responsibility to provide a service which encompasses "Duty of Care" (a duty not to be careless or negligent) to all clients/supported employees. This means that employees are obliged to take care, and carry out whatever action is reasonable to prevent foreseeable injury or harm, whilst maintaining an environment which fosters their self determination, increases participation and improves quality of life.

Employees have a duty to ensure that clients are safe and treated with dignity and respect. Employees also have a duty, where appropriate, to ensure the clients' physical, social, emotional, cultural, intellectual and spiritual needs are met. The level of this response will vary depending upon the services provided.

Privacy, Confidentiality and Record Keeping

"Barkuma Incorporated will vigorously protect an individual's privacy, whether they are an employee or customer."

Barkuma Incorporated is committed to the privacy of personal information about individuals by responding to the 10 National Privacy Principles in the Privacy Amendment (Private Sector) Act 2000, dealing with the collection, use, disclosure and data security of personal information.

Privacy Officer at Barkuma is Ruth Davey (Currie Street office)

THE CONDITIONS

The Barkuma Incorporated Enterprise Agreement

All Barkuma employees are currently employed under the terms and conditions of the latest Barkuma Incorporated Enterprise Agreement ("the Enterprise Agreement", presently No.5 of 2009), which was produced by representatives of employees and management. It sets out the terms and conditions of your employment including rates of pay and rules about annual leave, sick leave etc.

Copies of the Enterprise Agreement are available to employees at each of their offices. In addition, your contract of employment will further define your individual working conditions.

The Barkuma Incorporated Enterprise Agreement is renegotiated regularly, presently every three years, by a committee of employees and management representatives (the Enterprise Agreement Negotiating Committee). During the negotiations, this committee replaces the Enterprise Agreement Monitoring Committee (see below), and all employees are consulted for contributions to the new Enterprise Agreement. Employee representatives are available to assist and support employees in this process.

The Supported Employees Enterprise Agreement

In December 2010 the Commercial Services, Supported Employee Enterprise Agreement No 3 of 2010 was lodged. This Agreement replaced the 2007 Collective Agreement .

The Enterprise Agreement Monitoring Committee (EAMC)

During the three-year life of each Enterprise Agreement, an Enterprise Agreement Monitoring Committee meets on a regular basis. The role of the EAMC is to ensure that the conditions in the Enterprise Agreement are consistently and properly applied, and to identify any breaches of its terms. In other words, it is a watchdog.

The EAMC consists of an employee representative from each service, and three from management. If you have any concerns about the terms and conditions of your employment, or any ideas that could be included in the next Enterprise Agreement to make it better, talk to your EAMC representative.

For a full definition of your employment status and working conditions see the latest Barkuma Incorporated Enterprise Agreement.

Grievance Procedure

Where an employee of Barkuma has a grievance, he or she should directly approach the person against whom they have a grievance. If the issue is unresolved, the matter should be referred to his or her immediate Supervisor or Manager for resolution.

If the Supervisor or Manager is unable to resolve the issue they will then refer it to the next level of management. This is a consultative process and all employees concerned will be informed before the matter is passed to the next level. The grievance is documented, sighted and signed by all those involved as to its accuracy. All records are kept confidential.

Where employees do not wish to raise the issue with their immediate Manager/Supervisor they must, however, inform them before they approach the next level of management.

If the matter continues to be unresolved, even after consultation up to the highest level of Barkuma Management ie the Chief Executive Officer, the employee may approach the Employee Representative on the Barkuma Board of Directors with a view to raising the issue at a Board level.

All grievances raised against an employee by anyone other than a fellow employee must be lodged directly with the Service Manager who will respond to the issue from that point onwards.

Employees have recourse to external avenues for mediation if they wish. All those involved in a grievance are kept informed at each stage of its progress and outcomes.

Disciplinary Procedure

Barkuma has a Disciplinary Action and Termination of Employment Policy that will apply where an employee has unsatisfactory work performance or has committed an act of misconduct.

Unsatisfactory performance

There is a three step warning process that proceeds as follows:

- Investigation of alleged unsatisfactory work performance.
- Interview of staff member.
- In accordance with procedure, if disciplinary action is required, the staff member will be advised verbally or in writing as appropriate – the staff member will be advised of their right to representation at the meeting.
- If there is no or insufficient improvement, the above three steps are carried out again.
- If following the second formal warning, there is no improvement in performance, the following steps will be taken: - staff member will be interviewed and advised beforehand that the
 - employer is considering termination of employment.
 - the Chief Executive Officer will be informed that termination is being considered.

Misconduct

Process is as follows:

- Assessment of allegation and investigation.
- If the alleged misconduct requires a warning, the staff member will be interviewed and advised verbally and in writing of the warning.
- If the misconduct may lead to termination of employment, the staff member will be advised of an interview in writing, stating the nature of the matters to be discussed and their right to have a person of their choosing present with them.

A more detailed explanation of the process is contained in the Disciplinary Action and Termination of Employment Procedure, which is available from your Manager.

Occupational Health, Safety and Welfare

It is the policy of Barkuma Incorporated to ensure, so far as is reasonably practicable, that all employees are safe from injury and risks to health while at work.

Barkuma Incorporated meets this commitment by ensuring that work practices and procedures adopted throughout the organisation comply with the acts and regulations governing Occupational Health, Safety and Welfare.

The management of Barkuma Incorporated accepts the responsibility for implementing the policy.

All employees are required to co-operate to ensure full compliance with the organisation's Health and Safety policies and procedures.

Each service has an OHS&W representative who is a member of Barkuma's OHS&W Committee. Their role is to liaise with employees to identify health and safety matters in the workplace, to ensure that process is followed and to take necessary action or refer the matters to the OHS&W Committee for discussion as appropriate. You will be introduced to the OHS&W representative as part of your induction.

Compliance with the OHS&W policy is a condition of employment. A copy of Barkuma's Occupational Health and Safety policy is available from your manager.

Sexual Harassment

Sexual harassment is a general term covering many forms of unwelcome behaviour which is sexual in nature or has sexual connotations. It may involve behaviour which is regarded as commonplace or 'normal' to some and may be meant in good fun but which may be deeply distressing or offensive to others.

Barkuma Incorporated considers sexual harassment an unacceptable form of behaviour, which will not be tolerated under any circumstances.

Barkuma believes that all employees have a right to work in an environment free of sexual harassment and to be treated with respect and dignity.

Barkuma will treat all complaints of sexual harassment seriously and sympathetically and will ensure that such complaints are investigated quickly, impartially and confidentially. Disciplinary action will be taken against any employee found to have sexually harassed a co-worker, or member of the public.

Barkuma will also ensure that complainants and witnesses are not victimised in any way as a result of making a complaint of sexual harassment. Any victimisation of a complainant or witness will be treated seriously and may lead to disciplinary action.

Affirmative Action and Equal Employment Opportunity

Barkuma Incorporated is committed to the principles of equal opportunity and affirmative action.

Barkuma believes that these principles help ensure that all employees are able to fully develop their skills and abilities in a non-discriminatory work environment.

It is the intention of Barkuma that:

- Recruitment of new employees should be on the basis of the best-qualified person for the job.
- Internal positions and promotions are awarded on merit.
- Any discriminatory practices in the administration of employment conditions should be eliminated.
- Any patterns of discrimination should be eliminated.

Barkuma meets the requirements under the Equal Opportunity for Women in the Workplace Act and has a committee to assist in the implementation of these requirements.

Cultural Awareness

One of Barkuma's Strategic Objectives is to 'ensure that services are responsive to the needs of culturally and linguistically diverse and indigenous clients'. To this end, Barkuma is conscious of the need to present its service information appropriately and to provide Cultural Awareness training for staff.