



## HUMAN RESOURCE MANAGEMENT POLICY

### PURPOSE

To ensure that Napier Music Academy Programmes comply with Oscar Standards (section 25 27 of the Social Security [childcare assistance regulations 2004])

To ensure the employment of suitably qualified and experienced staff to Napier Music Academy programs

To provide a positive and welcoming environment for new employees through a robust orientation and the giving of clear instructions

To ensure that all employees participate in a Performance Management and Review process

To ensure sufficient documentation to support the employee and employer in meeting the terms and conditions outlined in their employment agreements

To ensure that the workplace environment is managed in a manner that minimises the detrimental effects of stress and fatigue on its employees.

### SCOPE

- All Napier Music Academy programs
- **Delegated authority; Managing Director and Manager**

### POLICY

- Oscar standards require;
  - All **Caregivers and volunteers** must be **16 years of age or older** to count towards the Caregiver; Child ratio.
  - The **Centre Supervisor** must be **20 years or older**. CYFS requires that the management and overall site supervision of staff and children during the programme operation must be carried out by an adult.
  - **No person**, in a paid or voluntary capacity, including those in governance or management positions will be employed or in any way involved in the children's programs, who have a **conviction for sexual crimes or for any offence involving the harm or exploitation of children**.
  - **No person with a conviction for dishonesty, e.g. fraud or theft**, is to be involved with the finances of the organisation.
  - All employees (permanent or casual) and volunteers **must complete a New Zealand Police Consent to Disclosure of Information form** before employment with the Napier Music Academy Programmes. This is to be repeated every two years.

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Authorised by.....

Date Reviewed:

Annabelle Flood Managing Director



- All staff employed by Napier Music Academy Limited to work in the Napier Music Academy programs will have an Individual Employment Contract (Individual Employment Agreement) in place and all Volunteers will have a signed Volunteer Agreement. These agreements use a standardised template and negotiation of these agreements are the responsibility of the Managing Director
  
- Key components of the employment/ volunteer agreements relevant to this policy are
  - The position held, the date of commencement, the hours, days and location of work
  - Remuneration, deductions, the duties and job description and outlining the restrictions on other activities while employed by Napier Music Academy Limited
  - Leave entitlement (Annual, Public, Sick, Bereavement and Parental, Jury service)
  - Expectations in relation to intellectual property, Company equipment, drug and alcohol use, confidentiality and discipline
  - Employment protection provision; redundancy, incapacity to work, notice and expectations during termination of employment, abandonment of employment and waiver and severance
  - Process for negotiating variations to the agreement and expectations in regards to employee representations
  - Process for managing any relationship problems
  
- The employment and ongoing support of suitably qualified and experienced staff is critical to providing high quality child care and programs for children. The recruitment and staff management processes:
  - must not discriminate, or indicate an intention to discriminate, on the "prohibited" grounds of the human rights act: sex (including pregnancy and childbirth), marital or family status, religious or ethical belief, colour, race, ethnic or national origins, disability (including physical, mental illness), age, political opinion, employment status or sexual orientation
  - will ensure Napier Music Academy Limited will recruit and select on the basis of appointing the best person for the position
  - be undertaken in a planned and timely manner
  - comply with the legislative and regulatory practice and
  - reflect the principles of equal employment opportunity

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## PROCEDURES

### Recruitment Process

- The process of recruitment will include:
  - Ensuring job descriptions are current. This is to be reviewed and/or confirmed by the Manager in consultation with the Managing Director as current, up-to date job description prior to advertising
  - Advertising all positions vacant or new (as a minimum internally within the Company to allow equal opportunity for all employees and volunteers to apply for vacancies). The advertisement is prepared by the Manager and approved by the Managing Director
  - Applications for employment in Napier Music Academy Limited must include the applicant completing a health and criminal record declaration form, submitting a CV and a covering letter. The health and criminal record declaration form must be sent out to the applicant at time of inquiring about the position and using the standard response letter
  - All applications are acknowledged by the Manager in writing back to the applicant as received and outlining both the selection process and intended timing for the selection process
  - Applicants are short-listed against the position description requirements including required qualifications and experience, desired competency and skill and indications of their alignment to the program philosophy. This is to be completed by the Manager (or outsourced by the Managing Director). In selecting staff adequate consideration must be given to ensuring applicants selected for interview have skills and attributes that will contribute to the safety of children (health, physical, emotional, intellectual and social development) and will not place children at risk of any form of abuse.
  - An interview panel is set up with a minimum of 2 people one of whom must be the Manager or Managing Director as the convenor of the interview panel. Other members of the panel may include a Centre Supervisor, employee or volunteer depending on the position advertised. Prior to interview the interview panel schedules a meeting and agrees on the set of questions to be asked at the interview to ensure all interviewed applicants are asked the standardised questions (ensuring equal opportunity for all applicants at time of interview). This does not preclude or prevent the asking of additional questions by a member of the interview panel
  - For preferred candidates only:

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- Qualifications are verified through presentation of evidence
- Referee reports will be obtained prior to any offer of employment using the standardised check list (minimum of two referees)
- Police vetting will be undertaken prior to a preferred candidate commencing employment in the programs
- In the event that the convenor of the interview panel is the Manager, the Manager will make a recommendation to the Managing Director for employment of the preferred candidate and will present all the evidence supporting this proposed decision
- The Managing Director makes the final decision
- All unsuccessful applicants will be notified in writing
- The successful applicant is offered an employment contract by the Managing Director using the standardised templates (Individual Employment Agreement and Volunteer Agreement Templates)
- On acceptance of the position by the applicant, the Managing Director confirms with the Manager receipt of the signed Individual Employment Agreement/ Volunteer Agreement and the Manager completes the staff information sheet. The staff information sheet is then filed on the personnel file
- At time of appointment training and education requirements are identified for the following and documented in an initial training plan:
  - Health and safety and hazard management
  - Emergency management
  - Prevention, recognition, and response to child abuse, bullying etc
  - Behavior management
  - Safe food handling
  - First aid

### Orientation Process

- Within the first week of employment or engagement as a volunteer all new staff are to be provided with information **essential** to meeting their obligations as outlined in their Individual Employment Agreement, Volunteer Agreement and their job description.
- The Manager is responsible for:
  - Supporting the new staff member in their orientation by holding an individual meeting on their first day of work to go through the orientation program. The Manager may delegate this to the Centre Supervisor but the Manager remains accountable for the process
  - Ensuring that all staff are able to complete their orientation programme within the first 4 weeks of commencement in the Company. This may include scheduling weekly catch up meetings to ensure the staff member

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is on track. The Manager may delegate this to the Centre Supervisor but the Manager remains accountable for the process

- Ensuring that the orientation documentation is completed and filed in the staff members personnel file when completed (Check list). This task cannot be delegated to other staff
- Ensuring that an initial training plan is in place for the first 3 months to cover the following:
  - o Health and Safety and Hazard management
  - o Emergency Management
  - o Prevention, recognition, and response to child abuse, bullying etc
  - o Behaviour management
  - o Safe food handling
  - o First Aid
- All staff are responsible for
  - Making a commitment to completing the orientation programme within the first 4 weeks of commencement of their employment
  - Notifying the Manager if there are any issues arising at time of orientation
  - For supporting new staff to ensure they are able to meet the requirements of the staff orientation programme

### **Day to Day Management responsibilities**

- The tasks of the role are outlined in the job description and the Individual Employment Agreement and Volunteer Agreement which outlines the obligations of both parties to the employment/ volunteer services. Conducting oneself accordingly is the responsibility of all staff, Manager(s) and Managing Director(s)
- All staff must sign in on a daily basis using the standardised staff sign in sheet. The Centre Supervisor is responsible for ensuring compliance with this requirement.
- All staff are to carry out any reasonable request to complete tasks over and above their job descriptions e.g. carry out or contribute to audits, cleaning rosters, investigation of complaints

### **Performance Management**

- Performance management is a process of defining and communicating the staff member's contribution through their performance towards the Company's vision, values, mission, goals and aspirations. Performance management provides a basis for ensuring each individual is aware of their performance through a continuous process involving giving and receiving of constructive feedback

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- Performance management is also guided by the Individual Employment Agreement and Volunteer Agreement in regards to expectations. This includes:
  - The Trial period (Employment Relations Act 2000)
  - Meeting the requirements of their duties and the job description
  - Hours, days and location of work
  - Restrictions on other activities
  - Intellectual property
  - Use of and management of equipment
  - Drug and Alcohol testing
  - Confidentiality
  - Health and safety
  - Discipline
  - Adherence to Company Policy and Procedure
- The Centre Supervisor is responsible for managing staff performance on a daily basis
- The Manager is responsible for supporting the Centre Supervisor in their day to day staff management and for managing the Centre Supervisors performance
- The Managing Director is responsible for managing the performance of the Manager(s)
- Records of all meetings with staff are documented, shared with the staff member (hard copy given) and filed securely on staff files
- Staff are responsible for ensuring that:
  - They work in accordance with the Individual Employment Agreement and Volunteer Agreement
  - They make themselves available for and participate fully in the Performance Management process as required
  - Understand that individuals are accountable for their own performance although managing performance is a shared responsibility between an individual and the Centre Supervisor/ Manager/ Managing Director
  - They raise any issues that are impacting on their ability to perform their duties with their immediate Manager (Centre Supervisor, Manager or Managing Director)
- Performance management occurs on a daily basis with staff receiving feedback on expectations and performance regularly. This includes both praise for good performance and clear directions where change is required.
- Where a staff member has been identified as not meeting performance expectations, the Centre Supervisor in consultation with the Manager, acting as

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a good employer, recognises a responsibility to assist them to make positive changes. A meeting is called between the staff member and their immediate manager (Centre Supervisor, Manager or Managing Director). The staff member is welcome to bring a support person. This is not disciplinary, this is a meeting to outline the expectations, hear the employee's response and negotiate an agreed pathway forward. Outcomes from this meeting are then documented, agreed, signed off by both parties and must include:

- Specific, measurable, achievable, realistic and time framed outcomes (SMART) that can be monitored
  - Any agreed changes the staff member will make and any agreed changes the Company will make that will contribute to improved performance
  - Any training identified that would contribute to improved performance
  - Regular follow up meetings to monitor progress
  - Maintaining confidentiality with the staff members peers
- Regular meetings (minimum of monthly) are to be held and agreed outcomes documented as follows to discuss any emerging staffing issues:
    - Team meetings (Team, facility or day to day management issues)
    - Centre Supervisor with Manager (all issues)
    - Manager with Managing Director (all issues)
  - Disciplinary action may be required as a last resort, but will usually be preceded by guidance on work standards, performance or conduct. Disciplinary action would not be initiated unless there is a continuing failure to reach the required performance standard or a serious breach of the Individual Employment Agreement/ Volunteer Agreement. The process for managing disciplinary action is outlined in the Individual Employment Agreement and Volunteer Agreement and includes steps which may end the matter at any-time or may result in dismissal:
    - Please explain meeting
    - Initial warning
    - Second warning
    - Third warning
    - Final warning
    - Dismissal
  - In the event of a serious allegation being made against any staff member, the staff member will be suspended pending investigation for their own safety or for the safety of others e.g. in suspected child abuse. The investigation will follow the standard complaints process and, if necessary the process for disciplinary action. If disciplinary action is not required other actions such performance management and/ or training and education may be instigated



## Performance Review

- The Performance Review process begins during the first three months of employment following orientation (the first 3 months) with the first performance plan covering the period 3-9 months post commencement as an employee or volunteer. The review process continues to cycle on an annual basis (unless special circumstances warrant an earlier performance review)
- The Manager is responsible for ensuring:
  - Documentation pertaining to the Performance Review system is signed and filed on the staff members personnel file
  - The review is carried out in a collaborative manner, includes any performance management raised during the review period (positive or negotiated positive/required changes in performance) and that no new issues are raised with the employee at time of review (these are raised as and when they arise and managed as outlined under performance management)
  - The staff member is given sufficient time to prepare for review and therefore sufficient notice is given to the staff member of the pending review
- Staff members are responsible for ensuring that:
  - they make themselves available for performance review sessions
  - give due consideration to their performance and development needs prior to the review meeting against their position description requirements and any previous goals set

The process of performance review includes:

Looking back:

- Acknowledgement of any performance issues raised during the review period and the progress made against these
- of the compliments, praise received and their strengths demonstrated during the review period
- Review of performance against the duties and job description
- Review of performance against any special projects carried out during the review period
- Review of the contribution made to the Company's vision, values, mission, goals and aspirations

Moving forward:

- Identify areas of performance to work on in the next review period

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- Identify any tasks or duties, performance measures or outcomes to work on in the next review period
  - Agree on any special projects that will contribute to the Company's vision, values, mission, goals and aspirations
  - Identify any training needs
  - Review of the job description if required
  - Complete all documentation (Performance review, Performance plan and Training Plan (including any self directed learning e.g. website searches, newsletters, research))
- If a staff member does not agree with their review they can request the Managing Director to undertake a review of the outcome. The review process aims to resolve the matters in dispute as quickly as possible by discussion and agreement. The review of the outcome led by the Managing Director will include consultation with the staff member's direct report (Centre Supervisor or Manager). Any failure to reach agreement, refer to the Individual Employment Agreement/ Volunteer Agreement for the process to manage employment relationship issues

### **Management of Leave**

- Entitlements for Annual, Public, Sick, Bereavement and Parental leave as well as Jury service is outlined in the Individual Employment Agreement/ Volunteer Agreement
- It is the immediate Managers responsibility to negotiate or arrange adequate cover for program delivery when leave has been approved
- Where leave has been declined the staff member will explain and document on the leave form the rationale for declining leave and negotiate alternative leave arrangements.
- The procedure for requesting Annual leave is as follows:
  - You must be give a minimum of four week's notice for planned annual leave by completing the standard leave request form and submitting this to the Manager
  - The Manager will consult with the Managing Director outlining how the leave period will be covered without disrupting program delivery
  - The leave is then approved/ declined by both the Manager and Managing Director and the staff member notified
  - Managers applications for annual leave are sent to the Managing Director
- The procedure for management of sick leave is as follows:
  - Reasonable notice is required for pre-arranged sick leave e.g. a surgical procedure and the standard leave form is completed. If the period of leave extends over a few days or longer the staff member will keep the Manager informed at regular intervals of the situation concerning their absence from work

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- In all other circumstances the process is outlined in the Individual Employment Agreement or Volunteer Agreement and includes;
  - o The requirement to notify the Company (The Manager) of the need to take sick leave before the start of the working day or as soon as possible
  - o Supply evidence by way of a medical certificate as requested by the Manager
  
- The procedure for management of bereavement leave is as follows:
  - Please refer to your Individual Employment Agreement/ Volunteer Agreement when a bereavement occurs and ensure you are aware of your entitlements
  - Notify the Manager at the earliest convenience and your Manager will approve/ decline the leave in accordance with the Individual Employment Agreement/ Volunteer Agreement
  - At the earliest convenience complete the leave form for bereavement, have this signed by your Manager who will process this for your personnel file
  
- The procedure for management of an alternative holiday (as outlined in the Individual Employment Agreement/ Volunteer Agreement in regards to the Holidays Act) is as follows:
  - You must be give 14 day's notice for planned alternative holiday by completing the standard leave request form and submitting this to the Manager
  - The Manager will consult with the Managing Director outlining how the leave period will be covered without disrupting program delivery
  - The leave is then approved/ declined by both the Manager and Managing Director and the staff member notified
  - For Managers applications for planned alternative holiday, these are sent to the Managing Director
  
- The procedure for management of training leave is as follows:
  - Training is a planned process as part of recruitment, performance review/ review and/ or performance management where up-skilling has been identified at time of appointment, review or at any-time during employment or volunteering. As such reasonable notice is required for pre-arranged training leave and the standard leave form is completed
  - The Manager will consult with the Managing Director outlining how the leave period will be covered without disrupting program delivery and any associated costs
  - The leave is then approved/ declined by both the Manager and Managing Director and the staff member notified
  - For Managers applications for training, these are sent to the Managing Director



- The procedure for management of Parental leave is as follows:
  - Please refer to your Individual Employment Agreement under Parental Leave
  - Arrange a meeting with the Manager at the earliest convenience to discuss your intentions in regards to your entitlements
  - The outcomes from this meeting with the Manager will be documented in writing by the Manager and a copy placed on your personnel file with a copy to the employee
  
- The procedure for management of Jury Service is as follows:
  - Please refer to the Individual Employment Agreement/ Volunteer Agreement when asked to serve on a jury
  - Arrange a meeting with the Manager at the earliest convenience after receiving the request for Jury Service and bring all the paper work with you
  - The outcomes from the request for Jury Service and discussions with the Manager will be documented in writing by the Manager and a copy of both the request and outcome placed on your personnel file

### **Casual and Volunteer Caregivers on temporary contract**

- It is the Managers responsibility to ensure a casual pool of volunteers exists that have completed a Health and Criminal record declaration, undertaken a brief interview (following the recruitment process), have signed a Volunteer Agreement and have been police vetted.
  - The process outlined below should be followed by the Centre Supervisor, or in the case of the Centre Supervisor being unavailable, the Manager when unforeseen circumstances lead to a shortage of staff (i.e. a situation where we cannot meet the required Caregiver: child ratio) at short notice.
    - Contact the Manager and inform them of the situation, In the first instance consider any administration staff that can be seconded to cover the shift and/ or ring all staff currently employed to see if any of them can do an extra shift
    - Obtain authorisation from the Manager to call in relief staff, and to (if necessary) pay agency staff
    - Ring other temp or casual staff who have been police checked and clear for employment to see if they can assist with the shift
    - Report back to Managing Director regularly

If there are no current, temp or casual staff who can cover:

- Ring a Temp agency that specialises in Afterschool or Holiday Care to ask them if they have any staff available.

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- Report back to management regularly

If there no agency staff available:

- Ring any parents who have given their names as willing to be present voluntarily until the number of children reduces. Explain that their sole function will be to support the Centre Supervisor to ensure child safety
- Ask them to complete the Health and Criminal record declaration form and provide them with a copy of the Volunteer Agreement. Complete sign off on these two documents before the parent/ volunteer commences working in the facility
- Report back to management regularly
- Document all steps that have been taken and record outcomes. Report back to the management staff of the result.

### **Management of stress in the workplace**

- Stress can be an occupational hazard and any negative effects of stress at work must be actively managed. Stress is a factor that affects us positively or negatively, and can occur at any time, from a variety of sources, including work and in personal situations.
- Circumstances will affect people differently, and have varying effects on their ability to perform effectively at work. The responsibility for managing workplace stress to prevent injury or ill health therefore rests with both the Company and individual employees.
- The Human Resource Management Policy and subsequent procedures contribute to minimising the negative effects of stress by providing an environment where employees can perform at the highest level.
- Employees are required to inform their Centre Supervisor, Manager or Managing Director of any stress-related issues that are having an impact on their ability to perform their work, both work and non-work related.
- It is the Managers overall responsibility to monitor
  - Leave to ensure employees are having opportunities for rest and recreation
  - Hours of work and ensuring that employees working under pressure are not suffering ill-health as a result
  - Providing clear and reasonable standards of performance and ensuring staff have the skills and complete competence to perform their job
  - Providing the necessary support, both external (e.g. Employee Assistance program of counselling assistance) and internal (e.g. granting of leave, support, training) to employees suffering from symptoms of stress
- Self directed learning in recognising, preventing and managing the symptoms of stress or burn-out are available to all staff via the following website:

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[http://www.helpguide.org/mental/burnout\\_signs\\_symptoms.htm](http://www.helpguide.org/mental/burnout_signs_symptoms.htm)

### **Staff Personnel files**

- All employment related information is retained in a confidential manner in individual staff files, in a lockable cabinet or cupboard, with restricted access by the Manager and Managing Director only
  - The Company will maintain only one file per employee
  - All relevant employment related information is filed in a timely manner in the individual staff member's staff file. This file will contain all employment related information and may be accessed by the employee on request as per the provisions of the Privacy Act 1993.
  - No personal information regarding an individual employee will be released to any other person or agency without the consent of the employee, unless required by legislation
  - The disposal of any employee information will be via confidential destruction methods.
  - Files will include:
    - Evidence of qualifications, registration, and any current certificates of competency (e.g. First Aid)
    - Interview notes and references obtained in the course of the employee's recruitment process
    - Staff information sheet
    - Orientation check list
    - Ongoing education / training records
    - Performance management review documentation
    - Employment agreements and amendments
    - Correspondence to and from the employee during the course of recruitment and employment
    - Leave details
    - Training and development details

### **AUTHORITY TO ADMINISTER**

- **As per the delegations outlined in this policy and procedure**

### **Appendix**

1. Standard recruitment application letter
2. Health and criminal record declaration form
3. Consent to disclosure of information form (Police vetting )
4. Referee check form
5. Staff Information sheet
6. Orientation Checklist
7. Performance review form template
8. Training plan template

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9. Leave request form
10. Staff sign in sheet
11. Weekly time sheet

### **Cross referenced policies**

- All Napier Music Academy Policy and Procedure

### **Other Cross referenced documents**

- Oscar Standards, MSD Nov 2011
- Employment Relations Act 2000,
- Wages Protection Act 1983
- Holidays Act 2003
- Employment Protection Act 1987
- Health and Safety in Employment Act 1992
- The Health and Safety in Employment Amendment Act 2002
- Privacy Act 1993
- Human Rights Act 1993
- Immigration Act 1987
- Individual Employment Agreement Template
- Volunteer Agreement Template
- Napier Music Academy Philosophy

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**Date**

Napier Music Academy  
 Focal House, Area 4  
 Clive Square West  
 Napier

***Insert name and address*****Dear**

Thank you for your enquiry regarding the position of .....

Enclosed please find the following documents:

- A job description
- Napier Music Academy Philosophy
- Health and Criminal Record declaration form

Should you wish to proceed with an application, please return a completed Health and Criminal declaration form, your Curriculum Vitae and a covering letter

If you have any enquiries, please do not hesitate to contact me.

Yours sincerely

**Annabelle Flood**  
**Managing Director**  
*Napier Music Academy*; Napier Music Academy  
<http://www.napiermusicacademy.co.nz/>

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Appendix 2; Health and Criminal record declaration form

<b>Criminal record declaration</b>	
Have you ever been convicted of a criminal or professional offence?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Comments	
Do you have any police or professional hearings pending?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Comments	
<b>Health declaration</b>	
Do you have any health condition which may affect your ability to effectively carry out the tasks and responsibilities of the position applied for?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If so please provide details	

Appendix 3; Consent to disclosure of information

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Licensing & Vetting Service Centre  
Police National Headquarters  
PO Box 3017  
WELLINGTON 6140

I,.....

..

(Surname)

(Fore Names)

.....

..

(Maiden or any other names used)

Sex.....(M/F)      Date and place of  
birth.....

Nationality..... Residential  
Address.....

Suburb.....

City.....

NZ Driver Licence number .....

**I hereby consent to the disclosure by the New Zealand Police information they may have pursuant to this application, to Napier Music Academy. I understand that any record of criminal convictions I might have will automatically be concealed if I meet the eligibility criteria stipulated in Section 7 of the Criminal Records (Clean Slate) Act 2004.**

Signed..... Date.....

**1. COMMENTS OF THE NEW ZEALAND POLICE**

*Submit online; [www.police.govt.nz/service/vetting](http://www.police.govt.nz/service/vetting)*

**Agency code:** .....

Appendix 4; Referee Check Form (3 pages)

**Applicant's name:** .....

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**Check done**

**by:**.....

**Date:** .....

**Referee's name:**.....

**Address:**.....

**Phone number:**.....

**Relationship to applicant:**.....

**How long have they known the applicant?** .....

**How well does he/she work with children?** .....

.....  
.....  
.....  
.....

**How well does he/she relate to or communicate with parents/adults?**

.....  
.....  
.....

**How well does he/she work with other staff?**

.....  
.....  
.....

**Do you have any concerns about his/her ability to work in an after school care/holiday programme?**

.....  
.....



.....  
**What are his/her strengths?**

.....  
.....  
.....  
.....

**Is he/she reliable /trustworthy?** .....

....  
.....  
.....

**Does he/she show initiative when required?**

.....  
.....  
.....

**Add any specific questions you have as a result of interview**

.....  
.....  
.....  
.....  
.....

**Is there anything else about this person you think we should know about, or would be useful for us to know?**

.....

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**Thank you for your support.**

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Appendix 5; Staff Information Sheet

Name: .....

Address: .....

.....

Phone number: .....

Emergency contact: .....

.....

IRD number: .....

Any additional relevant information: .....

.....

.....

Starting date: ..... Finishing date: .....

**Staff declaration**

I agree to allow the Napier Music Academy Assessor to view my police vetting record and my employment file.

Signature: .....

Date: .....

- Application on file
- Tax forms completed
- Reference checks completed
- Employment Agreement signed
- Health Declaration completed
- Applicant received job description
- Criminal record declaration completed
- Police vet form completed



### Appendix six Orientation and Induction Checklist

Employee/ | Volunteer name .....

Task	Sign Man/ CS	Sign-Staff mem	Date
<b>Employment process</b>			
Administrator ensures			
<ul style="list-style-type: none"> <li>Independent Employment Agreement/ Volunteer Agreement is signed</li> </ul>			
<ul style="list-style-type: none"> <li>Personnel file is set up</li> </ul>			
<ul style="list-style-type: none"> <li>Staff information sheet is filled out</li> </ul>			
<ul style="list-style-type: none"> <li>Orientation check list is on site and appointments with Manager are set up</li> </ul>			
<b>Day one</b>			
Initial meeting held with Manager/ Centre Supervisor			
<ul style="list-style-type: none"> <li>Sign in using staff sign in sheet</li> </ul>			
<ul style="list-style-type: none"> <li>Introductions and meet staff, children and parents</li> </ul>			
<ul style="list-style-type: none"> <li>Any housekeeping e.g parking vehicles</li> </ul>			
<ul style="list-style-type: none"> <li>Structure and history of organisation (discussion)</li> </ul>			
<ul style="list-style-type: none"> <li>Philosophy (discussion and hand-out)</li> </ul>			
<ul style="list-style-type: none"> <li>Any questions arising from Individual Employment Agreement/ Volunteer Agreement</li> </ul>			
<ul style="list-style-type: none"> <li>Any questions arising from Job description</li> </ul>			
<ul style="list-style-type: none"> <li>Timesheets explained</li> </ul>			
<ul style="list-style-type: none"> <li>Any plans for Annual leave discussed</li> </ul>			
<ul style="list-style-type: none"> <li>Tour of the facility (where, what, why and how things work including location of policy manual, operational manual and enrolment folder)</li> </ul>			
<ul style="list-style-type: none"> <li>Any questions arising from the tour of facility</li> </ul>			
<b>Self directed orientation</b>			
<ul style="list-style-type: none"> <li>Orientation to Management of Disasters Policy and Procedure; overview given by Manager/ Centre Supervisor and staff member to read the policy and procedure</li> </ul>			
<ul style="list-style-type: none"> <li>Orientation to Health and Safety Policy, Procedure and Hazard Plan/ Hazard Register: overview given by Manager/ Centre Supervisor and staff member to read the policy and procedure</li> </ul>			
<ul style="list-style-type: none"> <li>Orientation to the HR Management Policy and Procedure; staff member to read the policy and procedure</li> </ul>			
<ul style="list-style-type: none"> <li>Orientation to the Child Safety Policy and Procedure; staff member to read the policy and procedure</li> </ul>			
<b>Meeting with Manager/ Centre Supervisor;</b>			
<ul style="list-style-type: none"> <li>Any questions arising from the above policies</li> </ul>			
<ul style="list-style-type: none"> <li>Orientate new staff member to current hazards/ hazard plan</li> </ul>			
Under instruction from the Centre Supervisor participate in the day to day running of the program			

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<b>Task</b>	<b>Sign Man/ CS</b>	<b>Sign- Staff mem</b>	<b>Date</b>
<b>Day Two</b>			
Meeting held with Manager			
<ul style="list-style-type: none"> <li>● Planning training and education needs for the core competencies:               <ul style="list-style-type: none"> <li>● Health and Safety and Hazard Management</li> <li>○ Emergency Management;</li> <li>○ Prevention, Recognition, and response to child abuse</li> <li>○ Behaviour management</li> <li>○ Privacy Act</li> <li>○ Safe food handling</li> <li>○ First Aid</li> <li>○ Other (specific to each employee/ volunteer)</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>● Sign-off initial training plan</li> </ul>			
Self directed orientation			
<ul style="list-style-type: none"> <li>● Orientation to Program Development Policy; overview given by Manager/ Centre Supervisor and staff member to read the policy and procedure</li> </ul>			
<ul style="list-style-type: none"> <li>● Orientation to Management of Supplies; overview given by Manager/ Centre Supervisor and staff member to read the policy and procedure</li> </ul>			
<ul style="list-style-type: none"> <li>● Orientation to Petty Cash; overview given by Manager/ Centre Supervisor and staff member to read the policy and procedure</li> </ul>			
Meeting with Manager/ Centre Supervisor;			
<ul style="list-style-type: none"> <li>● Any questions arising from the above policies</li> </ul>			
<ul style="list-style-type: none"> <li>● Orientate new staff member to current Programs and RAMS</li> </ul>			
Under instruction from the Centre Supervisor participate in the day to day running of the program			
<b>Day Three</b>			
Self directed orientation			
<ul style="list-style-type: none"> <li>● Orientation to Complaints Management overview given by Manager/ Centre Supervisor and staff member to read the policy and procedure</li> </ul>			
Meeting with Manager/ Centre Supervisor;			
<ul style="list-style-type: none"> <li>● Any questions arising from the above policy</li> </ul>			
Under instruction from the Centre Supervisor participate in the day to day running of the program			
<b>Day Four and Five</b>			
Normal working days – ask any questions as they arise; file note to be taken of any meetings held with Centre Supervisor/ Manager			

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Under instruction from the Centre Supervisor participate in the day to day running of the program			
<b>Weekend break</b>			
<b>Task</b>	<b>Sign Man/CS</b>	<b>Sign-Staff mem</b>	<b>Date</b>
<b>Day Seven (1 week since commencement)</b>			
Meeting held with Manager			
<ul style="list-style-type: none"> <li>Any outstanding questions from orientation to date (Manager to document in file note any other matters discussed)</li> </ul>			
<ul style="list-style-type: none"> <li>Staff meetings and how to get the best out of them; placing items on the agenda</li> </ul>			
Self directed orientation			
<ul style="list-style-type: none"> <li>OSCAR standards</li> <li>Enrolment process</li> </ul>			
<b>Day Eight, Nine and Ten</b>			
Meeting held with Manager (one meeting on one of these days)			
<ul style="list-style-type: none"> <li>Any outstanding questions from orientation to date (Manager to document in file note any other matters discussed)</li> </ul>			
With the Centre Supervisor			
<ul style="list-style-type: none"> <li>Undertake the daily safety check list (inside and out)</li> <li>Complete attendance register</li> <li>Use the Visitors register</li> </ul>			
<b>Week Three and Four</b>			
Meeting held with Manager (one meeting each week)			
<ul style="list-style-type: none"> <li>Any outstanding questions from orientation to date (Manager to document in file note any other matters discussed)</li> </ul>			
With the Centre Supervisor			
<ul style="list-style-type: none"> <li>Use the Medication Administration register</li> <li>Use the head count register</li> <li>Use the absentee register</li> </ul>			
<b>Within the first three months</b>			
Meeting held with Manager (One meeting per fortnight through to 3 months)			
<ul style="list-style-type: none"> <li>Any outstanding questions from orientation to date (Manager to document in file note any other matters discussed)</li> </ul>			
With the Centre Supervisor			
<ul style="list-style-type: none"> <li>Complete an incident/ accident form</li> <li>Complete a First Aid check list</li> <li>Complete Evacuation Evaluation check list</li> <li>Complete Child orientation checklist for earthquake and fire</li> <li>Participate in program development</li> </ul>			

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<ul style="list-style-type: none"> <li>• Complete a RAMS</li> </ul>			
<ul style="list-style-type: none"> <li>• Complete a supply request form</li> </ul>			
<b>Task</b>	<i>Sign Man/CS</i>	<i>Sign-Staff mem</i>	<i>Date</i>
<b>Three months post commencement</b>			
Meeting with Manager			
<ul style="list-style-type: none"> <li>• Development of performance plan (HR Policy-SMART Goals and tasks. Expected standards etc to be achieved)</li> </ul>			

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Appendix 7: Performance review form (3 pages)

**PERFORMANCE REVIEW**

**EMPLOYEE'S NAME:** .....

<b>Looking back on performance</b>	
<p><b>Achievements</b> (compliments, praise received during the period of review, strengths demonstrated)</p>	<p><b>Comments</b></p>
<p><b>Performance against duties and job description</b></p>	<p><b>Comments</b> (including any amendments to be made to the job description):</p>
<p><b>Performance against any special projects</b></p>	<p><b>Comments</b></p>

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<b>Looking back on performance continued</b>	
<b>Progress against any performance issues arising during the review period</b>	<b>Comments_</b>
<b>Contribution made to the Company</b> (Vision, values, mission, goals and aspirations)	<b>Comments_</b>

<b>Looking forward; performance plan</b>	
<b>Areas of performance improvement to focus on</b>	<b>Comments</b>

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<b>Looking forward continued; performance plan</b>	
<p><b>New tasks and duties, performance measures or outcomes</b></p>	<p><b>Comments</b> (including any amendments to be made to the job description):</p>
<p><b>Participation in any special projects</b> (Contribution to Company vision, values, mission, goals and aspirations)</p>	<p><b>Comments</b></p>
<p><b>Identified training needs</b></p>	<p><b>Comments</b></p>

Date Review Completed: \_\_\_\_\_

Date of next Review: \_\_\_\_\_

Staff Member: \_\_\_\_\_ (Signature)

Manager: \_\_\_\_\_ (Signature)

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*Appendix 8 : Training Plan*

**Employee Name:**.....

**Manager Name** .....

Training Identified	Outline how the training will help with your future development	Trainin

Signature Employee:.....

Date:.....

Signature Manager : .....



Appendix 9; Leave request  
form

**Name:** \_\_\_\_\_

**I wish to apply for leave as follows (please tick):**

- Annual**   
**Bereavement**   
**Education/Training**   
**Planned sick leave**   
**Alternative holiday (Public Holiday)**

**Key considerations for application of leave:**

\_\_\_\_\_

**Date(s) leave required:**

\_\_\_\_\_ **to** \_\_\_\_\_ **(inclusive)**

**I require the following financial support (where applicable):**

**Course/conference fee:** \_\_\_\_\_ **Transport:** \_\_\_\_\_

**Accommodation:** \_\_\_\_\_ **Other:** \_\_\_\_\_

**TOTAL COST:** \_\_\_\_\_

**Signed** \_\_\_\_\_ **Date** \_\_\_\_\_

**Approved/Declined (delete one)**

**Comments** \_\_\_\_\_

\_\_\_\_\_

**Signed** \_\_\_\_\_ **Manager**

**Signed** \_\_\_\_\_ **Managing Director**

**Date** \_\_\_\_\_





WEEK ENDING: \_\_\_\_\_  
 \_\_\_\_\_

## WEEKLY TIME SHEET

EMPLOYEE NAME: \_\_\_\_\_  
 \_\_\_\_\_

JOB TITLE: \_\_\_\_\_  
 \_\_\_\_\_

MANAGER \_\_\_\_\_

WEEK ENDING: \_\_\_\_\_  
 \_\_\_\_\_

DATE	START TIME	END TIME	LUNCH BREAK
<b>Mon</b>			
<b>Tues</b>			
<b>Wed</b>			
<b>Thur</b>			
<b>Fri</b>			
<b>Sat</b>			
<b>Sun</b>			
			<b>Total hours worked</b>

DATE	START TIME	END TIME
<b>Mon</b>		
<b>Tues</b>		
<b>Wed</b>		
<b>Thur</b>		
<b>Fri</b>		
<b>Sat</b>		
<b>Sun</b>		

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## WEEKLY TIME SHEET

EMPLOYEE NAME: \_\_\_\_\_  
 \_\_\_\_\_

JOB TITLE: \_\_\_\_\_  
 \_\_\_\_\_

MANAGER: \_\_\_\_\_  
 \_\_\_\_\_

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