

DISCIPLINE

Introduction

Discipline is the action taken by the Authority as a result of an employee's unacceptable behaviour or performance in accordance with the Authority's standards and policies.

The aim is to take action to deal with the employee fairly and prevent further unacceptable behaviour or performance affecting the Authority's overall performance.

Minimum action required:

- take prompt action when a disciplinary issue is identified
- document all actions, decisions and discussions.
- ensure procedural issues required by awards, workplace agreements, are adhered to
- use processes which are consistent with the principles of natural justice (see notes below)
- ensure all concerned maintain confidentiality throughout the whole process
- ensure appropriate staff have the knowledge of the Authority's policy and skills required to effectively manage disciplinary issues
- seek expert help when the process becomes complicated or when criminal action may be evident
 - i.e. – the Country High School Hostels Authority
 - Dept of Consumer and Employment Protection
 - Crown Law
 - Public Sector Management

Principles of Natural Justice

The standards for natural justice which apply to all disciplinary proceedings in practice are that:

- the standards and practices governing disciplinary action are known or available to be known by all staff
- when an officer's conduct is considered unacceptable, the officer is entitled to have this brought to his/her attention, along with the reasons for this behaviour being unacceptable
- officers must be given the chance to explain their action(s) and their explanation must be taken into account by management before a decision is made to take disciplinary action
- disciplinary processes should be concerned only with the specifics of a code – there must be no question of bias on the part of the Authority or of irrelevant concerns with the personalities and private lives of individuals.

1.1.1. Unacceptable Behaviour

Where evidence supports allegations of unacceptable behaviour such as Breach of a Standard or some other established condition of employment or code of conduct, it is usually appropriate to move directly to disciplinary action.

1.1.1.1.Minor Offences

Some examples of a minor offence may include:

- a) an unauthorised absence from work;
- b) an intentionally inaccurate timesheet.

Where an employee is suspected of having committed an offence, the following will apply:

- I. Immediately document allegations and advise employee that certain conduct or action is unacceptable and where necessary explain why. Ensure that all the facts and information from all sources are clearly recorded.
- II. Request explanation. The employee must be provided with an opportunity to present his or her case and respond to the allegations including any mitigating circumstances. If the explanation is satisfactory, then the matter is to be treated as resolved, and no further action should be taken. A written record of the incident and action taken is to be placed on the individual's personal file, as well as a copy to the employee. Where the explanation is **unsatisfactory**, the employee's supervisor must then indicate that future conduct of the same nature will result in more severe action being taken. This will be by way of:
 - a) a formal reprimand;
 - b) a fine {see Public Sector Management Act, Section 83.1(a)(ii)};
 - c) both a reprimand and a fine (a and b).

NOTE: *The whole procedure should take no longer than 10 working days.*

1.1.1.2.Serious Offences

Serious offences are often difficult to define, and in most cases a question of degree will be involved.

Some examples may include:

- a) improper conduct towards clients colleagues
- b) serious, flagrant or wilful breaches of discipline
- c) violence in the workplace
- d) a repeat offence.

Where an employee is suspected of having committed a serious offence, the matter must be referred to the College Chairperson and the Director of the CHSHA.

- I. As appropriate, the College Manager or Chairperson should ensure that all the facts and information from all sources are clearly recorded and immediately document allegations.
- II. The employee will be provided with formal notice of the allegation and asked to provide a written response. If the explanation is satisfactory, then the matter will be treated as resolved, and no further action will be taken. A written record of the incident and action taken will be placed on the individual's personal file, and a copy given to the employee.
- III. Where the explanation is unsatisfactory, and if the offence is deemed a serious breach of discipline, the employee may be charged with committing the alleged breach (PSMA Sect 86). A formal charge will:
 - I. be in writing
 - II. contain the prescribed details of the alleged breach of discipline
 - III. outline possible disciplinary action
 - IV. require the employee to respond within a period of not less than 7 days whether or not they admit or deny the charge.

If the employee **admits** to the charge, the Authority may:

- I. reprimand
- II. transfer to another consenting public sector agency, or another position within the Authority
- III. impose fine {PSMA Section 86.3 b(iii)}
- IV. reduce the monetary remuneration of the employee
- V. reduce the level of classification of the employee
- VI. dismiss the employee
- VII. with the exception of dismissal, take action under any two or more of the preceding penalties.

If the employee **denies** the charge, the Authority may:
{PSMA Sect 86 (4)}

- I. hold, or direct a person to hold a disciplinary inquiry;
or
- II. if considered necessary, a special disciplinary inquiry to be requested through the Minister.

If the outcome of either of these inquiries is a breach of discipline, the Authority will formally notify the employee of the breach committed and the consequent penalty.

NOTE: *The whole procedure should take no longer than 20 working days.*

1.1.1.3.No Breach of Discipline

If after the initial investigation and/or subsequent inquiries the finding it is found that no breach of discipline was committed, the Director of the Office of the CHSHA will notify the employee in writing of that finding and that no further action will be taken.

1.1.1.4.Suspension Without Pay (PSMA Sect 82)

Suspension without pay will be applied by the CEO when all conditions of the contract of employment need to be set aside for a certain period of time, as when:

- I. the offences are considered to be of such a serious nature that dismissal is a possible outcome;
- and/or
- II. the employee's continued presence at work is inappropriate.

If an officer is suspended for 14 days or more, entitlements such as increments, leave, etc are affected.

A direction for suspension without pay may be initiated by the CEO at any time during an investigation and cease when action is taken as a result of that investigation.

If no breach of discipline was committed, the Authority will restore the deprived pay and entitlements of the employee for the entire period.

After suspension without pay has been terminated and penalties/actions taken, the Authority may also, on its own initiative or on application from the employee, restore pay for such a period as the Authority thinks fit.

Suspension with pay may be applied, at the discretion of the CEO if the employee applies for reinstatement of pay due to serious financial stress or *dismissal is not* the likely outcome, but the officer's continued presence in the workplace is inappropriate.

Agreement that in the event that the breach results in termination that it takes effects from the date of suspension and that money's owed are repaid.

1.1.1.5. Criminal Offences

An employee who is either facing charges or has been convicted under the Criminal Code must notify the CEO. The offence(s) may or may not relate directly to his or her employment. The essential issue in deciding to instigate disciplinary procedures against an officer is whether or not the nature of the offence constitutes a breach of an officer's contract of employment.

In any case, it is advisable to seek further advice from the Crown Solicitor's Office and/or Department of Consumer and Employment Protection etc..

Where an officer has been **convicted** of a serious criminal offence the CEO may initially decide to suspend the employee and then impose an appropriate penalty as follows:

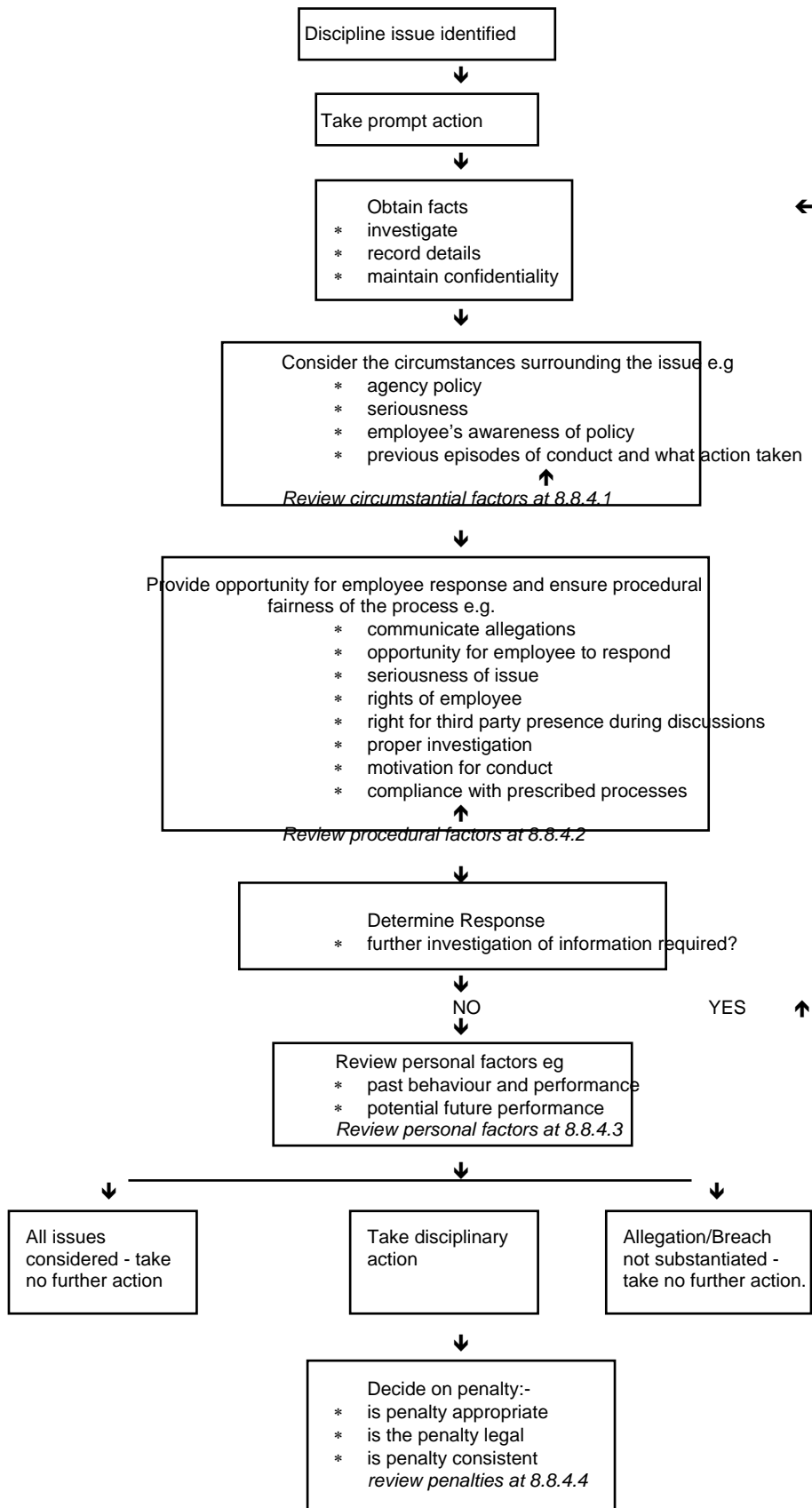
- (i) reprimand the employee;
- (ii) transfer the employee to another consenting public sector agency, or another position within the Authority;
- (iii) both (i) and (ii);
- (iv) dismiss the employee;
- (v) not take any action.

Whatever action is taken must be recorded, and the employee notified of the action taken and the reasons for having taken that action.

1.1.2. **Substandard Performance** (see Section 8.9)



1.1.3. DISCIPLINARY ACTION FLOWCHART



1.1.4. Evaluation Checklist

The following evaluation checklist is offered as a guide only rather than being a definitive listing of all the issues involved. Where any of the following issues cannot be answered or draws concern, action should be taken to address any perceived or real shortcomings in the management of the disciplinary process.

1.1.4.1. Circumstantial Factors

- Has the offending conduct been precisely identified?
- Why is the conduct of concern to the Authority?
- How serious is the deviation from accepted conduct?
- What is the Authority's policy or formal attitude towards deviations from acceptable conduct?
- Is the policy reasonable in the circumstances?
- Is the employee aware of the policy?
- Have there been previous episodes of this conduct by the employee or others and what was done on those occasions?

1.1.4.2. Procedural Factors

- Has the employee been given sufficient detail of what the alleged unacceptable conduct is to know what is alleged to have been done?
Note: If the allegations involve criminal activity, advice should be sought from appropriate bodies before taking disciplinary action to avoid conflicts between the discipline process and any criminal investigation or prosecution requirements.
- Has the employee been given details of all evidence that is to be used in making a decision on the matter?
- Has the employee been given sufficient advance notice of any meeting to discuss the conduct or adequate time to provide a response to the allegations?
- Has the employee been given an opportunity to respond to the allegations?
- Is the matter of such seriousness that a formal hearing of the allegations should be conducted?
- Is the seriousness of the issue such that suspension of the employee should occur? If yes, should suspension be with or without pay?
- Consider past practice.
- Consider case law/precedents.
- Is the matter one where the employee should have the right to legal or other representation ie union?

- Is the matter one where the employee should have the right to cross-examine witnesses?
- Is the matter one where the employee should be given the opportunity to call evidence on his/her own behalf?
- Is the person making the accusations also the person making the decision?
- Has the investigation been properly carried out and what is the standard of proof being used?
- Have all relevant matters been taken into consideration?
- Have any **irrelevant** matters been taken into consideration?
- Is the conduct the result of deliberate, negligent or wilfully reckless behaviour?
- Have all the prescribed processes been complied with (processes required by awards, legislation or other governing agreements)?

1.1.4.3. Personal Factors

- How long has the employee worked for the Authority?
- What has been the employee's past behaviour and performance been like?
- What are the employee's legitimate expectations of continued employment with the Authority?
- What is the likely future conduct of the employee?
- Are any of the employee's personal circumstances relevant and if so, to what extent?

1.1.4.4. Penalties

- Has the employee been given the opportunity to make representations on what penalty if any should be imposed?
- Is the penalty appropriate in all the circumstances?
- What alternative penalties have been considered?
- Have all relevant matters been taken into consideration?
- Have any **irrelevant** matters been taken into consideration?
- Has the person deciding the penalty actually exercised an independent judgement?
- Is the Authority prevented by its past behaviour or representations from imposing the penalty?

1.1.5. Interviews

Generally a union officer should not be permitted to attend interviews held to counsel staff on performance related matters.

However, where the matter is of such seriousness that dismissal could result an employee should be given the opportunity to be accompanied by a witness of their choice (e.g. a fellow worker or union rep). *The witness will be expected to respect the circumstances of his/her presence and not adopt the role of advocate.*

At the beginning of the interview, the officer conducting the investigation should state who they are, why they are present, the process of the investigation, the possible outcomes in terms of disciplinary action and any identifiable time frames.

Where more than one employee/person is involved, each should be interviewed separately in the first instance to avoid collusion, open conflict, etc.

1.1.5.1. Appeal

An employee, who is aggrieved by a decision, may appeal in accordance with the Public Sector Management Act 1994 Sect 78 to the Industrial Relations Commission.

1.1.5.2. Conclusion

The foregoing must not be read as providing impossible barriers to dismissing incompetent employees. Incompetent employees may be dismissed but in a manner that is fair, open and honest and where every effort has been made to remedy that incompetence.

Unacceptable performance, behaviour or conduct must be addressed and in all cases when disciplinary action is warranted, it should be taken without delay.

Review of Decisions

A Breach of Standard claim can be submitted due to an action or decision contrary to this Authority's published standard. (see 10.3)

8.9 SUBSTANDARD PERFORMANCE

Definition

Satisfactory Performance is the consistent application of appropriate skills in the completion of tasks associated with a particular job in a manner which meets the reasonable expectations and the service needs of the Authority.

Substandard Performance is an identified inability or unwillingness to consistently apply appropriate skills to carry out tasks associated with a particular job competently and in a manner which meets the reasonable expectations and service needs of the Authority.

Introduction

The performance management process provides the main avenue by which issues relating to substandard performance (as opposed to discipline issues) are addressed. Work performance problems may have been identified through either the day to day observation of an employee's performance or through a Performance Management meeting. It is important to note that performance concerns need to be raised when they occur and not delayed until the normally scheduled Performance Management meeting.

Any perceived deficiencies in performance should be promptly identified and drawn to the attention of the employee concerned. Taking prompt action to resolve a substandard performance situation is vital to the interests of both employer and employee. Promptness of response will in many cases overcome the need for long term action to resolve the situation. The risk of causing discomfort should in no way be used by a supervisor as a reason for avoiding action to resolve substandard performance.

Performance problems may have developed for reasons beyond the control of an individual therefore it is vital to seek the views of the employee when substandard performance is perceived to be occurring. Some organisational barriers may prevent an employee from performing effectively and achieving the required standard of performance. These may include:

- unclear or poorly defined performance expectations;
- lack of knowledge and skills on the part of the employee;
- poor job design (badly planned procedures or systems, excessive workload, inappropriate deadlines, low morale resulting from lack of challenge);
- work environment (lack of required equipment and other material resources, unsuitable working conditions, destabilisation due to organisational change);
- negative team environment (distractions, sexual harassment, perceived discrimination, personality clashes, workplace tension).

Provision of constructive feedback, in accordance with the practices contained in the Performance Management process, is important if confrontation is to be avoided and the cooperation of the employee is to be obtained in raising performance levels. Lack of action will be more harmful to the employee's career prospects.

Objectives

- To provide both management and staff with standards and a simple outline of procedures for the resolution of substandard performance issues.
- To assist management to improve organisational efficiency through the application of more effective methods of resolving substandard performance.

Principles

The effective management of substandard performance is based upon the speedy and accurate identification of the cause, degree and nature of a problem.

Mechanisms for attending to substandard performance are an integral part of effective management and are not punitive actions by management. Actions instituted in accordance with this policy are aimed at removing the cause(s) of substandard performance and helping an employee to achieve the required performance outcomes.

Management of substandard performance incorporates the application of the principles of natural justice, which means consistently using fair and open procedures understood by both the supervisor and employee directly concerned and ensuring that:

- the employee is told by his/her supervisor of the nature and particulars of substandard performance;
- the employee is provided with opportunities to respond to the performance issues presented;
- decisions made are unbiased and are documented.

Confidentiality and Documentation

The supervisor responsible for the initiation and management of action to resolve substandard performance must:

- ensure that written reports are drafted in unemotive, professional language;
- detail specific examples of an employee's inability to meet performance standards;
- keep adequate and consistent records of each stage of the procedures as outlined in this policy;
- respect the confidentiality of proceedings regarding both documentation and discussion of issues in order to minimise any undue adverse effects on the employee's career;
- give due regard to the confidentiality of information contained in performance management records.

An employee whose performance is the subject of action to resolve substandard performance must have the opportunity to see and sign all documentation.

Procedures

Management Procedures

Procedures for substandard performance shall provide for:

- speedy identification of a problem;
- prompt discussion of the issues with the employee;
- shared analysis of the problem;
- planned and mutually negotiated action for improvement, including clear communication of expected and agreed standards of job performance and behaviour;
- an agreed time frame for improvement;
- careful consideration of resource implications;
- provision of feedback;
- advice to an employee regarding potential action and a clear indication of possible penalties, in the event of continued poor performance.

A supervisor should make it clear to an employee who is perceived as performing below standard that efforts to remedy substandard performance is based on the premise that the employee is capable of improved performance.

Notifying the Employee

It is the responsibility of a supervisor to notify an employee in writing when a formalised management of substandard performance is being instituted.

When notifying an employee of a problem with performance, it is essential to inform an employee that:

- he or she will be provided with opportunities to improve performance to the appropriate standard;
- the Authority will rectify, where possible, any managerial or organisational problems identified as being a cause for substandard performance;
- continued substandard performance will have serious future implications, including disciplinary action.

In the event of disagreement an employee or supervisor may seek further opinion from the supervisor's supervisor.

Initial meeting

The purpose of the first formal meeting between a supervisor and an employee in relation to substandard performance is to:

- clarify the issues;
- discuss the possible cause of substandard performance;
- devise an action plan and agree to a course of action to be followed by both parties involved.

After identifying the cause of substandard performance a supervisor may decide that no further action need be taken. This could occur when simple removal of a cause will solve the problem or when an employee recognises and rectifies the problem. The occurrence of the meeting should still be recorded and an employee's performance monitored in the usual way through the performance management process.

Action Planning

The plan of action to resolve substandard performance should state:

- names of the supervisor and employee and the date of the plan;
- specific area(s) of substandard performance in terms of required standards and time frames for resolution;
- action and expected outcomes, including skills and competencies identified as necessary to meet required standards;
- the names of those responsible for organising and carrying out action.

The supervisor is responsible for ensuring that the proposed action is realistic and within existing organisational resources, recognising any obvious constraints and allowing for monitoring and review of the plan.

Agreed courses of action may include the following:

- on-the-job or off-the-job training to address shortcomings;
- improving communication between a supervisor and an employee, possibly involving a change in the level of supervision;
- workload reassignment.

If action seems necessary to assist an employee to deal with personal problems, referral and guidance on the availability of professional counselling may be suggested.

Monitoring

During a period of action an employee's work performance should be monitored regularly and he or she should be given feedback on the progress towards achieving desired outcomes. Monitoring should include identifying whether any additional support, such as further training, is required. Should an employee's performance not improve to the required standard, then consideration of alternative action needs to be decided.

Monitoring meetings for action should be held at agreed time intervals.

Performance Reassessment

Performance reassessment in regard to key tasks and responsibilities is to be documented and occur at the earliest possible date after the end of the timeline. The reassessment should be used to check whether appropriate Authority support was provided to an employee.

An employee may request reassessment prior to the end of a timeline period. In these cases the reassessment should occur at the earliest possible date after the request.

An early reassessment may also occur if the opinion of the supervisor and the employee together is that:

- the desired outcome has been achieved;
- or
- the progress achieved in the period of action has been unsatisfactory.

Outcome of Reassessment

The outcome of the reassessment and recommended action arising from it should be documented to indicate that:

- a formal reassessment has occurred;
- the employee has read, understood and been provided with a copy of the contents;
- the employee has been given the chance to provide written comments to their supervisor.

The outcome of the reassessment, time frames and circumstances relevant to an employee's particular substandard performance will influence the type of further action required. It is the employer's obligation to demonstrate good faith in order to ensure that further action is fair and reasonable under the circumstances.

When an employee is reassessed as having met desired performance outcomes and to be performing to an acceptable level:

- processes for managing substandard performance are to be discontinued;
- and
- normal performance management practices are to be resumed.

Time line for Action

The duration of the action process should be focused on achieving the required outcome as quickly as possible. However, some performance issues may take longer to resolve and reach the desired result.

Managing Difficult Cases

Preliminary

In the event of a reassessment showing that desired performance standards have not been met and that improvement is therefore unlikely, the following actions may be taken:

- further action to remedy substandard performance;
- withhold annual salary increment;
- reduce the level of classification;
- termination through the disciplinary process policy.

In these cases, additional help should be sought by the supervisor from his or her immediate superior.

Dealing with Continued Substandard Performance

The following steps are recommended if continuing substandard performance is identified as a major issue:

- an increase in the level and closeness of supervision, including more regular discussion of performance between the employee and his or her supervisor;
- provision of a formal written assessment of performance – a written record is likely to impress upon an employee the seriousness of the situation;
- reassignment of the employee – if necessary to a position which is highly structured and has fixed and measurable outcomes and timelines.

When such steps are taken, the importance of accurate and thorough documentation is further enhanced for the following reasons:

- written evidence of continuing substandard performance will be necessary if sustainable action for inefficiency or disciplinary action is to take place;
- action for inefficiency arising from substandard performance can involve drastic sanctions, including termination, and such steps require strong supporting evidence by way of documentation.

Disciplinary Action

An employee not prepared to perform to the required standards is in breach of their employment contract.

An employee whose work performance has continued to be below a reasonably attainable standard may have a salary increment withheld or their level of classification reduced.

Withholding a salary increment or reducing a level of classification of an employee are steps which require accurate and adequate documentation to be sustainable.

Where an employee is experiencing ongoing difficulty due to lack of capacity to perform to the required standard and the following actions have failed to address the problems:

- provision of additional training and support;
- and
- alternative employment within the Authority can no longer be accommodated (ie reassignment, reclassification or transfer of the employee)

consideration should be taken to terminate the employee's employment contract. Reference must be made to the Authority's Discipline Procedures to ensure compliance. Such steps require strong supporting evidence for actions to be sustainable.

Review Process

Any decisions made on an employee's substandard performance and the subsequent consequences of continued poor performance are capable of being reviewed through the Breach of Standards process.

An employee who is dissatisfied with a decision, a sanction imposed, or an action taken, may lodge an *application for review* to the Director, of the CHSHA on a *Breach of Standard claim form* within 15 days of an aggrieved decision being made.

The Director may accept an *application for review* after this time if it is considered just and reasonable to do so.

The Director will acknowledge a claim within 7 days and will seek resolution as quickly as possible.

If a grievance cannot be satisfactorily resolved, the matter will be referred to an independent reviewer appointed by the Commissioner for Public Sector Standards. Reference also needs to be made to the Authority's Breach of Standard Policy.

Supporting the Supervisor

Management of substandard performance is widely recognised as being a taxing responsibility for supervisors at all levels. Support for supervisors in these circumstances is essential.

Substandard Performance and Personal Problems

In some cases it will become apparent to the employer that an employee's performance is not up to standard because of personal issues.

When circumstances arise where an employee's work performance and workplace demeanour are substandard due to health, family, financial, emotional, substance abuse or other personal problems, managerial action is still required but with a need for the exercise of judgement and tact. Such cases often require **specialised** off-the-job intervention by professionals.

The Country High School Hostels Authority has an arrangement with Occupational Services to utilise the counselling and referral services available for residential college employees experiencing personal problems. An employee has the right to either use or refuse the offer of counselling assistance.

8.10 ABANDONMENT OF EMPLOYMENT

Definition

When an employee, without receiving appropriate authorisation, fails to attend his/her place of employment on an ongoing basis and fails to provide a satisfactory explanation for non-attendance, that employee is considered to have abandoned his/her employment. As with sub-standard performance, this issue needs to be considered apart from disciplinary matters.

Objectives

Firstly, to notify the former employee that the former employer regards the failure of the former employee to satisfy his/her obligations as an employee of the Authority as abandonment of employment and, secondly, to confirm that as a consequence his/her employment is at an end.

Guidelines

To notify the former employee of the former employer's point of view that abandonment of employment has brought the contract of employment to an end, the Authority must be fully satisfied that every attempt has been made to contact the employee to facilitate his/her return and to advise him/her of the implications of continued unauthorised absence.

The steps to be taken by the Authority prior to notifying an employee of the situation are as follows:

1. Attempt to contact the employee by telephone.
2. Visit the employee at his/her last known address.
3. Forward a letter by hand or certified mail from the Authority to the employee at his/her last known address stating that the employee's unauthorised absence from the College is unacceptable, seeking an explanation for the absence, and advising that if the employee fails to return by a set time and date, or tender his/her resignation, it will be determined that he/she has abandoned his/her employment.
4. If there is reason to believe that the employee is not residing at the address last known to the College, a copy of the letter referred to in paragraph 3 must be forwarded to the address (if known) of the employee's next of kin by hand or certified mail.

5. Where it is known or suspected that the employee is no longer residing at his/her last known address, the Authority must cause a 'notification of posting', to be published in the Government Gazette. The notification of posting must include the words: *'It is hereby notified that a letter was forwarded from {College name} to {the employee} on {date}.'*
6. If the employee fails to return to work or to tender his/her resignation, the Authority must forward a letter to the employee at his/her last known address advising that as a result of his/her failure to return to his/her place of employment the Authority has determined that he/she has abandoned his/her employment.
7. The effective date of abandonment of employment by the former employee is the date the former employee commenced unauthorised absence from his/her College. For example, if the former employee failed to return to his/her College from a period of authorised leave without pay, the effective date of abandonment of employment is the date on which the former employee was due to resume his/her duty.
8. The former employee must be paid all leave entitlements and any personal effects are to be returned to his/her last known address. All documentation relating to the abandonment of employment shall be retained on the former employee's personal file.

8.11 FRUSTRATION OF EMPLOYMENT

Definition

A contract of employment, as with any type of contract, is capable of becoming *frustrated* if either or both of the parties to the employment relationship become incapable of performing their contractual obligations. Most commonly, this will arise where an employee develops a permanent or long term incapacity.

Guidelines

The following matters, at least, should be considered before performing a preliminary view as to whether a contract of employment may have become frustrated:

- The nature and seriousness of the relevant illness or injury.
- The term (or period) of the employment.
- The nature and type of the employment.
- The period of past employment.
- Any particular relevant terms of the employment contract and relevant Award/Agreement (if any), particularly in relation to sick leave.

Significance

Where a contract of employment has truly become frustrated, it is at an end by operation of law independently of the intention of the parties. There is therefore no 'termination' of the employment by either party, much less a 'dismissal' or a 'sacking'. These terms should be avoided in dealing with cases where frustration may be an issue. Frustration of employment is fundamentally different from breach of discipline, substandard performance, and abandonment of employment.

Advice

Frustration of employment can be a sensitive and potentially complex matter. It is therefore crucial to refer the matter to the Office of the CHSHA which will consult with the Public Sector Management Office and the Crown Solicitor's Office. Assistance will be provided in the drafting of letters and other appropriate documentation in such cases.

8.12 OUTSIDE EMPLOYMENT

Policy Statement

The *Public Sector Management Act 1994* (Part 8 Section 102), applies to the Authority in respect of '**employees engaging in activities unconnected with their functions**'.

Employees wishing to take up any form of remunerated position outside the Authority shall apply in writing to the Director, for approval to engage in that activity. This includes periods of long service leave and annual leave.

The application for approval shall contain:

- a rationale for taking up the external position
- length of tenure
- type of position/employment (including employer's name).