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An induction kit generally contains a manual of policies and procedures and other information relating to the organisation. The policies and procedures manual may have a plan of the office and an organisational chart showing employees' names, their titles and the location of their offices, as well as the new employee's position description and list of duties. Ensure your induction kit is readily available so you can easily refer to it when necessary.

At the end of the induction period, you may be asked to sign a form or complete an online checklist stating that you have read and understood the information provided to you.



## What does an induction program include?

Most induction programs or introduction into an organisation follow a similar line.

Induction programs usually cover:

- legal requirements such as WHS obligations
- regulatory requirements; for example, in the government sector certain forms need to be completed
- terms and conditions of the job such as holiday and sick leave entitlements, hours of work and reporting requirements
- the strategic directions of the organisation, its policies and procedures and organisational structure
- annual reports, sales reports and promotional brochures
- payroll and time sheet arrangements
- introductions to key members of staff
- specific job-role training.

## Documents relating to the legal requirements of an organisation

As well as documents to help in the running of their business, organisations must also provide a range of documents to satisfy legal requirements. The following documents relate to the legal requirements of an organisation.

<b>Legislation</b>	<b>Work health and safety policies, procedures and programs</b> Providing a safe work environment is an important responsibility for all employers, who must follow work health and safety (WHS) legislation. WHS information may be documented in a special booklet or included in the organisation's policies and procedures manual. WHS notices for the safe operation of equipment may be displayed near the machines. Evacuation procedures may be displayed in central locations in the office. Many organisations periodically run training programs and hand out information brochures or leaflets.
<b>Policy</b>	<b>Access and equity principles and anti-discrimination policies</b> An organisation may outline its policies on access, equity and discrimination in its policies and procedures manual, or include them in a separate document. These policies explain how the organisation will act on access and equity issues. Employers are required by law to make sure they do not discriminate on the basis of sex, age, race, religion or disability when making decisions about their employees.
<b>Codes of practice</b>	<b>Codes of practice</b> Many industries also have a code of practice that defines legal and ethical behaviour, such as privacy and confidentiality issues. Codes of practice provide advice on how an industry can comply with laws and regulations relating to it. Encompassed in most codes of conduct are ethical standards. Ethical standards set a benchmark from which to perform in the workplace.

## Documents relating to multiple areas

Many documents, policies and procedures relate to more than just one area of operation of the organisation. For example, WHS is a legal requirement, but it is also an important part of the general functioning of the organisation. Some documents may be found in more than one location, or there may be simplified versions that have been written for particular people in the workplace to use.

## Employee rights

One right that all employees have is the right to union representation.

Unions are associations that seek to improve working conditions for their members. They represent a variety of industries and occupations in Australia.

All employees have a right to:

- belong to a union
- be represented by a union when negotiating workplace agreements
- have union assistance when they believe they have been treated unfairly.

### Right to union representation

Unions seek to improve the conditions under which people work. People join them because the unions have greater bargaining power with employers and the government than a single person.

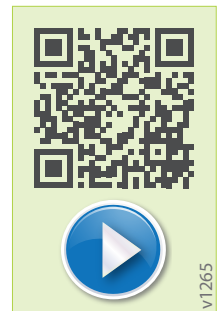
For example, the Australian Council of Trade Unions (ACTU) is the peak national body for all trade unions in Australia and represents two million Australian workers and their families. Each state has an ACTU branch, known as a Trades and Labour Council. The role of a union is outlined here.

#### The role of a union

To represent its members in negotiations over terms and conditions including hours of work, rest breaks, rates of pay, annual leave, long service leave and overtime

To provide advice and support on health, safety, redundancy, discrimination and welfare issues

To represent its members in disputes with employers over matters such as redundancy pay, notice of termination and stand-down issues



## Employee responsibilities

As an employee, you have certain responsibilities for how you should behave in your workplace. You have legal responsibilities such as those related to health and safety; and job-specific responsibilities such as those listed in your position description.



### Comply with health and safety responsibilities

As an employee, you have a responsibility to act with care and due regard for your own safety and that of others. All employees must contribute to a safe and healthy workplace. You need to be aware of and follow safety procedures such as identifying and reporting risks or hazards, using business equipment according to guidelines, and ensuring your workstation is set up correctly.

If you are familiar with your organisation's policy and procedures for work health and safety then it should be easy to identify unsafe practices or situations. Watch out for potential hazards and identify poor safety behaviour in other people by following safety instructions and warnings. Report anything that is unsafe to the appropriate person.

Keep the work environment safe by watching out for hazards in:

- kitchen areas – keep free from spills
- office areas and walkways – keep corridors clear
- exits – keep clear and easily accessible
- workshop/factory areas – watch out for potential hazards and wear appropriate protective clothing
- workstations – position your chair, desk, screen and telephone to suit your needs
- equipment – follow manufacturers' instructions
- work habits – take regular breaks and exercise to avoid occupational overuse syndrome.

## Understand your position description

A position description describes what you are expected to do in a particular job as well as the skills, experience, qualifications, knowledge and qualities needed. It helps you to understand the role by providing information about the job, what its purpose is and who you are to report to and work with.

The position description is used in a number of human resources processes.

Human resources processes that use position descriptions:

- Recruitment
- Job evaluation and classification
- Performance management
- Career planning
- Training and development
- Managing change

## What does a position description cover?

When you apply for a job, you may receive a position description that you can refer to when you write your application. Reading through the position description helps you get a good idea of the tasks involved in the job. You can then refer to these tasks in your application letter and highlight your suitability for the position by outlining how you would complete the tasks.

Jobs can change. This may be because you develop different skills, the type of work the organisation does may change, or you may be given more responsibility. As time goes on, your job description may need to be updated to reflect changes that have taken place in your duties.

A position description outlines the duties, activities, responsibilities, level of authority and relationship to other positions.

Position descriptions usually contain:

- the job title
- the objectives of the job (the main purpose of the position)
- the organisation and job environment (the structure of the relevant department or area and the service it provides)
- specific duties of the job
- an organisational chart (showing the relationship between the position and other roles in the organisation).

## Employer responsibilities

Most of the responsibilities of your employer will be outlined in your contract of employment, workplace agreement or award. Some employees do not have a formal contract to sign. In this case, you would have to refer to the relevant award and/or your letter of appointment for details of your employer's responsibilities.

It is your employer's responsibility to:

- meet the conditions of your contract or award
- provide a safe environment
- ensure non-discriminatory practices
- take affirmative action
- apply duty of care.

### Meet the conditions of your contract or award

One of the most important responsibilities an employer has is to pay you an agreed amount of money (wage or salary) at agreed times. If you earn above a certain amount in a month, your employer also needs to pay money into your superannuation account.

It is also the responsibility of your employer to:

- meet the conditions set out in your contract or award
- update your contract
- review your salary and conditions if the requirements of your job change, such as when you are given more responsibility or asked to work longer hours.

### Provide a safe environment

An important responsibility of your employer is to provide a safe and healthy place to work, as well as safe and healthy work systems and practices. These may include reporting procedures, emergency drills, safety signs and protective clothing. All employers must follow Commonwealth legislation as well as their state or territory's WHS Acts or laws. Many organisations have a WHS representative or committee to carry out workplace safety functions.



## Work health and safety (WHS) legislation

WHS legislation is designed to protect the health, safety and welfare of all people at work. You therefore need to be aware of and know how to access current WHS legislation and other WHS documentation relevant to your specific workplace, occupation and industry. This documentation includes regulations, codes of practice and your organisation's health and safety policies and procedures.

Keeping up to date with this information is essential. One of the most recent significant changes has been the national workplace health and safety reforms that resulted in the development of the Work Health and Safety Act 2011 (Cth) and model regulations and codes of practice. These reforms are designed to improve national work health and safety by simplifying the system and making laws more consistent across Australia.

The following provides the name of the health and safety legislation and the regulator responsible for its implementation in each state and territory, as at the time of publication.

Region	Information
Commonwealth	<i>Work Health and Safety Act 2011</i> (Cth) WHS regulator: Comcare <a href="http://www.comcare.gov.au">www.comcare.gov.au</a>
Australian Capital Territory	<i>Work Health and Safety Act 2011</i> (ACT) WHS regulator: WorkSafe ACT <a href="http://www.worksafe.act.gov.au">www.worksafe.act.gov.au</a>
New South Wales	<i>Work Health and Safety Act 2011</i> (NSW) WHS regulator: WorkCover NSW <a href="http://www.workcover.nsw.gov.au">www.workcover.nsw.gov.au</a>
Northern Territory	<i>Work Health and Safety Act 2011 (National Uniform Legislation)</i> (NT) WHS regulator: NT WorkSafe <a href="http://www.worksafe.nt.gov.au">www.worksafe.nt.gov.au</a>
Queensland	<i>Work Health and Safety Act 2011</i> (Qld) WHS regulator: Workplace Health and Safety Queensland <a href="http://www.worksafe.qld.gov.au">www.worksafe.qld.gov.au</a>
South Australia	<i>Work Health and Safety Act 2012</i> (SA) WHS regulator: SafeWork SA <a href="http://www.safework.sa.gov.au">www.safework.sa.gov.au</a>
Tasmania	<i>Work Health and Safety Act 2012</i> (Tas.) WHS regulator: Workplace Standards Tasmania <a href="http://www.wst.tas.gov.au">www.wst.tas.gov.au</a>

*continued ...*



### Racial discrimination

#### ***Racial Discrimination Act 1975 (Cth)***

The Racial Discrimination Act covers all of Australia and prohibits racial discrimination and offensive behaviour based on racial hatred. It covers discrimination based on race, colour, descent, and national or ethnic origin. It also protects those who may be discriminated against based on their association with people of a particular ethnicity. The Act applies to everyone in Australia and all organisations.

The *Racial Hatred Act 1995 (Cth)* was added to the legislation to provide an avenue for people to complain about racist behaviour that offends, insults, humiliates or intimidates others in public.

### Sex discrimination

#### ***Sex Discrimination Act 1984 (Cth)***

The Sex Discrimination Act states that it is unlawful to discriminate against someone based on their sex, marital status, pregnancy or potential pregnancy. It sets out laws against sexual harassment as well as dismissal from work based on family duties including pregnancy.

According to the Act, it is unlawful to refuse to provide goods or services, education or employment based on a person's sex. The Act also covers discrimination in awards and enterprise bargaining, insurance and superannuation, Commonwealth laws and programs, and accommodation.

Sexual harassment is included in the Act because it is a form of discrimination to treat a person unfairly because of their sex.

### Human rights

#### ***Australian Human Rights Commission Act 1986 (Cth)***

The Australian Human Rights Commission (initially called the Human Rights and Equal Opportunity Commission) was established in 1986 to deal with breaches of anti-discrimination laws and to promote human rights education.

The Act promotes human rights for all people, and covers most forms of discrimination not already covered in the other Acts, including discrimination on the basis of:

- criminal records
- marital status
- medical record
- political opinion
- religion
- sexual preference
- social origin
- trade union activity.

### Marketing strategies

Organisations should market their products and services using open and honest marketing and advertising strategies. Advertisements should be factual and informative and not mislead customers. This sends a message to the wider community that this business has integrity and a set of values that considers the customer as important.

Too often, the focus is on closing the sale – it should be on opening a relationship.

## Communication channels and communication between staff members

All organisations need to have good communications between staff members. Communication means sending and receiving information between individuals and between sections of the organisation. Without good internal communications, an organisation has little chance of functioning effectively.

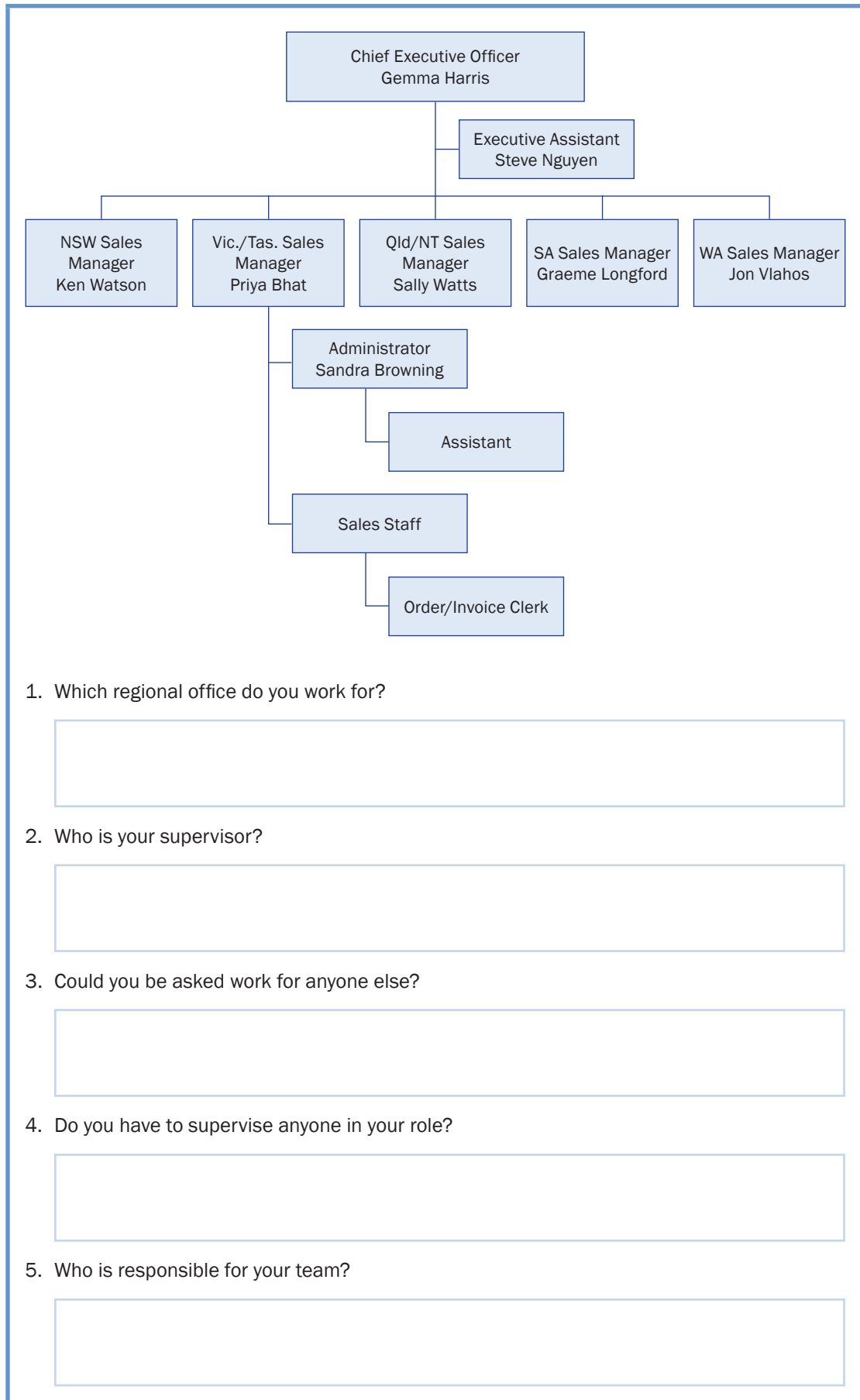
Progressive organisations constantly look at ways in which to improve communications. No matter how comprehensive the strategic plan of an organisation is, it is worthless unless it is shared with others. For this reason, effective communication is crucial at every level of an organisation. However, the ability to communicate effectively does not come easily to some people, and it is a skill that requires practice.



## Organisational values and behaviours

The values of an organisation provide employees with an understanding of how it expects them to treat others, whether they are inside or outside the business. Organisational values convey to people outside the organisation what the organisation stands for and how they will be treated when they work with the

... continued



**How would you deal with this problem?**

- Confront the person directly and explain why they should turn the lights off at night.
- Complain to another work colleague about the issue.
- Tell your supervisor what is happening and ask them to talk to the person.
- Make sure you are the last to leave so you can turn the lights off yourself.
- Bring the issue up at a staff meeting.
- Put a copy of the environmental policy on the person's desk.
- Make a sign that says 'Turn the lights off' and put it next to the light switch.

## Practice task 5

Imagine you are concerned that a colleague always leaves the lights on in the building when they go home for the night, even though it is organisational policy to turn them off before leaving.

Name one advantage and one disadvantage for each of the options in this table.

Action	Advantage	Disadvantage
Confront the person directly and explain why they should turn the lights off at night.		
Complain to another work colleague about the issue.		
Tell your supervisor what is happening and ask them to talk to the person.		
Make sure you are the last to leave so you can turn the lights off yourself.		
Bring the issue up at a staff meeting.		
Put a copy of the environmental policy on the person's desk.		
Make a sign that says 'Turn the lights off' and put it next to the light switch.		

## Summary

1. An organisation's documents can include a strategic plan, business plans, policies and procedures manuals, codes of conduct, WHS policies, access and equity policies, customer service charters, annual reports and quality and improvement procedures.
2. Employees' rights include the right to certain conditions in employment, union representation and a safe and healthy workplace.
3. Employees' responsibilities include complying with health and safety procedures, anti-discrimination policies, confidentiality policies and job-specific responsibilities.
4. Employers' rights include expecting employees to follow reasonable instructions, have a reliable attitude to their work, carry out the duties outlined in their position description, follow health and safety procedures and respect confidentiality.
5. Employers also have the right to dismiss employees in some situations.
6. Employers' responsibilities include exercising a duty of care to their employees, providing a safe workplace, honouring conditions of contracts and awards, and ensuring there is no discrimination.
7. All workers should understand and comply with the goals, objectives, standards and values of their organisation.

## 2C

### Seek assistance when difficulties arise

If difficulties arise when you are carrying out your work, it is important to seek assistance before the situation gets too bad. If you feel unable to ask for help about workplace problems, you may end up not completing work on time and let people down. If the problem persists you may worry more and stress levels may increase.

People may find it hard to ask for help because they:

- fear people may think them weak or too dependent on others
- fear people may think they are not competent at their job
- think they should be able to handle all situations
- have a supervisor who is not approachable.

### Types of difficulties

During your working life you will encounter many difficulties in the workplace. Some of these difficulties will be within your control and others will be out of your control. Regardless of the circumstances, it is important to recognise that there are people in your workplace who are willing to assist you. If you choose not to ask for assistance this can have a major effect on you, your co-workers and ultimately the organisation.

It takes courage and honesty to communicate and ask for help. Remember the saying 'A problem shared is a problem halved'. Your colleagues and supervisor cannot offer you the benefit of their support, experience and problem-solving skills if you don't ask.

Consider the following information about difficulties that commonly occur in the workplace.



## Clarify information

Check that your understanding of what is required is the same as that of the person giving the instructions. This means that you repeat and confirm any information that is being given to you. You can give the person a summary of what you think they have told you so they can then check you are both talking about the same thing. Taking this step assures the person giving the information that you have understood.

To fully understand what has been communicated you usually need to ask questions. Asking questions reduces the risk of assuming that you have all the information needed to proceed when in fact you don't. Make sure you get all the necessary information to effectively perform your job.

When communicating with others, listen, ask questions and repeat what you have heard. Keep doing this until you fully understand what is being communicated.



## Open and closed questioning

There are two types of questions that you can use: open and closed.

Here is more information about open and closed questions.

### Open

An open question is likely to receive an extended answer. They provide an opportunity for discussion, thinking and reflection with another person. Open questions often begin with 'what', 'why' and 'how'.

For example:

- What should I do now?
- What would happen if we received more funding?
- How do I process this information?
- Can you please describe how to do this?

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## Topic 3

# Develop effective work habits

Developing good work habits and time-management practices is often a matter of developing proper attitudes toward work and time. People with good work habits are more successful in their careers than those who are poorly organised, and they tend to have more time to spend on their personal life as well.

Good work habits are more important than ever because of today's emphasis on productivity and quality.

It is, however, important to create a good balance between work and your personal life. Career goals you've set for yourself will fall flat if your mind or body can't keep up with competing priorities. You may become stressed or burnt out.

In this topic you will learn how to:

- 3A Identify work and personal priorities and achieve a work–life balance
- 3B Apply time-management strategies to work duties
- 3C Dress and behave appropriately for the job role





**Take your annual holidays**

Holidays are important for you to rest and enjoy time away from the workplace. Taking a holiday allows you to return to work refreshed and more productive.



**Create a healthy lifestyle**

Make a realistic plan to eat better, take regular exercise, reduce your alcohol intake, quit smoking, or pursue a hobby or interest. Spend more time with your family and friends.

**Practice task 12**

You are an administrative assistant of an online learning management system. You have a pre-school-aged child.

Identify three ways you can achieve work–life balance.

## Practice task 13

You work as an administration officer for a training organisation. You have a range of tasks to undertake and need to prioritise them so you do the most urgent one first.

Decide whether each task in this table is a high, medium or low priority.

Task	Priority
Replying to a course inquiry	
Filing a bundle of contracts	
Photocopying documents for a meeting this afternoon	
Typing up minutes from yesterday's monthly team meeting	
Laminating certificates for a course that finishes this afternoon	
Putting together a class list for tomorrow's class	
Developing an agenda for next month's team meeting	
Printing and binding course notes for a course beginning next Monday	
Sending out invoices for course enrolments	

The demonstration of acceptable behaviour is usually connected with the values and core standards of the organisation. Value statements outlined in the organisation's strategic plan provide a clue to the behaviours that are acceptable in the workplace. They explain to employees and to the public just what standards the organisation has.



### Example: values and statements of expected behaviours in the workplace

Here is a statement of values and behaviours for a particular organisation.

UP Marketing  
Statement of values and behaviours

Respect	Being the best	Teamwork	Honesty
I treat others the way I like to be treated.	I try to do the best I can.	I cooperate with others.	I obey company guidelines.
I communicate in an open manner.	I help others to do their best.	I seek help or provide guidance when needed.	I do what I say I will.
I improve poor behaviour.	I strive to improve my skills and knowledge.	I am reliable.	I am open and straightforward in my dealings with co-workers and the public.

## Summary

1. Creating a balance between your working life and personal life is essential to your productivity and your physical and mental health.
2. Work–life balance programs recognise that employees have families, responsibilities, interests and goals outside work. They provide employees with greater flexibility in the workplace.
3. Time management means organising the time you have available in a way that allows you to get the most done.
4. Managing time effectively requires self-discipline, and the ability to change the way you do things.
5. Dressing appropriately in the workplace helps project a professional image at all times regardless of position and location.
6. Acceptable behaviours are linked to the values, business ethics and morals of an organisation.
7. Unacceptable behaviour is often linked to bullying, harassment and discrimination in the workplace.