



Respect Inc

NEW & UPDATED PROCEDURES MANUAL

Updated April 2018

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1. Membership Forms

Available [HERE](#).

2. Code of Ethics and Code of Conduct Agreement

Available [HERE](#).

3. Management Committee Procedures

3.1. Meeting Procedures

3.1.1. Background

These procedures shall govern all Annual General Meetings (AGMs), General Meetings and Management Committee meetings and, as far as is appropriate, all meetings of subcommittees of Respect Inc.

3.1.2. Meetings and Minutes

All Management Committee meetings are to be conducted properly in accordance with the **Constitution**.

The Management Committee generally organise to meet at least once every calendar month at a regular time as agreed by the incoming committee each year. To enhance participation, all meetings will be held at a time most suitable for the majority of members.

The agenda will be drawn up by the Secretary in consultation with the Chairperson and other committee members may add agenda items by adding the agenda item to the copy of the agenda in the next meeting folder. The members adding to the agenda are asked to put their name next to it so that they can speak to this. The Secretary will then circulate the agenda to all committee members at least seven days before the committee meeting. The agenda for the meetings will consist of:

- Welcome and opening of meeting
- Apologies
- Ratification of new members
- Acceptance of minutes from previous meeting
- Correspondence

- Flying minutes, motions passed via email in the previous month
- Treasurer's report
- Sub-Committee reports
- State Coordinator's report
- Any other staff input requested to be discussed
- Business arising from previous minutes
- General business
- Other business
- If staff members are present and confidential HR discussions need to happen, the staff members beyond the State Coordinator are asked to leave
- Next meeting
- Close of meeting

The following documents will be made available to the Management Committee before the monthly meetings and are often sent with the agenda by the secretary. Alternatively they are placed in the relevant MC meeting folder which all MC members have access to and encouraged to review prior to the meeting:

- Financial reports
- Correspondence in and out, with items highlighted that need attention
- Written reports from State Coordinator
- Issues and general business items raised by staff and members
- Any reports from sub-committees or working groups

3.1.3. Template for Agenda and Minutes

Available **HERE**.

3.1.4. Conduct of Speakers

Most Respect Inc MC meetings are conducted via teleconference as members reside in different cities. This makes our meetings longer than they would be if we were all in the same room. When someone has something they want to say, they are encouraged to identify to the person chairing the meeting when they want to speak during the appropriate agenda item. This is often done by calling out their name and the person chairing will indicate their acknowledgement of their request to speak and will call on them when it is their turn.

MC members are encouraged not to plan commitments for straight after meetings in the event that they run over. Our meetings often go for approximately four hours in duration with one or two breaks. Members are encouraged to have any meals organised prior so as to avoid the need to leave the meeting for long periods of time.

Often items are presented which lead to differences in opinions and it is encouraged that members will voice these different perspectives prior to decisions being made. We aim for a culture in which diverse views are accepted and recognised. Disrespectful and derogatory comments about another member's opinions will not be acceptable within this environment and could be seen as contradictory to our code of ethics and values.

3.1.5. Voting

Voting shall comply with the requirements set out in Respect Inc's **Constitution**. The Chairperson shall declare the result of a motion after the vote or ballot, by stating that a motion has been passed or not.

If a vote is equal, the Chairperson shall declare the result in the negative and adjourn the question until more information is available. It may be re-tabled for discussion at that time.

3.1.6. Quorum

The quorum for Management Committee meetings is a simple majority of a number equal to the number of members elected and/or appointed to the Management Committee as at the close of the last General Meeting of members. If there are not enough members present at a meeting to make quorum within 30 minutes of the starting time, the meeting may go ahead but no decisions can be made. Instead they can be moved and passed by flying minutes.

Often urgent motions can be made via flying minutes (via email) so as to allow for the lack of quorum not to impact negatively on the normal operations of the organisation. These motions are recognised in the following MC meetings minutes.

Matters to be voted on are normally the result of a formal motion put to the meeting. Votes may be cast in favour of or against the motion. Anyone who does not wish to vote may abstain from doing so and this will be reflected in the minutes. If the votes cast in favour of and against a motion are equal, then the decision is taken to be in the negative and may be referred back to the proposer for more information.

Often individual MC members may find that they have been outvoted on a motion and it is encouraged that members accept the decisions of the committee regardless of their individual preference.

Only people who are actually members of the Management Committee may vote. There may be other people present at a meeting as observers or advisers, employees and so on, but their status is non-voting.

3.1.7. Calling the AGM

The Management Committee will call the AGM in accordance with the **Constitution**. A General Meeting may be called at any time to deal with items or business of the organisation of a more urgent nature, and the notice for such meetings must include the object of the meeting. Notice periods, times and procedures for such meetings must be in accordance with the **Constitution**.

3.1.8. AGM Report Template

Available [HERE](#).

3.1.9. AGM Notice Template

Available [HERE](#).

3.1.10. Nomination Form

Available [HERE](#).

3.2. Duties of Management Committee Members

3.2.1. Chairperson

The Chairperson is valued for their leadership abilities, is the figurehead of Respect Inc and consequently plays a key role in the success of the organisation. The Chairperson's responsibilities include chairing group decision-making and being a spokesperson for the organisation.

The primary duties of the Chairperson of Respect Inc are to:

- Ensure the successful functioning of Respect Inc and the achievement of its objectives
- Have a thorough knowledge of, and uphold the objectives and values of, Respect Inc
- Preside over all General Meetings and Management Committee meetings
- Ensure that meetings are properly convened
- Cooperate with other members to strive to continually improve Respect Inc's operations, policies and procedures
- Support the Secretary, Treasurer and committee members in the correct functioning of their duties and be available for consultation with them
- Represent Respect Inc to the outside world as required
- Treat the position with respect and professionalism

- Avoid becoming involved in activities that could undermine their reputation for impartiality in the Chair
- Be familiar with, and apply the procedures for, chairing Respect Inc's meetings
- Sign legal documents as principal committee member

In Management Committee meetings, the Chairperson will:

- Summarise the issue which needs addressing including the relevant facts, opinions and options for consideration
- Suggest a number of concrete options if there are alternatives and to identify clearly what the motion is
- Allow opportunities for members to share their opinions prior to voting
- Conclude discussions by asking everyone in the group to vote on a motion
- Confirm the group's decision and ensure this has been minuted accurately
- Check that everyone accepts and understands, the outcome.

Skills include:

- Leadership
- Meeting facilitation
- Negotiation
- Advocacy/public speaking
- Conflict resolution
- A strategic approach

3.2.2. Vice-Chairperson

The Vice-Chairperson assists the Chairperson in carrying out their duties and fills in for them if they are unavailable. It is essential that the Chairperson and Vice-Chairperson have a good working relationship.

The Vice-Chairperson's responsibilities include taking on delegated duties from the Chairperson (such as chairing Management Committee meetings, representing the organisation at outside meetings or being spokesperson on behalf of the organisation) if the Chairperson is unavailable.

Skills include some of the above of the Chairperson and a willingness to learn the others and grow into the position.

3.2.3. Treasurer

The Treasurer's primary responsibility is to oversee the financial management of Respect Inc's operations. The Treasurer's responsibilities include working with the State Coordinator and the bookkeeper to ensure the budgets and budget reports are an accurate representation of what the organisation is spending its money on and to:

- Prepare the audited financial statements and present them to the AGM
- Provide financial reports to Management Committee meetings including bank reconciliations, payments for ratification, profit and loss statements and other documentation that provides evidence that accountability processes have been complied with (it is important that these reports are easily read and understood by other members)
- Make sure that finances are planned in advance by the preparation of an annual budget
- Make sure that the financial records are up-to-date and in order
- Take reasonable steps to ensure that all funds are safe and free from misuse and/or misappropriation
- Ensure that the necessary information for the audit is prepared each year, that the audit is arranged and that all documents are ready for the auditors to ensure that they are audited at the lowest cost and finalised in a timely manner.

Some of the above tasks can be delegated under supervision.

Skills include financial and bookkeeping skills and the ability to explain finances to others.

3.2.4. Secretary

The Secretary not only has responsibilities set out under the Associations Incorporation Act and the organisation's **Constitution**, but also unwritten obligations that are of great importance to the smooth operation of Respect Inc. The Secretary should have adequate time for the tasks and a good knowledge of Respect Inc. The Secretary may have an endless number of tasks to attend to, and the skills of delegation and supervision are essential. If the position of Secretary becomes vacant for any reason throughout the year, someone may be employed temporarily to complete the duties, without having to be elected as a member of the Management Committee.

The duties, obligations and tasks placed on the Secretary are as follows but can be delegated under supervision. They are to:

- Commence any legal proceedings, file an affidavit in the court, if the need arises

- Advise notice of change of the members of the Management Committee within 14 days of the change to the Department of Fair Trading and the funding body/s
- Advise the appointment of a new Secretary within 14 days of the appointment to the Department of Fair Trading and the funding body/s
- Be responsible for the minutes of Respect Inc
- Countersign the affixing of the Respect Inc's common seal and be responsible for its safekeeping
- Accept nominations for Management Committee positions at least 14 days prior to the AGM
- Give 14 days notice of any special Management Committee or General Meeting, including those that involve membership appeals
- Prepare, with the Chairperson, the agenda and any background papers to be distributed in connection with meetings, including checking the minutes of the last meeting for business arising
- Arrange correspondence, order and summarise correspondence and report on the correspondence
- Keep the minutes of the meeting and write them up as soon as possible
- Write all letters in accordance with the Management Committee's instructions
- Keep the Chairperson and other members informed of correspondence that may need attention
- Coordinate any reports to be presented, such as those from sub-committees and the Treasurer
- Arrange meeting venues
- Prepare and dispatch notice of meetings
- Bring the minutes book, reports, documents and correspondence to meetings
- Prepare attendance registers and/or keep a roll of members present
- Keep a register of members and make the register of membership of Respect Inc available on demand by members
- Advise applicants in writing of the acceptance or non-acceptance of their membership application.

Skills include:

- Time management
- Delegation
- Being well organised
- Typing, correspondence
- Taking minutes

3.2.5. All Management Committee Members

All Management Committee members will need to:

- Attend meetings regularly and make decisions in the best interests of Respect Inc on the information presented
- Read material relating to each Management Committee meeting prior to the meeting
- Carry out any task they have agreed to undertake
- Check that the committee members are carrying out their functions and that they are keeping other members informed
- Ensure that Respect Inc operates within its **Constitution** and fulfils its legal requirements
- Act openly and frankly
- Encourage any sub-committee members and/or employees of Respect Inc to carry out their functions as instructed
- Listen to what others have to say and try to understand their point of view
- Avoid undermining another member's authority (if a member has a certain responsibility and you have noticed that he or she has not been fulfilling the role in an adequate manner, talk privately and offer help and suggestions)
- Participate in sub-committees as required.

Skills include a willingness to learn and be involved. Being a committee member is a great opportunity to learn skills which can be transferred to other positions both within Respect and in other organisations.

Each member of the Management Committee is a part of the team and valued.

3.3. MC Member Agreements

Available [HERE](#).

3.4. MC Record Card

Available [HERE](#).

3.5. Induction Checklist

Available [HERE](#).

3.6. Working from Home Agreement

Available [HERE](#).

3.7. Resources MOU

Available [HERE](#).

3.8. Payments to Management Committee Members

There are a range of allowances provided within the organisation for meals and travel needs when approved. Refer to the **Travel Allowance Policy** for further information. Below are the allowances that are specific to the MC members with recognition that they are unpaid so we assist with travel costs for attending the office for example, which we don't provide to paid employees. Also many members do their duties from home using personal resources and incurring costs within their personal expenses.

The allowances in this section are provided directly to the MC member through a deposit into their nominated bank accounts. They are to assist in minimising the risk of people paying to be a volunteer. Respect Inc understands that often members are refusing opportunities of paid work to do the volunteer roles on the MC.

If a member is unclear about when it is appropriate to claim for an allowance, they can discuss this further with the executives. Generally when a motion is made for MC members to participate in specific events which are beyond the scope of this procedure, it is ideal to have the decision made at the MC meeting prior regarding honorary payments or sitting fees.

Communication allowances

Each quarter the MC members will be provided with a communication allowance with the executive members receiving \$100 each quarter and the rest of the committee receives \$50 each quarter. This is to assist the members with the costs of communication as part of the role within the MC such as internet and phone costs. MC members are not required to produce any evidence of these expenses to receive this allowance.

Honorary payments and sitting fees

Members will be paid sitting fees for duties which are beyond their role such as participating in interview panels, conducting training workshops, relieving permanent staff for short durations, representing the organisation in government consultations and other duties considered reasonable by the Management Committee at the time. The current rate is \$75 per half day and \$150 per full day.

MC members relieving paid staff or temporarily filling a role that is normally paid

The Queensland Associations Incorporations Act outlines that MC members cannot be paid members of staff of the association. The intentions are for the MC members to vote without consideration of personal financial gain.

When key staff members or short-term projects become vacant and a MC member is identified as the most appropriate option, this member is expected to stand down from discussions and abstain from voting on this issue. If it is a significant position, they will also be expected to stand down from their role within the MC for the duration of the paid position.

3.9. MC Counselling and Disciplinary Procedures

The expectations regarding behaviour and standard of work practices is consistent between the staff and management committee members. Due to different legislative coverage, these are specific procedures for the mc. Similar procedures are available within the Human Resource management section for staff.

The purpose of this procedure is to resolve issues, and ideally, to find a solution that benefits both parties, the wider team, sex workers and the organisation and to create a greater understanding of issues.

In cases of:

- Contravention of Code of Ethics or Code of Conduct
- Non compliance with agreements -
 - Unsatisfactory work performance, that is, a failure to perform the duties of the position or to perform them to the standard required
 - Non-compliance with workplace policies, rules or procedures
 - Unacceptable behaviour in the workplace
 - Disruptive or negative behaviour that impacts on co-workers
- Serious misconduct:
 - Causes serious and imminent risk to the health and safety of another person
 - Causes serious and imminent risk to the finances and assets or to the reputation of the organisation
 - Deliberately behaves in a way that's inconsistent with continuing their employment.
 - Other examples of serious misconduct include: theft, fraud, assault, being incapacitated at work, refusing to carry out work duties.

Counselling and disciplinary procedures

Identifying a breach

Any member of the organisation can identify a breach to a person who is in a supervisory role (this could be any member of the executive or coordinator). The State Coordinator is not to take on a supervisory role of the mc and is expected to provide any information given to them by a member to the executive.

An executive member is to identify the possible breach by outlining it as a potential breach within the same forum as the breach occurred (ie email chain or group meeting). Further conversation regarding the breach within the wider group is to be shut down and appropriate topics moved to a new agenda item or discussion.

For example: If an email chain includes comments which could be seen as a breach of the code of conduct, ethics or agreements: A member of the executive or the Coordinator will reply to all included in the email chain with the comment:

- It has been identified that ___ (team member) has potentially breached their agreement with Respect Inc. Further discussions will happen between myself, the remaining executive members, the Coordinator and ___ (team member). I ask that this email chain is ended and a new chain with the topic of _____ is started in a new chain.
- Alternatively in a group discussion

This executive member will then lead a discussion within a smaller group.

Establishing a small group to discuss potential breach

When a breach is identified, a smaller group will discuss the incident. This group will generally consist of the person who potentially committed the breach and at least two of the executive members. This is to be a confidential environment where clarification about the concerned action, the impact of this action and the motivation of both parties can be discussed. If unable to be resolved at this level, the following procedures are to be followed.

Counselling Sessions

Before the meeting the executive members involved should:

- Identify, assess and analyse the problem with the person's behaviour
- Gather evidence available
- Outline a summary in writing which is to be made available to the team member concerned

Once the problem behaviour has been identified and assessed, the executive members involved will organise a meeting with the person involved to discuss the situation. In doing this, they will outline the purpose of the meeting and inform them that they can bring a support person.

A support person can be a family member, friend, colleague or external counselling support. Unless they are a legal representative the support person cannot advocate for the team member being disciplined nor speak on their behalf. They are just there to provide emotional support both within the counselling session and beyond. The support person will be expected to sign a confidentiality agreement if they are not a legal practitioner.

The responsibilities of the executive members involved include:

- Make sure it's somewhere private and comfortable
- Explain clearly:
 - What the concerns are
 - Why it is a concern
 - How it impacts on the workplace
 - Desired outcomes for this meeting
 - Provide all evidence gathered to support the allegation

The executive members involved are to:

- Give the mc member the opportunity to respond. Their point of view should be heard and duly considered.
- Listen to their explanation of why the problem has occurred or any other comments they make.
- Make notes of these or allow the person to add notes to the written outline.
- Jointly identify strategies for resolution together that addresses the issue/s
- Include the agreed strategies to resolve in the outline and ask person for their input
- Include dates and deadlines for issues to be resolved, timeline for review, timeframe for when opportunity to resolve has expired etc.

If there are any points that person would like to dispute these should be flagged and taken to the MC/remaining MC for consideration. The MC member can ask for further MC Member/s to be included in procedure.

All counselling sessions should conclude with the counselled person being provided with written notes of the meeting, all issues raised must have a deadline (date by which behaviour will be modified) and a date for review.

If after this review session the problem is resolved then no further action may be required. However if the problem re-emerges in the future the fact that a previous counselling session on this issue has been conducted can be taken into consideration.

Things to consider before deciding on disciplinary action:

The nature of the incident (how serious?)

The intent of the person whose conduct was the subject of the complaint (was it malicious or just negligent?)

The need to ensure that the person does not behave in that way again (how serious would it be if it happened again?)

Any prior history of the complained-of behaviour and previous disciplinary action (has this happened before or is this unusual for this person?)

The need to ensure that other team members do not behave that way in the future (would lack of disciplinary action send a message to other staff/MC that the behaviour is acceptable?)

Whether appropriate standards of workplace behaviour had been clarified with team members (if team members had not been told the behaviour was not acceptable the disciplinary action should not be too severe).

Whether the behaviour complained about had previously been widely tolerated in the workplace by management and other staff (if previously tolerated disciplinary action should not be too severe).

Possible strategies for resolution

- An apology put out within the same forum and audience which witnessed the breach
- Changes in behaviour which show an understanding of expectations, ie the behaviour that was identified as a breach stops
- Training or researching which may assist in increasing the person's understanding of the consequences of their actions
- Involvement in other activities which will increase the person's understanding of the issues and the impact of behaviour similar to theirs
- Mediation with either internal or external mediation service
- An agreement that the supervisor can identify the behaviour as a breach within a wider forum
- Demotion, i.e. by classification levels or increments
- Withholding an increment
- Termination of employment/expulsion from Management Committee.

If unresolved for MC members, written warning

If a counselling session is unsuccessful or a review of the agreement reached through a counselling session is unsuccessful, the executive members involved will take the outline to the remaining MC members to identify action to be taken.

A warning letter is to include:

- The breach identified and the outcome of the counselling session
- The action taken to date
- The steps that the MC can take to dismiss the member
- Request for the member to show cause why they should not be dismissed from the MC by a certain date
- If a resignation is received prior to this expiry date, no further action will be taken
- The status of their membership if they resign or are dismissed

If unresolved after warning letter, dismissal of an MC member

In accordance with the Respect Inc constitution, *section 20 Resignation, removal or vacation of office of management committee member*

(1) A member of the management committee may resign from the committee by giving written notice of resignation to the secretary.

(2) The resignation takes effect at—

(a) the time the notice is received by the secretary; or

(b) if a later time is stated in the notice—the later time.

(3) A member may be removed from office at a general meeting of the association if a majority of the members present and eligible to vote at the meeting vote in favour of removing the member.

(4) Before a vote of members is taken about removing the member from office, the member must be given a full and fair opportunity to show cause why he or she should not be

removed from office.

(5) A member has no right of appeal against the member's removal from office under this rule.

When a general meeting is called, all members of the association are invited to attend with information given about the motion being proposed in accordance with section 35, Respect Inc Constitution. This will lead to the MC needing to identify the member they want to dismiss and the breach which occurred.

35 Notice of general meeting

(1) *The secretary may call a general meeting of the association.*

(2) *The secretary must give at least 14 days notice of the meeting to each member of the association.*

(3) *If the secretary is unable or unwilling to call the meeting, the chairperson must call the meeting.*

(4) *The management committee may decide the way in which the notice must be given.*

(5) *However, notice of the following meetings must be given in writing—*

(a) a meeting called to hear and decide the appeal of a person against the management committee's decision—

(i) to reject the person's application for membership of the association; or

(ii) to terminate the person's membership of the association;

(b) a meeting called to hear and decide a proposed special resolution of the association.

(6) *A notice of a general meeting must state the business to be conducted at the meeting.*

4. Volunteers

4.1. Background

We recruit volunteers for both one-off tasks and for ongoing work. Calls for volunteers for specific discrete tasks may be advertised by the State Coordinator on the e-list, website and through other means from time to time. The recruitment of volunteers is at the discretion of the State Coordinator. Peers wanting to volunteer should complete the **Volunteer application form** below and forward it to the State Coordinator. The form seeks information about your availability, skills and what you would like to do.

4.2. Volunteer Supervision Guide

Available [HERE](#).

4.3. Volunteer Application Form

Available [HERE](#).

4.4. Volunteer Record Card

Available [HERE](#).

4.5. Volunteer Induction Checklist

Available [HERE](#).

4.6. Volunteer P&P Manual

Available [HERE](#).

5. Organisational Procedures

5.1. Confidentiality and Privacy Procedures

5.1.1. Requests to Provide Information

Employees or any other organisational representative must not provide any information to any other authority, including the police, other than to state that they will refer the matter to the senior decision-making body of the organisation.

If a peer requests it, staff may liaise with other agencies and share information in the course of advocating for them. In such cases a **Consent to Share Confidential Information Form** must be completed and kept on file. Files will be kept in a locked filing cabinet and destroyed after 1 year.

Staff and volunteers must be familiar with the **Code of Ethics** and **Confidentiality and Privacy Policy** and observe the procedure (below) if requested by any authority (including police) for information about a peer.

If police request information from any staff member (or organisation representative; Management Committee member or volunteer), they are to remind them that the Criminal Code, Chapter 22A, Prostitution, section 229N, Non-compellability of health service providers, states:

(2) A health services provider is entitled to refuse to provide any document or information, or answer any question, in relation to an investigation of, or prosecution for, an offence against this chapter on the ground that it would disclose information gained in providing a health service.

5.1.2. Process for Handling Requests for Information

If the police, the Department of Child Safety or any other authority requests personal details of a peer, the following process should be followed:

- Collect the contact details of the person requesting the details, the reason for the request for information and what specific information or records they are seeking.

- Do not confirm or deny any knowledge of the person about whom they are seeking information.
- If you are not the staff member who has spoken to the person in question, contact the staff involved with that person to ascertain what information, if any, is being held.
- Contact the State Coordinator or a Management Committee member and advise them of the strategies being used.
- Contact the local community legal service or known solicitor who will not charge the service for their assistance. Ask for them to hold any file or records that may exist within the organisation.
- Give any files, case notes or any other records that could be subject to subpoena by the authorities to the legal practitioner.
- Advise the authorities that any files that could contain the person's details have been given to the organisation's legal practitioner and are not able to be accessed due to 'client-lawyer privilege'.

5.1.3. Guidelines to Assist in Decision-Making

Think about how information could be used in the media if it is released. For example if the information requested does not include identifying details, consideration still needs to be given to the impact this information could have for sex workers. For example, if it is regarding the general locations of street workers, this information could be used to cause unwanted attention so it is advised that this is not provided. If the information requested is the percentage of street workers who access our service and this information is likely to be used to positively affect the stereotypes portrayed by the media, then this information would be appropriate.

5.1.4. Confidentiality and Work Practices Agreement Form

Available [HERE](#).

5.1.5. Consent to Share Confidential Information Form

Available [HERE](#).

5.2. Conflict of Interest Procedures

When a conflict of interest (either perceived or actual) is identified, the details, steps to minimise risks and (when appropriate) timeframes for those steps to be taken need to be detailed in writing by one or more of the following:

- Discussing at an MC meeting and recording them in the minutes
- Making an agreement between the staff member or volunteer and their supervisor or MC member and executive member of the MC

- Documenting them in a work plan agreed to by the staff member and their supervisor.

It is important that decisions made are consistent with the principles of natural justice and transparent decision-making. If agreements are broken, the **Counselling and Disciplinary Procedures** will be implemented. Breaches of these agreements will not be taken lightly as they will reflect poorly on the integrity of the organisation.

5.2.1. Conflict of Interest Agreement

Available [HERE](#).

5.3. Discrimination, Bullying and Sexual Harassment Procedures

5.3.1. Internal Workplace Policy

Respect Inc has a commitment to create a work environment which is free from discrimination, bullying and harassment and where all members of staff are treated with dignity, courtesy and respect. Respect Inc has an obligation to treat all complaints of discrimination, bullying, victimisation, sexual harassment, vilification or seeking unnecessary information on which discrimination might be based seriously. All complaints will be handled confidentially and impartially, investigated promptly and recommendations implemented.

What to do if you are discriminated against, bullied, sexually harassed, vilified or asked for unnecessary information.

Don't ignore discrimination, bullying, sexual harassment, vilification or requests for unnecessary information, thinking it will go away - often it just gets worse. Choose the action you feel most comfortable with. Think about what you would like to get out of this action. You can follow more than one action at the same time.

Self help

If you feel confident and want to deal with the situation yourself, you can use self help techniques. However, it is not necessary that you try to resolve the complaint this way.

This option involves approaching the person responsible for the discriminatory or sexually harassing behaviour yourself. You should tell the person what you are unhappy about, why you are unhappy about it, and what you would like to happen. Taking a person with you for support may be helpful.

5.3.2. Making An Internal Complaint - General Procedure

Important Information:

- A complaint can be made to the State Coordinator or a management committee member if this is more appropriate

- The complaint does not have to be in writing, although you may be asked to do this as it will make it easier for the person following up with the complaint to refer to your wording, opinions, details and desired outcome.
- The complaint will be handled fairly and based on the principles of natural justice, meaning you will have the right to be given a fair hearing and the opportunity to present your case, and the right to have a decision made by an impartial decision-maker.
- There will be no victimisation as a result of making a complaint or supplying information to an investigation or other person with a role in this procedure.
- The complaint will be handled confidentially. The person managing the complaint will be independent and impartial of the complaint and any other parties involved. This may be the State Coordinator or an MC member if more appropriate, or a person appointed from outside Respect Inc.
- A breach in confidentiality of this process may cause the investigating subcommittee to make their response public as well, or in as wide a forum as the information was shared. The person who has had their information shared without consent can choose the scope of the response in this case. For example, if a respondent to a complaint has sent an email to the wider team about the situation, then the complainant will have the right to decide if the result of the investigation is also shared with the wider team.
- All parties to a complaint have the option of nominating a support person or union representative to be present. A support person can be a colleague, friend, family member or professional counsellor. The role of the support person is to provide emotional support only; they are not permitted to advocate or speak on the complainant's behalf
- All parties to a complaint who require an Auslan or language interpreter will be provided with a professional interpreter at no cost to them.

GENERAL PROCEDURE:

The complaint will be dealt with as a matter of priority following these steps:

- A person states that they want to make a formal complaint about another member of staff, a volunteer or management committee member
- The person/people managing the complaint will discuss the issue with the complainant within a reasonable timeframe with consideration of the seriousness of the complaint and no longer than 7 working days of the complaint being made.
- The person being complained about will be informed of the allegations against them. They will be given an opportunity to respond to the allegations within a reasonable timeframe with consideration of the seriousness of the complaint and no longer than 7 days.
- Statements from witnesses and any other relevant evidence will be collected.
- This part of the complaint process will be completed within 7 working days.

Following this:

- A report documenting the investigation process, the evidence, findings and recommendations will be prepared and submitted to the appropriate decision-maker.
- The State Coordinator or appointed MC member will decide what action will be taken, depending on the outcome of the investigation and any other relevant factors. Action may include:
 - A verbal or written apology
 - One or more parties agreeing to participate in counselling or training

- A verbal or written reprimand
- Demotion or dismissal of the person engaging in the inappropriate behaviour
- Participate in mediation
- Parties to the complaint will be advised about any action to be taken in relation to them. If the outcome is not acceptable to the parties, an appeal can be made within 3 working days to either the State Coordinator or a MC member, to review the complaint and outcome.
- The State Coordinator or MC member will implement the recommended actions.
- The State Coordinator or MC member will monitor the outcomes of complaints and take appropriate action to prevent further complaints arising.
- A complaint can also be lodged with an external agency such as the Anti-Discrimination Commission Queensland, which has a one year time limit unless there is good reason for any delay.
- A complaint to an external agency will not prevent this Complaint Procedure from continuing where the State Coordinator or MC member decides that this is appropriate.
- Respect Inc will review this procedure every two to three years.

EXAMPLES OF SPECIFIC SITUATIONS and the Procedures that would be followed:

For Incidents of Staff Bullying Other Staff

- Report to the State Coordinator
- State Coordinator starts procedure
- Notifies MC of issue
- Follow investigation procedure
- MC notified of result
- If not resolved, take to MC

For Incidents of MC Members Bullying Staff

- Staff report to State Coordinator and MC/member of MC
- State Coordinator and MC put together a subcommittee to investigate that includes one staff member. Complainant can appeal if they don't feel comfortable with subcommittee selection.
- Follow investigation procedure
- Report back to MC
- If not resolved, take to MC and consider external consultation

For Incidents of the State Coordinator Bullying Staff

- Staff report to MC Executives
- MC put together a subcommittee to investigate that includes one staff member. Complainant can appeal if they don't feel comfortable with subcommittee selection.
- Follow investigation procedure
- Subcommittee reports back to MC
- If not resolved, MC to consider external consultation

For Incidents of Staff Bullying MC Members

- MC member to report to MC and State Coordinator

- MC put together subcommittee to investigate. Complainant can appeal if they don't feel comfortable with subcommittee selection.
- Follow investigation procedure
- Report back to MC
- If not resolved, MC to consider external consultation

For Incidents of Staff Bullying State Coordinator

- State Coordinator to report to MC
- MC to form subcommittee to investigate. Complainant can appeal if they don't feel comfortable with subcommittee selection.
- Follow investigation procedure
- Report back to MC and State Coordinator
- If not resolved, MC to consider external consultation

For incidents of non team members (sex workers accessing Respect Inc, others accessing Respect Inc, other community services, etc) bullying a Respect Inc team member:

- Report incident to State Coordinator
- Write an incident report and gather evidence such as written communication, witness statements
- Investigate options for resolving the issues such as coverage within the Anti-Discrimination Act and ADCQ procedures, civil action such as personal injury, defamation, other civil action available, etc
- Support them in identifying the best option for them with consideration of our limited resources and at the discretion of the MC

Complaints form:
Available **HERE**.

See [Tools for managing discrimination and sexual harassment complaints in the workplace](#) for more help and information

Making an External Complaint

Event	Who to Complain to	Outcomes
Harassment or Bullying because of: <ul style="list-style-type: none"> ● an attribute such as race, age, sexuality etc; or ● sexual harassment; or ● vilification. 	Anti-Discrimination Commission Queensland Phone 1300 130 670 TTY 1300 130 680 web: www.adcq.qld.gov.au	Agreement through conciliation - with or without compensation. If not resolved through conciliation, may refer to: <ul style="list-style-type: none"> ● the Queensland Industrial Relations Commission  for work-related complaints; or

		<ul style="list-style-type: none"> the Queensland Civil and Administrative Tribunal  for all other complaints. <p>for a public hearing and a decision based on the evidence.</p>
<p>Harassment or Bullying at work:</p> <ul style="list-style-type: none"> other than unlawful discrimination, sexual harassment or vilification; and have tried to resolve it in the workplace risk of injury or illness. 	<p>Workplace Health and Safety Queensland Phone 1300 369 915 <u>web:</u> http://www.deir.qld.gov.au/workplace/index.htm </p>	<p>Inspector assigned to investigate and:</p> <ul style="list-style-type: none"> request evidence that the risk of injury or illness from bullying is being managed; assess the risk and review the controls in the workplace; use compliance and enforcement including advice, directions, improvement and infringement notices. No mediation or compensation.
<p>Harassment or Bullying at work where there is a:</p> <ul style="list-style-type: none"> risk the bullying will continue. 	<p>Fair Work Commission Phone 1300 799 675 <u>web:</u> https://beta.fwc.gov.au/ </p>	<p>Conference or formal hearing. Order to stop the bullying. No compensation. Focus on enabling working relationships to resume.</p>
	<p>Australian Services Union http://www.asu.asn.au/</p>	
	<p>Australian Workers' Union https://www.awu.net.au/</p>	
	<p>Working Women Queensland http://wwq.org.au/ Free, over the phone advice</p>	

5.4. Feedback Procedures

5.4.1. Providing Feedback

Feedback may be given to specific staff, volunteers or management committee members, or the organisation as a whole, using the Feedback Form which is available on our website or through the link below. Negative feedback can be anonymous.

5.4.2. Responding to Negative Feedback

In the first instance if appropriate, the complainant should attempt to resolve the issue with the person they have issue with. If not appropriate or if this does not resolve the issue, then it should be reported to the State Coordinator. Where the negative feedback is about an organisational policy, the issue shall be referred to the State Coordinator and/or the Management Committee for a review of the policy. Where the complainant is unable to, or considers it inappropriate for the negative feedback to be raised directly with their State Coordinator, and/or where the initial attempt at settlement has failed, the complainant may contact the Executive Management Committee directly to have the feedback considered.

In discussions to resolve the issue, either party may have a support person present. The support person has no advocacy rights and is there only to support the complainant. Having a support person who has a very close relationship with either party is discouraged as they are at higher risk of becoming inappropriately involved in the discussions

If the negative feedback is not resolved, a formal notification of feedback is to be made to the Executive Management Committee in writing as soon as possible using **this form** and will be investigated as per the [Counselling and Disciplinary Procedures](#).

5.4.3. Monitoring Systems

A log must be kept of negative feedback.

The Management Committee is to be regularly informed of issues that are the subject of feedback (positive and negative), the outcome of the feedback process and the time taken to reach a resolution, through the monthly reporting mechanisms.

5.4.4. Feedback Flyer

Available [HERE](#).

5.4.5. Feedback Form

Available [HERE](#).

5.5. Intellectual Property Agreement

Available [HERE](#).

5.6. Travel Allowances Procedures

5.6.1. Expense Claim Form

Available [HERE](#).

5.6.2. Guide to Expense Claims

Available [HERE](#).

5.7. Motor Vehicle Procedures

5.7.1. Mileage Form

Available [HERE](#).

5.8. Financial Procedures

5.8.1. Financial Reporting

Respect Inc will produce an annual report to be presented at the AGM and all relevant funding/statutory bodies with a financial interest in the organisation.

The annual report will include:

- Certified audited statements
- The Chairperson's report
- State Coordinator's reports
- Statistical information
- Achievements and innovations

The Respect Inc Secretary will ensure that the statutory reporting requirements are achieved within the specified timeframe and format. State Coordinator and the Treasurer will ensure that all reporting requirements (monthly, quarterly and annually) are provided to funding body/s within the specified timeframe and format in accordance with the Delegations of authority – Planning and reporting.

5.8.2. TBC

6. Planning, Evaluation and Organisation Development Procedures

6.1. Risk Management Tables

Available [HERE](#).

7. Delegations Tables

Available [HERE](#).

8. Office Procedures

8.1. Accessibility Procedures

All offices must display the following posters:

The posters are available [HERE](#).

8.2. Stolen, Lost or Missing Property, Equipment and Materials Procedures

In the case of lost or missing property, equipment and materials - please do the following:

- Report the incident immediately to the immediate supervisor (initially this may be verbally but this must be followed up by an email)
- Complete a Stolen, lost or missing property/equipment/materials report as soon as possible (within 48 hours at the very latest) and provide this to your direct supervisor
- Discuss with your supervisor whether the item requires a police report and contact them immediately if necessary

In the case of organisational property, equipment or materials that was not in the possession of staff but are identified as being stolen, lost or going missing, the staff member should:

- Discuss the matter immediately with other staff, attempting to identify if someone may have borrowed or be using the item

- Attempt to identify the last time the item was seen with/by other staff
- Complete the stolen, lost or missing property/equipment/materials report immediately and provide it to your direct supervisor

8.2.1. Form

Available [HERE](#).

9. Human Resource Management Procedures

9.1. Staff Recruitment and Selection Procedures

9.1.1. Advertising Vacant Positions

All vacant positions of six months duration or greater, 11 hours per week or greater and consultancy positions of more than \$8,000 (see also those noted in 5.1.7), must be publicly promoted to invite applications from suitably experienced people. These must be advertised online through our Twitter, Facebook page, website and via our e-list. Widespread promotion via sex work community networks, ethical media and other avenues is also encouraged. The Management Committee and State Coordinator shall have primary responsibility for undertaking these activities.

It is not necessary for limited-term positions of 6 months or less, or positions of 10 hours per week or less, to be advertised. These can be recruited from current team members, with calls for expressions of interest/applications. They can not be allocated without allowing for all team members to be given an opportunity to express their interest. Promotion of vacancies through the sex work community networks or other appropriate means can be done when appropriate applicants have not been sourced through the current team.

Consultancy or fixed project employee positions of less than \$8,000 can be offered to suitable consultants without the need for public promotion.

All staff and management committee members are to be informed of vacancies as they arise, as well as the selection process and the successful applicant.

We will ensure that all advertisements for positions and position descriptions comply with the *Anti-Discrimination Act 1991* (Qld).

All applicants for the advertised positions will receive a position description and an application package that will request written applications addressing the selection criteria.

The advertisement should allow applicants a minimum of 10 working days to submit an application.

Applicants for advertised positions should supply a resume and nominate at least two references, one of whom can verify sex work experience.

9.1.2. Pre-Employment Review

Prior to advertising and/or appointing new staff, we will review:

- Staffing needs
- Skills needed in the organisation
- Position descriptions
- Selection criteria
- Staffing and reporting structures
- Salary range and conditions of employment.

9.1.3. Selection Process

9.1.3.1. Role of the MC

The Management Committee is to oversee the recruitment and selection process and approve all appointments after receiving and considering recommendations made by the selection panel. A selection panel is to be determined by the Management Committee for positions of six months duration or greater and consultancies that exceed \$8,000. All other appointments may be made with the authority of the State Coordinator and the MC Executive following a successful motion being passed by the MC.

In the event of a Management Committee member declaring their interest in a vacant position by submitting an application for a vacancy within the organisation, the committee member is to remove themselves from any discussions about the upcoming position and cannot sit on any shortlisting or interview panels for this role. They may rejoin the committee in their former unrestricted position if not taking up a staff role.

Management Committee members who volunteer to relieve permanent staff who are on leave, or following sudden resignation, termination or removal of staff for other reasons may do so if the motion is passed by the Management Committee. Relieving Management Committee members are not required to stand down from the Management Committee. They may be remunerated by Voluntary Honorary Payment at a rate of \$150 per day (which is the standard volunteer daily per diem) or at a higher rate no greater than 70% of the casual hourly rate for the position in which they are acting. The Management committee will decide which of these two methods will be used to pay the relieving MC member. They may also participate in selection panels to recruit the replacement staff.

9.1.3.2. The Selection Process

An internal office system should be established where applications received are recorded and secured and an acknowledgement letter is to be sent to all applicants upon receipt of their application.

Either the State Coordinator or a delegated member of the MC will reply to each applicant with one of the following:

- The application could not be processed: as the applicant did not identify as a sex worker. If they are a sex worker, they need to re-submit their application to clarify this.
- The application could not be processed: as they have not responded to the application package requirements such as responding to the Key selection criteria.
- The application is being processed: include details about expected timeframes.

9.1.3.3. Short-Listing

Shortlisting panels may comprise of several appropriate members: the State Coordinator (where there is one), management committee members and another person from the region nominated with the knowledge of the organisational structure, aims and objectives at the local level, if possible. Staff may also sit on selection panels.

An internal office system should be established where applications received are recorded and secured and an acknowledgement letter is to be sent to all applicants upon receipt of their application.

The Interview panel will be appointed by the management committee, be no more than three people and shall have responsibility for the following tasks:

- Developing the short-listing criteria and interview questions, short-listing applicants and arranging interviews (proforma attached)
- Conducting interviews, undertaking referee assessments and making a recommendation for selection that is to be considered by the full Management committee
- Notifying unsuccessful applicants.
 - Applicants who were not interviewed are to receive written notice that their application was not successful with positive and constructive feedback.
 - Applicants who were interviewed will be contacted by phone and provided both positive and constructive feedback which has been agreed upon by the interview panel.

9.1.3.4. Interviewing

The interview panel members are to collaborate to develop a series of questions based on the selection criteria.

Interviews should be conducted in a manner that reflects the principles outlined by the *Anti-Discrimination Act 1991* (Qld).

Times for interviewing should be convenient for all selection panel members. The venue must also be accessible to all selection panel members and applicants.

Reasonable notice to applicants of interview times should be given. Once these times are finalised all panel members should be advised of the interview schedule.

Where applicants are unable to attend a personal interview because of, for example, geographical distance, a teleconference link-up should be arranged.

The panel should allocate an appropriate amount of time for each interview. The panel should also allocate a reasonable amount of time to discuss the matter following each interview. Also allowing time for one applicant to have left the premises before the next arrives.

Applicants will be provided the interview questions for 15 minutes prior to the interview commencing and provided an appropriate private space to prepare. The interview should go for no more than one hour. The interview environment should be arranged to ensure that all participants feel comfortable.

Interview panel members should agree beforehand on the format of the interview and this should be outlined to the applicant at the interview.

At the end of each interview, applicants should be given an approximate timeframe within which the panel will contact them regarding the outcome of the selection process.

Following each interview, the panel should record the outcome and comments regarding the interview. It is encouraged for referees to be contacted. Only referees nominated by the applicant should be contacted however further referees can be requested in particular if an applicant has used certain positions to demonstrate their skills and knowledge in relevant areas.

Panel members must respect the confidential nature of the job application and be prepared to describe Respect Inc in ways that does not identify the name of the organisation nor that it is a sex workers organisation unless the applicant has specifically agreed to this.

9.1.3.5. Selection and Appointment

The interview panel will consider the following when making a decision to recommend an application for employment:

- Ability of the applicant to undertake the position
- Qualifications and experience of the applicant
- Ability to relate to peers and work with other staff members and the Management Committee
- Attitudes, values and ethics consistent with Respect Inc policy

Following the completion of all interviews, the interview panel should prioritise applicants and submit recommendations to the Management Committee for endorsement.

A member of the interview panel will notify the successful applicant verbally with an immediate follow up in writing by forwarding a letter of offer and a copy of the employment contract. Once the position has been verbally offered and accepted the unsuccessful applicants will be notified as outlined in 9.1.3.3.

In the event of the successful candidate declining the offer of appointment, the selection panel may make a motion for the second-ranked candidate to be offered the position. If this is not deemed desirable by the panel or committee, a recommendation may then be made to the management committee for the vacancy to be re-advertised. Similarly, if no applicant is deemed suitable at either application or interview, re-advertising may be considered by the Management Committee.

9.1.3.6. Record Keeping

Records of interviews and applications from applicants who are interviewed are to be retained for at least three months after the successful candidate has been appointed to the position.

Respect Inc is subject to the provisions of the federal the *Privacy Act 1988* (Cth) in relation to retaining, protecting the privacy of job applications and related information. The Privacy Act is not time-specific and simply states that reasonable steps should be taken to destroy information not needed for the purpose it was originally collected. In order to be able to easily recruit for positions that become available regularly, we will keep applications in a secure location on the server for as long as necessary unless we are instructed by applicants to destroy the information immediately following recruitment.

The application of the successful applicant, should they accept the job offer, will be kept securely in their employee file on server.

9.1.3.7. Avoiding any Conflict of Interest

Any Management Committee member or staff member who submits an application for a vacant position or consultancy will be required to refrain from any involvement in the selection process for that position or consultancy.

9.1.3.8. Draft Advertisement

Available [HERE](#).

9.1.3.9. Guide on Where to Advertise

Available [HERE](#).

9.1.3.10. Letter for Unsuccessful Applicants

Available [HERE](#).

9.1.3.11. Sample Interview Schedule

Available [HERE](#).

9.2. Employment Contract Procedures

9.2.1. Employment Contracts and Position Descriptions

Upon engagement, all employees shall be provided with:

- A current position description
- A contract of employment that outlines the terms and conditions of employment including hours of work, entitlements, and other relevant provisions.
- A copy of the Social, Community, Home Care and Disability Services Industry Award 2010, which applies to all staff, is held on the server for staff to access.

Position descriptions and employment contract templates are to be reviewed regularly and amended where necessary with the approval of the State Coordinator and Management Committee.

Consultants engaged on a fixed term basis are to receive and sign a detailed contract setting out the terms of engagement for each project.

9.3. Induction Procedures

9.3.1. Induction Checklist

Available [HERE](#).

9.3.2. Staff Record Card

Available [HERE](#).

9.3.3. Timesheet Procedures

9.4. Working from Home Agreement

Available [HERE](#).

9.5. Individual Flexibility Agreement

Available [HERE](#).

9.6. Staff Training and Development Procedures

9.6.1. Staff Training and Education

Staff training and education plans are to be discussed/formulated with each staff member every 12 months during the performance appraisal process. A budget item is to be designated in the budget annually for staff training. This amount is to be a minimum of 3% per year from the overall wages line. The State Coordinator has discretion to allocate up to 1.5% to staff. MC will approve larger allocations to individual staff. A separate amount for study purposes may also be negotiated with staff and approved by the State Coordinator and Management Committee. All permanent staff who work directly with peers are to attend a Scarlet Alliance National Forum in their first year of employment and all permanent staff are to attend the Respect Roundtable forum in each year of employment.

9.6.2. Exchanges and Secondments

Where practicable, staff will be encouraged to take up opportunities for short-term work experience in other sex work organisations. Similarly, employees from other sex work organisations who are members of Respect Inc will be encouraged to gain work experience at Respect Inc by exchanges with existing staff or direct engagement with the organisation through the volunteer opportunities or placement. Each opportunity will be considered on its merits, taking into account financial cost to the organisation, maintenance of adequate staffing levels and other considerations. All applications should be made to the State Coordinator to be then reported at a Management Committee meeting.

Training requests may be submitted to the State Coordinator, or the Executive if they are for the State Coordinator, for training other than that which is already included in their position description and the induction plan. For example, attending Respect Round Tables. Approval will be based on budget and the value of the training to the capacity development of the individual staff member and Respect Inc.

9.6.3. Training request form

9.7. Performance Appraisal Procedures

9.7.1. Background

A panel of either two or three people (see **Delegations of authority – Human resources**) will conduct the annual performance appraisal meeting in conjunction with increment increase and work plan which reflects the position description reviews in conjunction with annual plan reviews each year. The Initial and Midway Meetings may be conducted by the State Coordinator alone or in conjunction with a suitable Management Committee member if required. The State Coordinator's performance appraisal will require feedback from all staff.

Performance appraisals are conducted with reference to established criteria such as:

- Position descriptions
- Established work plans
- Previous years goals and strategies
- Previous appraisals

The State Coordinator or designated Management Committee member will notify the staff member of the mutually convenient date, time and place of the appraisal and request that the staff member bring a brief record of achievements, difficulties, problems and issues to be discussed during the appraisal.

The appraisal process involves:

- Initial workplan meeting
- Midway workplan meeting
- Annual performance appraisal

The performance appraisal will be conducted confidentially and feedback will be provided to the employee.

Performance appraisal criteria are available to staff and designated Management Committee member/s prior to the appraisal meeting.

Performance appraisals are to be fully documented and kept on the employee's confidential file. The staff member will be given an opportunity to peruse and recommend changes to the notes prior to them being finalised.

9.7.2. Purpose of performance appraisal process

The performance appraisal process begins after commencement of employment. The purpose of the performance appraisal process is to:

- Establish clear expectations by setting objectives related to each individual employee's position description
- Establish a clear work plan to achieve the objectives
- Identify and plan for any training and development required to achieve planned objectives
- Provide regular, constructive feedback and support to each employee by reviewing their progress and achievement towards objectives
- Provide a framework for planning each employee's career development
- Provide a clear commitment from Respect Inc regarding our responsibilities in providing support and the developing the skills of each employee
- Assess the staff member's competency over a range of core skills
- Identify barriers the staff member experienced that inhibited their general performance
- Identify where the work plan may need to be adjusted through changing organisational priorities, changes in resource allocation needs or its continued relevance to our directions

9.7.3. The Appraisers

The State Coordinator has overall responsibility for performance planning and review of other staff, although other staff may be designated responsibility for performance appraisal and planning with project or administrative staff they are supervising. The Executive is responsible for performance planning and appraisal in respect of the State Coordinator.

9.7.4. Reviewing

The Management Committee may review the annual performance appraisals conducted by the State Coordinator and panel as well as those conducted in respect of the State Coordinator. A review of an annual performance appraisal may be sought by either the appraiser or the employee whose performance is the subject of that appraisal.

9.7.5. Initial Workplan Meeting

An initial 'workplan meeting' should be held as soon as possible after employment but no later than 3 months after employment. This meeting is held between the supervisor and the staff employee to construct a 6 month workplan:

- Negotiate performance objectives and standards, based on employee's position description
- Identify training and development required, if any, to assist the employee to achieve those objectives
- Develop a work plan based on these objectives
- Ensure that where performance is unsatisfactory, the employee should have received counselling in accordance with **Counselling and Disciplinary Procedures**.

9.7.6. Midway Workplan Review Meeting

Held six months after commencement of employment between the Supervisor and the staff employee to:

- Appraise performance and achievements towards meeting the negotiated objectives
- Re-negotiate objectives where necessary
- Assess additional support required, if any, to meet work plan objectives
- Reassess and update workplan
- Ensure that where performance is unsatisfactory, the employee should have received counselling in accordance with **Counselling and disciplinary procedures**.

9.7.7. Annual Performance Appraisal

Held twelve months after commencement of employment to:

- Discuss performance and results in relation to objectives in position description and work plan
- Agree on and document the extent to which the objectives and action items have been met
- Agree on an overall performance rating, that is, performance has been satisfactory or unsatisfactory
- Document the performance appraisal process using the proforma template
- Seek a review of the appraisal where agreement on the overall performance assessment cannot be reached (the appraiser will be responsible for ensuring the review occurs, although either party may seek the review)
- Re-commence the performance planning and review cycle (as described above) where performance is satisfactory
- Ensure that where performance is unsatisfactory, the employee should have received counselling in accordance with the **Counselling and disciplinary procedures**.

9.7.8. Documentation

For the Initial and Midway meetings it is sufficient to produce a workplan to which all parties agree. All stages of the Annual performance appraisal are to be documented on the proforma provided, and signed by the appraiser/s and the appraisee. A copy of each of these forms will be kept in the employee's file for the duration of the employee's employment. The employee may request that the relevant documents be destroyed at the end of the cycle, or upon the employee's resignation from the organisation.

9.7.9. Disputed Appraisals

Any concerns regarding the process or outcomes of the annual appraisal should be noted on the appropriate form, signed and dated. Disputes should be addressed and resolved if at all possible during the final appraisal meeting. Unresolved disputes must be referred to the State Coordinator and Management Committee.

Possible outcomes of a review by a member, or delegate of the Management Committee include:

- Confirmation of the appraiser's assessment
- The appraiser's assessment being overturned
- The appointment of alternative appraisers appointed by the Management Committee

9.7.10. Performance Appraisal Template

Available [HERE](#).

9.7.11. Core Skills Review Chart

Available [HERE](#).

9.7.12. Workplan Template

Available [HERE](#).

9.8. Leave Procedures

For a full-time permanent employee (38 hours per week) the following leave entitlements apply. For part-time permanent employees, this is calculated pro rata:

- Annual leave: Twenty (20) days per year (Award Clause 31). Applications for leave must be approved. Annual leave above can be paid out if the staff member still has 4 weeks accrued after payout. This will be paid out if requested and approved by the State Coordinator and/or management committee. Annual leave can be taken as sick leave if someone has run out of sick leave.

- Personal (sick/carer's) leave: Ten (10) days per year, cumulative (based on standard hours) to be paid out at the end of employment if not taken during employment. Can use annual leave if sick leave is all used up.
- Compassionate leave: Two (2) days whenever a member of the immediate family or household member dies or suffers a life threatening injury
- Parental leave (after 12 months' service): Right to 12 months' leave without pay and right to return after parental leave. Access to paid parental leave is available via [Centrelink](#)
- Leave without pay: Up to 12 months on application to, and with agreement of, the management committee.
- Long Service Leave: 13 weeks after 7 years, or pro rata available after 5 years, only when ceasing employment

Long service leave entitlements for employees who have had a mixture of employment status (full-time, casual or regular part-time) during their continuous service are calculated using the method outlined below. The total ordinary hours used in the calculation will include both the hours while employed as a full-time employee as well as those while employed as a casual or regular part-time employee. The entitlement to long service leave is calculated as the number of ordinary hours for the complete period of employment divided by 52, multiplied by 13, then divided by 7, as shown below:

Total ordinary hours worked $\div 52 \times 13 \div 7 =$ number of hours long service leave.

For more information on Leave Entitlements in Queensland see the [Industrial Relations website](#).

All other leave provisions will be as specified in the [SCHCDS Award](#), the Fair Work Act, and the National Employment Standards (NES).

9.8.1. Application for Leave Form

Available [HERE](#).

9.9. Workplace Health and Safety Procedures

9.9.1. Duty of care and delegation of responsibility for WH&S

The self-regulatory nature of the *Work Health and Safety Act 2011* (Cth) requires employee participation in the formation, implementation and management of occupational health and safety issues.

In executing these responsibilities, the Management Committee will:

- Draft and ratify overarching WH&S policy that is legally compliant and appropriate to a sex workers' organisation and the work that we do
- Encourage discussion about WH&S issues at meetings, at least 3 per year:
 - (1) within a staff meeting with minutes presented to the MC, (2) within an MC meeting with the State Coordinator's participation and (3) within the annual Round Table so as to ensure majority of active team members are involved.

The State Coordinator has primary responsibility for the practical implementation of WH&S policy throughout the offices and will take measures to ensure that:

- Staff driven discussions take place at least twice per year
- They conduct a twelve-monthly inspection of health and safety risks using Form 8.11.B WH&S Checklist
- They maintain a register that will log incidents and inspections and use this information to help identify risks throughout the organisation
- The behaviour of all persons in the organisation adheres to the Respect Inc WH&S policy
- If they do not have the necessary authority to fix any problem that they report the matter promptly, with any recommendations for remedial action, to the Management Committee and where necessary, to the owner of the premises.

Staff who are in control of an office are responsible for considering the health or safety risk of sex workers accessing Respect, and other workers at Respect Inc

Staff will:

- Report observed safety hazards to the State Coordinator
- Participate in consultation and training about WH&S where possible
- Observe and promote appropriate safe working practices in their workplace

9.9.2. Identified Risks and Procedures

During the foundation of Respect Inc a general risk assessment process was conducted which identified many risks to the organisation and several work-related risks to employee emotional wellbeing (LINK TO TABLES).

At the Cairns Roundtable in October 2013 there were a further 3 identified hazard areas that were assessed over the following year.

This section sets out the appropriate procedures to deal with the 4 identified hazard areas:

1. Fire

2. Office hazards (other than Fire)
3. Potential violence
4. Emotional wellbeing

9.9.2.1. Fire

It is mandatory under the legislation for all offices to:

- Be checked for fire safety compliance every 12 months using Form 8.11.B WH&S Checklist
- This annual check must be recorded in an inspection register, hereafter called the WH&S Register, kept on the Google Drive.
- Have an evacuation plan, clearly signed exits, fixed exit plan posters
- Instruct new staff about this plan
- Install and maintain appropriate fire equipment (extinguishers, smoke alarms etc)

9.9.2.2. Other Office Hazards

It is mandatory under the legislation for workplaces to be checked for other office hazards by attending to:

- Electrical appliances and equipment every 5 years
- General office environment
- First Aid Kits

These can also be checked through the annual use of the **WH&S Checklist Form**.

9.9.2.3. Potential violence

Sex workers often develop strategies to negotiate with clients and to prevent and deal with potential violence while in very vulnerable situations. All paid and voluntary positions at Respect Inc have sex work experience as a key selection criteria. Respect Inc encourages all staff, particularly Peer Educators, to use the knowledge they have gained through sex work experience to assess risk and respond to potentially violent situations.

All staff are required to read the Procedures Manual on Outreach as part of their work induction.

Staff are encouraged, but not compelled, to undergo training in the identification and handling of people that pose a personal threat and dealing with angry people both by telephone and face to face.

Where possible, staff are to avoid confrontation with members of the public and urge confrontational people to lodge a complaint with another member of the Respect Inc team. Where warranted, police are to be called on promptly for assistance.

The State Coordinator is encouraged to use the smartphones provided to monitor the movements of the staff they supervise while they are on outreach. Smartphones can also be used as crisis monitors through the download of relevant mobile applications.

9.9.2.4. Emotional Wellbeing

All staff are advised during induction that they:

- Have access to ongoing training and development opportunities appropriate to their roles and duties within the organisation;
- Have access to professional supervision (where appropriate); and
- Will be provided with access to external debriefing or critical incident sessions if required

9.9.3. Accident and Incident Reporting

All accidents and incidents at the offices or while out on outreach will be recorded using the **Incident Report form and reported to the State Coordinator.**

This form should be scanned and saved on the Google Drive and the incident should be recorded in the WH&S register.

9.9.3.1. Critical Incidents Impacting on Emotional Wellbeing

On receipt of a verbal or written report of a Critical Incident where it is reasonable to assume that the emotional wellbeing of the member/s involved is seriously impacted, Management (this can be members of the MC and/or the State Coordinator/s) will initiate a response to the critical incident as soon as possible and no more than 24 hours after being notified.

The MC and State Coordinator should read the CIS Debriefing Guide held on the Google Drive for some tips on Critical Incident Management. The following are suggested steps and these will need to be modified to suit the situation:

- Diffuse the situation by discussing the situation with all members concerned, ideally before they end their work day. This will formalise an end to the critical incident and start the process for assessing the needs of the members affected.
- Management are to organise appropriate debriefing to occur as soon as possible. This session can be implemented with the aim of completing an incident report and can include all members who may be affected by the incident. Incident reports should be submitted by all team members affected by the incident.
- Assessment of the incident and reporting requirements should be done by Management within 24 hours of the event and notifications made in line with the current legislation.

- It is not necessary to maintain confidentiality within Respect Inc about the basic facts of a critical incident and it may assist to inform all staff so that people are aware of the situation and affected members are not offended by tactless comments and questions.
- Short term needs should be identified with the members affected by the incident. These assessments should include an identification of the team member's normal coping strategies and if the members affected are not able to identify these themselves, their direct supervisor and close co-workers can assist.
- Professional external debriefing services can be accessed and may be beneficial in allowing a team member to discuss the situation in more detail than they might with a co-worker. Team members should be encouraged to take advantage of any opportunities provided to them without any concerns for the financial costs. External debriefing sessions are confidential and other staff do not need to know about them. The content of these sessions are private and supervisors will not be informed about the outcome of them.

9.9.3.2. Critical Incidents Impacting on Physical Health

We will keep a record of injuries.

The *Work Health and Safety Act 2011* (Cth) requires that a record of particulars of notifiable incidents (ie. work related death, serious injury or illness, or dangerous incident) be documented on the Fair and Safe Work Queensland Form 3 (Incident Notification) within three (3) days of the event. Form 3 can be completed or downloaded online at: <http://www.deir.qld.gov.au/workplace/incidents/incidents/notify/index.htm>

The management and staff of each workplace should be aware of this requirement that Form 3 is completed in the case of such death, serious injury, serious illness or dangerous occurrence. All records must be maintained at the workplace and must be made available for inspection by an inspector from the Division of Workplace Health and Safety.

In the event of notifiable bodily injury, work related illness or dangerous occurrence, employees will immediately notify the State Coordinator who will ensure that the Director of the Division of Workplace Health and Safety is advised within 24 hours of every serious bodily injury, work related illness or dangerous occurrence that happens in the workplace. 'Serious bodily injury' refers to any injury which results in admittance to hospital as an in-patient.

The management and staff in each workplace must be aware of this requirement and implement measures necessary to ensure that it is met.

Where the relevant injury/illness or dangerous occurrence causes death, The Director of the Division of Workplace Health and Safety must be notified immediately. Further, there must be no interference with the scene of the accident or event until determined by an inspector of the Divisions of Workplace Health and Safety, unless interference is necessary to prevent further injury or damage to property. In a situation where our organisation has no control over the scene, information such as photographs and access rights are requested when appropriate.

9.10. Counselling and Disciplinary Procedures

In cases where there is concern around a Respect Inc team member's performance or conduct the Counselling and Disciplinary Procedures will be followed. The counselling and disciplinary procedures for MC members are in the MC procedures section [here](#). The general procedure is that an issue will be noticed by or brought to the State Coordinator who will then setup a session to discuss and resolve the issue, and ideally find a solution that benefits both parties.

9.10.1. Prior to Meeting

Before the meeting the State Coordinator should:

- Identify, assess and analyse the problem with the person's behaviour
- Determine what the problem is
- How serious the problem is
- How long this problem has existed
- And how wide the gap is between what behaviour is expected and what problem has occurred

Once the problem behaviour has been identified and assessed, management should organise a meeting with the person involved to discuss the issue. In doing this, let them know the purpose of the meeting and inform them that they can bring a support person or union representative. A support person can be a family member, friend, colleague or external counsellor support. They cannot advocate for you or speak on your behalf, they are just there to provide emotional support.

9.10.2. First Session

- Make sure it's somewhere private and comfortable
- Explain clearly:
 - What the problem is
 - Why it is a problem
 - How it impacts on the workplace
 - Why there is a concern
 - Desired outcomes for this meeting
- Give them the opportunity to respond. Their point of view should be heard and duly considered. Listen to their explanation of why the problem has occurred or any other comments they make
- Following this, come up with a solution together that addresses the issue/s
- Make report of meeting, and ask person for their input
 - Include dates and deadlines for issues to be resolved, timeline for review, timeframe for when opportunity to resolve has expired etc.
- If there are any points that person would like to dispute these should be flagged and taken to the MC for consideration
- Person can ask for an MC Member to be included in procedure
- MC to consider both sides; attend future sessions

All counselling sessions should conclude with the counselled person being provided with written notes of the meeting that include important dates. If after this review session the problem is resolved then no further action may be required. However if the problem re-emerges within 2 years the fact that a previous counselling session on this issue has been conducted can be taken into account.

If not resolved, second session and first written warning.

If still not resolved, final written warning.

If still not resolved, termination of employment or other appropriate disciplinary measures.

9.10.3. Procedure For MC Members

If unresolved for MC members, written warning

If a counselling session is unsuccessful or a review of the agreement reached through a counselling session is unsuccessful, the supervisor will take the outline to the remaining MC members to identify action to be taken.

The warning letter will include:

- The breach identified and the outcome of the counselling session
- The action taken to date
- The steps that the MC can take to dismiss the member
- Request for a the member to show cause why they should not be dismissed from the MC by a certain date
- If a resignation is received prior to this expiry date, no further action will be taken
- The status of their membership if they resign or are dismissed

If the issue is still unresolved after giving the warning letter, dismissal may be considered.

In accordance with the Respect Inc constitution, *section 20 Resignation, removal or vacation of office of management committee member*

(1) A member of the management committee may resign from the committee by giving written notice of resignation to the secretary.

(2) The resignation takes effect at—

(a) the time the notice is received by the secretary; or

(b) if a later time is stated in the notice—the later time.

(3) A member may be removed from office at a general meeting of the association if a majority of the members present and eligible to vote at the meeting vote in favour of removing the member.

(4) Before a vote of members is taken about removing the member from office, the member must be given a full and fair opportunity to show cause why he or she should not be removed from office.

(5) A member has no right of appeal against the member's removal from office under this rule.

When a general meeting is called, all members of the association are invited to attend with information given about the motion being proposed in accordance with section 35, Respect Inc Constitution. This will lead to the MC needing to identify the member they want to dismiss and the breach which occurred.

35 Notice of general meeting

- (1) The secretary may call a general meeting of the association.*
- (2) The secretary must give at least 14 days notice of the meeting to each member of the association.*
- (3) If the secretary is unable or unwilling to call the meeting, the chairperson must call the meeting.*
- (4) The management committee may decide the way in which the notice must be given.*
- (5) However, notice of the following meetings must be given in writing—*
 - (a) a meeting called to hear and decide the appeal of a person against the management committee's decision—*
 - (i) to reject the person's application for membership of the association; or*
 - (ii) to terminate the person's membership of the association;*
 - (b) a meeting called to hear and decide a proposed special resolution of the association.*
- (6) A notice of a general meeting must state the business to be conducted at the meeting.*

9.10.4. Things to Consider Before Deciding on Disciplinary Action

- The nature of the incident (how serious?)
- The intent of the person whose conduct was the subject of the complaint (was it malicious or just negligent?)
- The need to ensure that the person does not behave in that way again (how serious would it be if it happened again?)
- Any prior history of the complained-of behaviour and previous disciplinary action (has this happened before or is this unusual for this person?)
- The need to ensure that other staff do not behave that way in the future (would lack of disciplinary action send a message to other staff/MC that the behaviour is acceptable?)
- Whether appropriate standards of workplace behaviour had been clarified with employees (if employees had not been told the behaviour was not acceptable the disciplinary action should not be too severe).
- Whether the behaviour complained about had previously been widely tolerated in the workplace by management and other staff (if previously tolerated disciplinary action should not be too severe).

9.10.5. Forms of Disciplinary Action

- A commitment to stop the offensive behaviour
- An apology to those affected
- Counselling or education on policies, harassment, etc.
- Formal warning
- Training or researching which may assist in increasing the person's understanding of the consequences of their actions
- Involvement in other activities which will increase the person's understanding of the issues and the impact of behaviour similar to theirs

- An agreement that the supervisor can identify the behaviour as a breach within a wider forum
- Mediation with either internal or external mediation service
- Demotion, i.e. by classification levels or increments
- Removing the area of underperformance from the employee's position along with a reduction in paid hours
- Cancellation of debit card
- Withholding an increment
- Termination of employment/expulsion from Management Committee

9.10.6. Termination of Employment

Clause 11 of the Social, Community, Home Care and Disability Services Industry Award 2010 shall apply. This clause provides specific provisions in relation to the following:

- Clause 11.1—Termination of employment
- Clause 11.2—Notice of termination by an employee
- Clause 9— Dispute resolution.

The Chairperson will be advised if there is an intention to dismiss an employee by a State Coordinator or other Management Committee supervisor. A report of the process to date will be submitted prior to the dismissal.

Except in circumstances justifying summary dismissal (such as drug dealing, being under the influence of non-prescribed drugs or alcohol, taking illegal drugs to work, accepting financial rewards for referring sex workers to agencies/brothels, theft, threats of violence, etc.) no action shall be taken by the employer to terminate employment unless the procedures in the policy have first been followed. Disciplinary action shall not be contrary to, or prejudice the employee's rights and entitlements under the organisation's policy and relevant industrial law.

The employer may, in exceptional circumstances (such as a charge of physical harassment made against an employee or breach of confidentiality) suspend an employee on full pay or direct them to perform different duties or work in a different workplace, but under the employee's existing working conditions, commencing after the first meeting as described in this policy. The period of, and reasons for, such action shall be given in writing.

Nothing in this procedure limits the employer's right to summarily dismiss an employee for serious misconduct, or from repeating the steps above where the particular circumstances require it.

9.11. Exit Procedures

9.11.1. Employee Responsibilities

Employees are required to provide a written notice of termination of employment in accordance with the provisions of Clause 11.2 of the Social, Community, Home Care and

Disability Services Industry Award 2010. A copy of the original notice of termination of employment should be forwarded for inclusion in the employee's personnel file.

Employees are actively encouraged to participate in an exit interview although they are not obliged to do so. Employees can nominate the person with whom they would like to conduct the interview. If any adverse allegations are made during the interview, then the person/s concerned are to be informed and given the opportunity to provide a written right of reply.

9.11.2. State Coordinator's Responsibilities

The State Coordinator is responsible for ensuring that keys and other property are collected and that the security of the organisation's information systems is maintained by cancelling passwords, and ensuring the return of any hardware and software that may be in the employee's possession.

9.11.3. Exit Interview

An exit interview should be conducted prior to their last day of employment, however this is not compulsory. The State Coordinator is responsible for arranging the interview subject to the agreement of the employee. The employee has the right to nominate who they do or do not want to conduct their exit interview, and they will be paid for the interview unless they opt not to be.

A proforma has been developed to assist State Coordinator with the exit interview. The outcome of the exit interview is to be recorded on the proforma and forwarded to the Management Committee. It is the responsibility of the Management Committee and State Coordinator to take any necessary follow-up action arising from the outcome of the exit interview process, including informing others and ensuring the written right of reply is provided.

10. Funded Programs Procedures

10.1. Peer Education Procedures

In Forms and Guides Folder.

10.2. Outreach Procedures

In Forms and Guides Folder.

10.3. Ugly Mug Procedures

10.3.1. Basic Guidelines

When sending out Ugly Mug information by social media, SMS or otherwise, we will:

- Include the disclaimer notice *Not For Public View* at the top and/or bottom
- Include full phone numbers and vehicle registration numbers

10.3.2. Protecting the Privacy of Anyone Who Makes a UM Report

It is important to be sure that any information taken from sex workers about Ugly Mugs is de-identified prior to being sent out to our networks.

To protect the confidentiality and safety of the sex worker who makes an Ugly Mug report, it is necessary to record identifying information separately from the Ugly Mug information itself.

10.3.3. General Rules

- Reports should be taken by a Peer Educator or State Coordinator. No students, volunteers or administration staff are to take down a detailed report unless asked to by their supervisor.
- Where possible a report should be taken in person, not over the telephone. However, it is recognised that some workers will not or cannot come into the office to file a report and prefer to report the incident over the phone.
- A report may be taken during outreach or at the office. As far as possible, the report is to be taken in a confidential space, away from other staff and workers.
- The person making the report may be in a distressed state and it is at the discretion of the individual and the staff member to decide on the appropriateness of continuing with the report at that time, or rescheduling for another time. Refer the worker to appropriate medical aid, counselling and other services as each individual situation dictates.
- Any forms completed by hand should be locked securely away in the appropriate folder and filing cabinet or scanned to the server and then shredded (see our **Confidentiality and privacy policy** and **Office environment policy** for details about securing information).

10.4. Processing of UM Reports

There are three separate forms that can be used when taking an Ugly Mug notification:

1. **The Reporter ID Form** contains identifying information and is NOT for public release.
2. **The Authority to Inform Police Form**, is only to be completed if the sex worker wants Respect Inc to inform police about the incident on their behalf, again is NOT for public release.

3. **The Alert Form**, is the Ugly Mug notification that could be sent out to warn other sex workers and does not contain identifying information about the sex worker making the report.

If someone simply wants to make a report without giving their ID or notifying police, go straight to the **Alert Form**.

10.4.1. Reporter ID Form

Available [HERE](#).

10.4.2. Authority to Inform Police Form

Available [HERE](#).

10.4.3. Alert Form

Available [HERE](#).

10.5. Research Procedures

The MC will determine whether or not the research satisfies Respect Inc's ethical requirements before deciding to endorse it. This criteria is available in the [Policy document](#).

11. Procedure for Maintaining this Procedures Document