



# Evidence Guide

## Employment Services Industry Standard (ESIS)



**COPYRIGHT © 2012 NESA All rights reserved. No part of this work may be reproduced or copied in any form or by means, electronic or mechanical, including photocopying, without the written permission of the publisher.**

**Published by National Employment Services Association: 2012**



# TABLE OF CONTENTS

<b>INTRODUCTION.....</b>	<b>5</b>
Principle 1: Leadership and Management .....	6
<b>1.1: Organisational Direction and Desired Future.....</b>	<b>6</b>
1.1.1: Statement of Purpose .....	6
1.1.2: Implementation of the Desired Future & Direction.....	6
1.1.3: Organisational Alignment .....	7
1.1.4: Mutually Advantageous Relationships.....	7
<b>1.2: Organisational Culture .....</b>	<b>9</b>
1.2.1 Developing and Maintaining Organisational Culture .....	9
<b>1.3: Organisational &amp; Operational Leadership &amp; Management .....</b>	<b>10</b>
1.3.1 Corporate/Community Governance .....	10
1.3.2 Operational Responsibilities .....	11
<b>1.4: Organisational Citizenship .....</b>	<b>12</b>
1.4.1 Reputation Management .....	13
Principle 2: Strategic Planning .....	15
<b>2.1: Strategic Planning System.....</b>	<b>15</b>
2.1.1 Strategic Planning Process .....	15
2.1.2 Strategic Planning Information and Competence .....	15
2.1.3 Strategic Plan Development.....	16
2.1.4 Strategic Planning Approach .....	16
<b>2.2: Strategic Planning Implementation .....</b>	<b>17</b>
2.2.1 Resource Allocation .....	17
2.2.2 Communication .....	17
2.2.3 Monitoring .....	17
2.2.4 Review.....	17
Principle 3: Markets & Customers .....	18
<b>3.1: Understanding Markets &amp; Customers.....</b>	<b>18</b>
3.1.1 Customer Needs & Expectations .....	18
3.1.2 Customer Communication .....	19
3.1.3 Customer Relationship Management .....	20
<b>3.2: Customer Satisfaction .....</b>	<b>20</b>
3.2.1 Managing Customer Satisfaction .....	21
3.2.2 Complaints Handling .....	22
Principle 4: Products and Services .....	23
<b>4.1: Product and Service Development .....</b>	<b>23</b>
4.1.1 Research and Development .....	23
4.1.2 Product and Service Delivery .....	24
<b>4.2: Purchasing.....</b>	<b>24</b>
4.2.1 Management of Supply Contracts .....	24
4.2.2 Suppliers and Contractors.....	24



<b>4.3: Continuous Improvement</b> .....	<b>25</b>
4.3.1 System and Process Management .....	25
4.3.2 Compliance Documents .....	26
4.3.3 Compliance Review .....	26
4.3.4 Quality Measures .....	27
4.3.5 Records .....	27
<b>Principle 5: Human Resources</b> .....	<b>29</b>
<b>5.1: Recruitment Policy and Procedure</b> .....	<b>29</b>
5.1.1 Recruitment Process .....	29
5.1.2 Employment Prerequisites.....	29
5.1.3 Voluntary and Involuntary Terminations.....	30
<b>5.2: Participation and Empowerment</b> .....	<b>30</b>
5.2.1 Internal and External Networks .....	30
5.2.2 Internal Communication: .....	31
5.2.3 Work Environment.....	31
<b>5.3: Professional Development</b> .....	<b>32</b>
5.3.1 Induction program .....	32
5.3.2 Professional Development Plan .....	32
5.3.3 Performance Management.....	33
5.3.4 Occupational Health and Safety.....	33
5.3.5 Workplace Risks .....	34
5.3.6 Employee Support.....	34
<b>Principle 6: Data, Information &amp; Knowledge</b> .....	<b>35</b>
<b>6.1: Collection of data, information and knowledge</b> .....	<b>35</b>
6.1.1 Privacy and Confidentiality .....	36
<b>6.2: Analysis and use of Information</b> .....	<b>37</b>
6.2.1 Competence:.....	37
<b>Principle 7: Organisational &amp; Operational Outcomes</b> .....	<b>38</b>
<b>7.1: Organisational and Operational Success</b> .....	<b>38</b>
<b>7.2: Sustainability</b> .....	<b>38</b>
<b>Language</b> .....	<b>39</b>
<b>Definitions</b> .....	<b>39</b>



# INTRODUCTION

## Purpose of the Standard

This Standard has been developed by the employment and related services industry to provide organisations delivering employment and related services a quality assured framework of excellence in organisational management and service delivery. The Standard has been structured to enable organisations to be independently audited by third party auditors and in this way assuring organisational competence.

## Development of the Standard

The Employment Services Industry Standards (ESIS) is an industry led initiative. This initiative was conceived from a working party formed in 2002 to review and respond to the (then) Department of Employment and Workplace Relations draft of the Code of Practice and Service Guarantee. This working party, coordinated by NESAs as a project of the Best Practice Special Interest Group, had wide industry and departmental representation. Through the review process the working party recommended that a proactive industry led approach was required to design and develop a quality framework and standards for the employment services industry.

NESA acknowledges the support of the many organisations who participated in the development of this Standard. The Standard was developed by a committee of Employment Services Industry representatives which operated under the auspices of the NESA Quality Special Interest Group. The Group also utilised the expertise of quality professionals from other industries including child care, aged care and disability services.

## Structure of the Document

This document consists of seven sections covering the seven principles developed for the Employment Services Industry Standards.

Each section states the principle and is then followed by a number of requirements. Organisations wishing to claim compliance with this Standard are required to address every requirement. The seven principles in the Standard are:

1. Leadership and Management
2. Strategic Planning
3. Markets and Customers
4. Products and Services
5. Human Resources
6. Data, Information and Knowledge
7. Organisational and Operational Outcomes

A Guide to the implementation of the Standard has been prepared as an additional resource. This document provides guidance on how to implement the requirements of the Standard and also provides some background to the development of the requirements.



## Principle 1: Leadership and Management

Leaders guide an organisation, providing its purpose and direction. They encourage and mentor staff to become fully involved with the organisation's direction and help them achieve their full potential. Leaders set the standards for ethics, governance, and community and social responsibility.

This section describes the elements of conformance and potential sources of evidence to assess conformance with ESIS in regard to the mechanisms by which an Employment and Related Services Organisation develops and utilises leadership and management in its organisation.

### Requirement 1.1: Organisational Direction and Desired Future

The Board in conjunction with Senior Management shall establish the organisational direction and desired future. These shall be developed in consultation with the organisation's key stakeholders.

#### 1.1.1 Statement of Purpose

The purpose of the organisation, its roles and responsibilities and its organisational direction and desired future shall be documented and communicated throughout the organisation.

The organisation demonstrates	Conformance Sign Posts
The organisation has formally established a statement of purpose	<ul style="list-style-type: none"> <li>▪ Documented statement of organisational direction and desired future i.e. vision and mission statement</li> </ul>
The organisational purpose and its direction and desired future is clearly defined, communicated and understood by management and staff	<ul style="list-style-type: none"> <li>▪ Demonstration that the organisation's direction and desired future are widely communicated throughout the organisation such as:                             <ul style="list-style-type: none"> <li>○ Induction program (Board and staff)</li> <li>○ Job descriptions</li> <li>○ Organisational website</li> <li>○ Meeting minutes</li> <li>○ Marketing material</li> </ul> </li> <li>▪ Management and staff articulate an understanding of the purpose of the organisation and its direction and desired future</li> </ul>
Management and staff undertake their responsibilities with an understanding of organisational purpose, direction and desired future	<ul style="list-style-type: none"> <li>▪ Management and staff can describe how their roles link to the objectives and performance of the organisation</li> </ul>

#### 1.1.2 Implementation of the Desired Future & Direction

Implementation of the organisation's desired future and direction shall be through a range of planning processes which include documented plans.

The organisation demonstrates	Conformance Sign Posts
The organisation has in place and uses planning systems to support the achievement of its desired future and direction through documented plans for the organisation and its operations	<ul style="list-style-type: none"> <li>▪ Evidence of strategic planning for the organisation.</li> <li>▪ Evidence of business and operational plans</li> <li>▪ Management can describe how strategic, business and operational plans are aligned to the achievement of the organisation's desired future and direction through targets and/or key performance indicators</li> <li>▪ Evidence that implementation of plans are monitored and reviewed using a continuous improvement approach to strengthen quality of service delivery and performance</li> </ul>



## Principle 1: Leadership and Management

### 1.1.3 Organisational Alignment

Senior Management shall develop the organisational structure, systems and services in a comprehensive and integrated manner.

The organisation demonstrates:

Conformance Sign Posts

The organisation has established its operating structures to support the achievement of organisational objectives in a comprehensive and integrated manner

- Management can explain the organisational chart and how business units interact to achieve objectives
- Evidence that the organisational chart is reviewed by management and Board/Directors at least annually
- Management can describe the process and procedures which facilitate collaboration amongst relevant business units or service areas within the organisation, to support delivery of effective quality services.
- Evidence of integration between business units and/or service areas to strengthen performance such as:
  - Evidence of internal communication and meetings that support an integrated approach across business units and service areas
  - Staff can articulate the functions of business units and understand relevance to their role and opportunities for participants and employers
  - Participant referrals between internal program and service areas support individualised service delivery
  - Human Resources strategies that are informed by operational requirements, performance and compliance management
  - Coordinated approach to employer engagement across program areas operating within the same labour market

### 1.1.4 Mutually Advantageous Relationships

Senior Management shall develop strategic alliances and partnerships with other organisations which add value and assist in the development of high quality services and organisational performance.

The organisation demonstrates:

Conformance Sign Posts

The organisation has an effective approach to the identification of stakeholders relevant to the achievement of business and service objectives that include:

- Employers
- Community
- Other employment and related service providers

- Evidence that program requirements are used to identify advantageous relationships such as:
  - NEIS
  - IEP
  - Training providers
  - Centrelink
  - Department of Employment or other relevant funding department
  - Account and Contract Managers
  - Local Employment Coordinator
  - Disability Recruitment Coordinator
- Evidence that labour market intelligence is used to identify relationships advantageous to objectives i.e. skills shortage and demand areas, growth industries, local development and projects
- Evidence that an understanding of participant needs and aspirations are used to identify strategic employer and community relationships that support service delivery and outcome performance



## Principle 1: Leadership and Management

<p>The organisation has a structured approach to relationship management which enables the development and sustainability of relationships</p>	<ul style="list-style-type: none"><li>▪ Management and staff can describe how stakeholder relationships are managed</li><li>▪ Management and staff can describe how the organisation manages relationships to meet service and performance objectives and adhere to requirements such as:<ul style="list-style-type: none"><li>○ Department of Employment or other relevant funding department communication protocols</li><li>○ Centrelink communication protocols</li></ul></li><li>▪ Management and staff can describe how the organisation manages relationships to meet service and performance objectives such as:<ul style="list-style-type: none"><li>○ Account management delegations</li><li>○ Organisational and local community liaison delegations</li><li>○ Client relationship database</li><li>○ Contact schedules</li></ul></li><li>▪ Evidence that the organisation has tools and resources to enable the formalisation of relationships such as, templates for Memorandum of Understanding, supply agreements, sub contracts or joint initiatives</li><li>▪ Management can describe how the organisation monitors and reviews the relationships with a continuous improvement focus on adding value to business and service performance</li></ul>
<p>The organisation has an effective approach to employer engagement which enables a strong labour market presence</p>	<ul style="list-style-type: none"><li>▪ Relevant management and staff can articulate the organisation's promotion and marketing strategies to achieve employer attraction and engagement</li><li>▪ Evidence of active employer engagement</li></ul>
<p>The organisation has an effective approach to engagement of relevant organisations within the community which support the delivery of individualised employment assistance to participants</p>	<ul style="list-style-type: none"><li>▪ Engagement with community service and health networks, industry groups and associations relevant to organisational and local operational objectives</li><li>▪ Management and staff can articulate strategies to achieve engagement with relevant community stakeholders such as organisations offering opportunity for work experience activities</li><li>▪ Evidence of established linkages with stakeholders used in the delivery of services to participants such as participant referrals to community service and health providers to address barriers to employment and inclusion</li><li>▪ Evidence of stakeholder relationships established through formalised agreements i.e.: Memorandums of Understanding, Service Level Agreements, Joined up Case Management Protocols, referral or communication protocols and participant consent to release information</li></ul>





## Principle 1: Leadership and Management

### Requirement 1.2: Organisational Culture

The organisation shall develop and maintain an organisational culture that reflects the organisation's vision, ethics, values and attitudes. The individual, team and organisational attitudes, behaviours and characteristics shall be reflective of, but are not limited to : a) The organisation's beliefs, ethics and/or values; b) The organisation's philosophy or service principles; c) The organisation's vision and/or mission; and d) Industry standards, codes of practice or frameworks

#### 1.2.1 Developing and Maintaining Organisational Culture

Through organisational policy, procedures and processes, managers, leaders, teams and individuals at all levels shall support and reflect organisational culture. Alignment with the culture shall be demonstrated between individuals and teams within the organisation and between the organisation and its clients.

The organisation demonstrates	Conformance Sign Posts
The organisation has defined the desired organisational culture	<ul style="list-style-type: none"><li>▪ Management and staff can articulate the values of the organisation and related expectations of how they conduct themselves accordingly</li><li>▪ Statement of organisational values</li></ul>
The organisation fosters the desired culture through relevant policies and procedures operational including recruitment, induction, staff development and customer service	<ul style="list-style-type: none"><li>▪ Evidence that the organisation communicates expectations of staff conduct consistent with their desired culture such as:<ul style="list-style-type: none"><li>○ Codes of Conduct, Practice or Ethics committed to by the organisation and applied to Board members, management and staff (organisational, industry or contractual)</li><li>○ Charter of customer service</li><li>○ Human Resources policies</li><li>○ Position descriptions</li></ul></li></ul>



**Principle 1: Leadership and Management**

The organisation monitors and acts to continuously reinforce and strengthen the cultural health of its workforce

- Management can articulate how the organisation monitors the cultural health of its workforce through measures such as:
  - Staff performance review
  - Review of grievances
  - Review of complaints received
  - Review of feedback from stakeholders including employers, participants, community and Department of Employment or other funding department Contract Management
  - Staff exit interviews
  - Review of Human Resources Performance indicators such as staff turnover, absences or work related injury
- Management can provide examples of initiatives implemented to strengthen the cultural health of the workforce

**Requirement 1.3: Organisational & Operational Leadership & Management**

The intent of this requirement is to describe the systems, processes and mechanisms by which an Employment and Related Services Organisation develops and utilises the organisational and operational capability and capacity of its leadership and management.

**1.3.1 Corporate/Community Governance**

Senior Management shall implement policies and procedures for corporate governance that meet legal requirements. Senior Management, including governing Boards, shall demonstrate their ongoing commitment to good corporate governance.

The organisation demonstrates:	Conformance Sign Posts
--------------------------------	------------------------



**Principle 1: Leadership and Management**

The organisation has effective mechanisms to ensure the governance responsibilities and accountabilities are clearly understood and undertaken by Board members, Directors and management

- Position descriptions are in place which clearly articulate role and governance responsibilities and accountabilities of Board members, Directors and management
- Evidence that selection processes ensure that Board members and Senior Management are suitably qualified/experienced for their roles
- Evidence of induction and professional development for Board members, Directors and Management that is relevant to effective governance
- Demonstration that Board members or Directors understand governance responsibilities and accountabilities
- Management or Board members can describe arrangements and how the structure and operation of the Board supports effective governance such as sub committees, meeting frequency, Board appointments, terms of appointments
- Evidence that there is an annual board appraisal (self-assessment or external assessment) to underpin good governance
- Policies and procedures to support effective governance including:
  - Responsibilities of the Board/Directors
  - Meeting ethical and legal obligations
  - Disclosure and reporting requirements
  - Management of conflict of interest
  - Performance assessment of the Board, Directors and Senior Management
  - Independent reviews
- Management can articulate delegations of authority and decision making established in the organisation
- Evidence that governance of the organisation is appropriately documented such as Board minutes
- Evidence that governance review processes include continuous improvement

The organisation has systems in place to monitor and maintain adherence to statutory, legal and ethical requirements

- Management can describe the mechanisms in place to regularly monitor statutory, legal and ethical requirements
- Management can identify the organisation's reporting and renewal requirements such as currency of insurance, financial reporting, reporting of changes to significant personnel or the Board and can articulate how it maintains adherence to these such as a schedule and/or delegations
- Evidence of industry or professional memberships and/or subscriptions that support adherence to statutory, legal and ethical requirements

**1.3.2 Operational Responsibilities**

Senior Management shall implement policies and procedures which meet legal and contractual requirements for business operations. These shall reflect management and staff responsibilities and accountabilities.

The organisation demonstrates

Conformance Sign Posts



## Principle 1: Leadership and Management

The organisation has in place systems to establish, implement and review operational policy and procedures to support quality service delivery compliant with requirements and achieve performance objectives

- Evidence of delegations of authority to approve operational policies and procedures
- Evidence that program requirements are incorporated into operational policy and procedures
- Description of systems to regularly monitor requirements and promptly issue updates as necessary
- Management can describe the organisation's systems to communicate policy and procedures effectively to staff such as:
  - Staff induction and training records
  - Relevant staff, management, committee or team meeting minutes
  - Intranet communications
  - Staff bulletins
- Description of systems to monitor effective implementation of policy and procedures such as:
  - Mechanisms for verifying receipt and understanding of policies and procedures by staff
  - Internal audits
  - Monitoring performance on service delivery requirements such as maintaining current Employment Pathway Plans and commencing participants in activities within the specified time
  - Monitoring feedback from Contract Managers and recovery actions
  - Employer and participant surveys
  - Monitoring of complaints
- Evidence that policies and procedures enable requirements to be met such as:
  - Appropriate completion and copies of forms such as User Declaration Forms for access to Employment Services System IT platform
  - Evidence of credential checks for staff and participants as required
- Description of steps to address identified noncompliance with organisational policies and procedures
- Description of how policy and procedure development and systems of review, in addition to compliance, support better practice and continuous improvement in the quality of service delivery

### Requirement 1.4: Organisational Citizenship



## Principle 1: Leadership and Management

Through integrated policies, procedures and training, Senior Management shall develop and implement a 'good citizenship' role for the organisation. The components of this role shall include (but not necessarily be limited to):

- a) Adopting a socially responsible attitude with respect to services and products;
- b) Enabling ethical behaviour of staff and Board members;
- c) Establishing links and relationships with the community and
- d) Facilitating responsible environmental practices.

Senior Management shall demonstrate an ongoing commitment to maintaining and improving the 'good citizen' role of the organisation.

### 1.4.1 Reputation Management

Senior Management shall develop leadership and operational policy, procedures and practice which contribute to the reputation of the organisation and that of the wider employment services industry.

The organisation demonstrates	Conformance Sign Posts
<p>The organisation is proactive in promoting and monitoring its reputation as a good citizen, worthy of public confidence in it as a provider</p>	<ul style="list-style-type: none"> <li>▪ Management can describe its actions to promote the reputation of the organisation and the Australian Employment and Related Services it offers such as:               <ul style="list-style-type: none"> <li>○ Marketing and promotional strategies</li> <li>○ Use of media including social media</li> <li>○ Use of facilities provided by Department of Employment such as Connections for Quality, or similar facilities provided by other relevant funding department</li> <li>○ Service information material</li> <li>○ Involvement in community activities and events</li> </ul> </li> <li>▪ Management can articulate how the organisation monitors its reputation with stakeholders and community such as:               <ul style="list-style-type: none"> <li>○ Media monitoring</li> <li>○ Participant, employer and stakeholder feedback</li> <li>○ Contract Management feedback</li> <li>○ Monitoring operational performance indicators such as market share, participant requests for transfer and employer engagement and retention</li> </ul> </li> <li>▪ Management can describe what actions are taken to monitor issues or developments across the wider employment and related services industry which may have potential impact on the organisation such as:               <ul style="list-style-type: none"> <li>○ Media monitoring,</li> <li>○ Participation in industry forums and networks</li> <li>○ Membership of industry associations and professional bodies</li> <li>○ Communications from Department of Employment or other relevant funding departments</li> </ul> </li> </ul>
<p>The organisation can demonstrate that it has a commitment to maintaining and improving the 'good citizen' role of the organisation which includes establishing links and relationships with the community</p>	<ul style="list-style-type: none"> <li>▪ Management can demonstrate that the organisation establishes links and relationships with the community such as:               <ul style="list-style-type: none"> <li>○ Describing the steps it undertakes to establish links and relationships within each of the communities it services</li> <li>○ Evidence that the organisation has a range of links and relationships with communities that add value to social capital and the reputation of the industry such as local sponsorships, supporting community events and activities, providing the use of facilities to other community organisations or delivery of additional services such as career support to schools</li> <li>○ Evidence that links and relationships are created which support good citizenship with local cultural groups</li> </ul> </li> </ul>



## Principle 1: Leadership and Management

The organisation can demonstrate that it has a commitment to maintaining and improving the 'good citizen' role of the organisation which includes enabling ethical behaviour of staff and board members

- Management can demonstrate that the organisation adopts strategies to enable ethical behaviour of staff and Board members such as:
  - Describing how policy and procedures guide and reinforce ethical decision making by management, staff and Board members in the conduct of employment services responsibilities
  - Evidence of the support available to staff to support ethical decision making such as case review or mentoring
  - Evidence that the organisation prescribes to Code(s) of Conduct and Ethics
  - Evidence of training in ethics to management, Board members and staff
  - Conflict of interest and Codes of Conduct provisions are applied to frontline services to protect service integrity to participants and employers
  - Management and staff have a clear understanding of privacy and confidentiality requirements

The organisation can demonstrate that it has a commitment to maintaining and improving the 'good citizen' role of the organisation which includes adopting a socially responsible attitude with respect to services and products

- Management can demonstrate that the organisation adopts a socially responsible attitude with respect to services and products such as:
  - Evidence that employment agreements include requirements to abide by policies and procedures and employees responsibilities for probity and accountability
  - Evidence that induction and other training in responsibilities for probity and accountability are delivered
  - Evidence that internal communications reinforce responsibilities for probity and accountability
  - Staff can accurately describe the importance of probity and accountability
  - Evidence that the organisation exercises good stewardship of public funds and applies the principle of value for money in conduct and decision making in relation to employment services such as Employment Pathway Fund Expenditure Management
  - Evidence that probity and assurance strategies such as reporting self-identified invalid claims are understood and followed
  - Managers and relevant staff can describe service design and delivery decision making mechanisms that support program objectives for individualised quality services and, that achieves sustainable outcomes for participants and employers
  - Managers can describe how their arrangements ensures the organisation is a role model for socially responsible employment practices such as ensuring equal opportunity employment practice that supports workforce diversity



## Principle 1: Leadership and Management

The organisation can demonstrate that it has a commitment to maintaining and improving the 'good citizen' role of the organisation which includes facilitating responsible environmental practices

- Management can demonstrate that the organisation adopts responsible environmental practices such as:
  - Promoting responsible and ethical use of environmental resources such as carbon reduction plans, recycling programs or carbon off-set programs
  - Purchasing policies consider environmental impact in decision making
  - Environmentally-conscious work practices are in place to avoid unnecessary energy use such as minimising printing, equipment and lights-off practices

## Principle 2: Strategic Planning

Planning is the key to an organisation's short, medium and long term success. Effective planning establishes clear objectives with action and measures that can be used to monitor and review the organisation's success in achieving its objectives. It includes the engagement and contribution of all internal and key external stakeholders through a variety of people processes.

Without planning, an organisation can only be reactive and will only operate on an ad hoc basis. This section describes the elements of conformance and potential sources of evidence to assess conformance with ESIS in regard to the framework by which an Employment and Related Services Organisation can develop, implement, monitor and review their strategic plan, associated planning documents and resources.

### Requirement 2.1: Strategic Planning System

The organisation shall undertake strategic planning on a regular and systematic basis. Senior Management, including Boards, shall be responsible for ensuring strategic planning is undertaken at a frequency appropriate to the organisation and its competitive environment.

#### 2.1.1 Strategic Planning Process

The strategic planning process shall involve four stages: planning, implementation, monitoring and review. Senior Management shall be involved with, and have a commitment to, all four stages.

The organisation demonstrates	Conformance Sign Posts
The organisation has in place a strategic planning process that includes planning, implementation, monitoring and review phases	<ul style="list-style-type: none"> <li>▪ Management can describe the organisations strategic planning process</li> <li>▪ Evidence that strategic planning schedules, including review, are in place and followed</li> <li>▪ Evidence of strategic planning meeting agendas, minutes and participants</li> <li>▪ Management can describe how the strategic plan is implemented, monitored and reviewed</li> <li>▪ Evidence that operational and business plans are aligned to the objectives of the strategic plan including key performance indicators</li> </ul>

#### 2.1.2 Strategic Planning Information and Competence

Relevant personnel, including the Board/Committee and Senior Management shall be informed and have competency, knowledge, and practical understanding of the strategic planning system, planning cycle and processes.

The organisation demonstrates	Conformance Sign Posts
-------------------------------	------------------------



## Principle 1: Leadership and Management

The organisation ensures that relevant personnel have appropriate understanding and competency to effectively lead and/or contribute to strategic planning

- Management and relevant personnel can describe the practical undertaking of the steps in the organisation's strategic planning system, planning cycle and processes
- Evidence of the competencies held by relevant personnel engaged in strategic planning
- Evidence of professional development by relevant personnel in strategic planning
- Records of external expertise used to support the organisation's personnel in the strategic planning process
- Evidence of resources available to personnel to support their contributions to strategic planning e.g. web-based tools, documents, information package

### 2.1.3 Strategic Plan Development

The strategic plan shall be developed by appropriate staff within the organisation.

The organisation demonstrates

#### Conformance Sign Posts

The organisation maximises its use of internal expertise and knowledge to contribute to the development of effective strategic plans

- Management can describes how it identifies personnel with expertise and knowledge to contribute to the strategic planning process
- Meeting minutes demonstrate key personnel with operational responsibility for strategic objectives are engaged in the strategic planning process
- Management can describe how it supports relevant personnel to contribute to strategic planning (Board/Directors, Management, Staff and external stakeholders)

### 2.1.4 Strategic Planning Approach

The strategic plan shall identify the various components, processes, timeframes, roles and responsibilities of relevant personnel in implementation. To assist the implementation process, the plan shall reflect the policies of leadership and good governance and include agreed implementation time frames, targets and objectives. For each programme or service delivery area key performance indicators shall be clearly defined.

Strategic, organisational and operational targets to which performance measures are attached can then be developed, monitored and reviewed on a regular basis. A high level of integration and alignment between the components of the plan is required.

The organisation demonstrates

#### Conformance Sign Posts

The organisation has in place strategic and operational plans which enable effective implementation, monitoring and review of strategies to achieve identified and measurable objectives

- Evidence of strategic and operational plans which support the quality and performance of employment services delivery and organisational sustainability
- Evidence that strategic and operational plans include delegations of responsibility , implementation schedule and review of milestones
- Management can describe how the strategic plan informs development of operational plans to support program delivery and governance plans such as risk management plans, quality plan and stakeholder engagement plans
- Management can articulate the key performance indicators (financial and non-financial) of the strategic and operational plans and how these translate to business units, branches and frontline staff
- Evidence that key performance objectives are measured, monitored and reviewed on a regular basis with a continuous improvement focus





## Principle 1: Leadership and Management

### Requirement 2.2: Strategic Planning Implementation

Senior management shall be responsible for ensuring that they and key operational staff have comprehensive knowledge and practical understanding of the application of the strategic plan.

#### 2.2.1 Resource Allocation

The organisation shall determine and allocate the resources needed to implement and maintain the organisation's strategic plan.

The organisation demonstrates	Conformance Sign Posts
The organisation has a system to identify and allocate the required resources (human and physical) to implement and maintain the strategic plan and related operational and business plans	<ul style="list-style-type: none"><li>Management can describe the process it uses to assess the human and physical resources requirements to implement and maintain the strategic and related operational and business plans</li><li>Demonstration that the human resource allocations enable the requirements of the program to be met such as that case load sizes consider the prescribed minimum contact requirements</li></ul>

#### 2.2.2 Communication

Senior management shall be responsible for ensuring the plan is communicated to staff, including the broad objectives and dissemination of the agreed strategic objectives and measures relevant to individuals, teams, branches or departments.

The organisation demonstrates	Conformance Sign Posts
The organisation ensures that strategic plans and objectives are communicated to staff so that there is a shared vision of the objectives and key performance indicators to which they are to contribute to through conduct of their role	<ul style="list-style-type: none"><li>Management can describe how strategic plans are communicated to individuals, teams, branches or departments</li><li>Evidence of staff communications about strategic plans such as meeting minutes, induction training, electronic and printed material</li><li>Staff interviews demonstrate consistent knowledge and awareness of strategic objectives relative to their role, team, branch or department</li></ul>

#### 2.2.3 Monitoring

Implementation and operation of the strategic plan shall be monitored on a systematic and regular basis through the use of objective measures and tools.

The organisation demonstrates	Conformance Sign Posts
The organisation maintains regular monitoring of the implementation and operation of strategic plans using objective measures and tools	<ul style="list-style-type: none"><li>Management can describe the review process for strategic and operational plans and the key performance indicators which are measured and monitored</li><li>Evidence that objective data and information is collected, analysed and reported against the objectives of the strategic and operational plans on a regular basis</li><li>Evidence that monitoring includes use of external measures where available such as Department of Employment or other relevant funding department performance reports and industry benchmarks</li></ul>

#### 2.2.4 Review

Using the results of the monitoring process, the performance of the organisation against the strategic plan shall be reviewed by management on a regular basis. The review process shall include an assessment of the various elements to ensure business direction, success, performance and sustainability.

The organisation demonstrates	Conformance Sign Posts
-------------------------------	------------------------



## Principle 1: Leadership and Management

The organisation undertakes regular review of strategic and operational plans informed by monitoring outcomes to ensure business direction, success, performance and sustainability

- Management can describe the process by which strategic and operational plans are reviewed with a continuous improvement focus to ensure business direction, success, performance and sustainability
- Evidence that a planning review schedule is maintained
- Evidence of review meetings with relevant staff involved
- Evidence that review is conducted against the key performance measures of the relevant plan
- Evidence that documented outcomes of the review process indicate corrective or continuous improvement actions to be undertaken
- Evidence that corrective or continuous improvement actions are implemented and effectiveness verified through ongoing monitoring
- Evidence of review outcomes reported to the Senior Management and/or Board/Directors
- Evidence of communications to management and staff about review, outcomes and actions to support better practices, performance and sustainability

## Principle 3: Markets & Customers

A successful organisation is customer focused. It provides services and products that meet or exceed customers' needs and expectations, and values their comments and feedback. Knowing your customers and markets provides a sound basis for setting goals and targets, and helps build lasting customer relationships that are critical to long term sustainability.

This section describes the elements of conformance and potential sources of evidence to assess conformance with ESIS in regard to the systems, processes and mechanisms, by which an Employment and Related Services Organisation can identify, understand, attain and manage their current and potential markets and customers.

### Requirement 3.1: Understanding Markets & Customers

The organisation shall develop and implement procedures to identify and monitor its current and potential markets and customers. Results from the monitoring of markets and customers shall be incorporated into the planning and continuous improvement processes.

#### 3.1.1 Customer Needs & Expectations

Through a systematic process, the needs and expectations of current and potential customers shall be identified and communicated to staff. The needs and expectations of customers shall also be reflected in staff practice and customer service.

The organisation demonstrates

Conformance Sign Posts



## Principle 3: Markets & Customers

The organisation undertakes processes to identify the needs and expectations of its current and potential customers and uses this information to support its effective delivery of quality services to participants and employers and business objectives

Management can describe its processes to develop and show evidence of:

- Market intelligence activities to understand the current market position, the environment in which the organisation operates and how these impact on the business such as:
  - Evidence of engagement and participation with employer and business networks such as Chambers of Commerce, Industry groups and associations, or local economic development groups
  - Management or relevant staff can describe how they use publically available labour market or social data to build market intelligence such as reports from Australian Bureau of Statistics, Local Governments or Department of Employment or other relevant funding department
  - Evidence that analysis of existing employer accounts and participant caseload is undertaken to understand local needs and opportunity
- Evidence of use of market intelligence to support service quality and performance for participants and employers such as
  - Staff demonstrate an understanding of the local labour market and potential employment opportunities available to participants
  - Evidence of employer engagement including targeted approaches to meet participant needs and opportunities in local growth industries
  - Evidence of local strategies and resources to meet participant needs such as cultural competency training, activity development and local networks
- Evidence of market research to refine or expand existing markets and identify new markets and to identify and understand current and potential customers including their needs and expectations
- Evidence of use of market research in the effective development or expansion of services to support service quality and performance for participants and employers
- Market management to strategically and tactically create a presence and manage their current and potential markets and customers with the aim of ensuring business sustainability through quality service and performance

### 3.1.2 Customer Communication

The organisation shall implement and monitor policy and processes for effective and timely communication with customers.

The organisation demonstrates

Conformance Sign Posts

### Principle 3: Markets & Customers

The organisation has in place communication strategies appropriate to the needs of participants and employers

- Management and relevant staff can describe the range of methods it employs to communicate with participants and employers
- Evidence that relevant policies and procedures include information to support appropriate communication with participants and employers such as:
  - Use of translation and interpreter services
  - Access to adaptive technology
  - Recording and using preferred contact methods i.e. phone, email, letter
  - Consent to share information or communicate with third parties such as guardians, carers or advocates
  - Provisions for people with low literacy
- Staff can describe how they apply these policies and procedures in regard to communication in the delivery of services to participants and employers
- Procedures for contacts and activities such as initial contact, job placement referral specify communication requirements consistent with program guidelines and DEEDs
- Evidence that policies and procedures in relation to communication are being followed and are effective such as:
  - Initial interview file notes reference provision of appropriate communication
  - Records of use of translation and interpreter services (invoices/file notes)
  - Evidence that preferred contact methods recorded are used
  - Consent to share information forms are on file
  - Communications are available in easy English
  - Participant and employer feedback indicates understanding of services and requirements
  - Participant and employer feedback that indicates timely and respectful communication is delivered

#### 3.1.3 Customer Relationship Management

The organisation shall establish systems to effectively manage the development and maintenance of its relationship with customers to ensure business growth/ sustainability objectives are met. The customer relationship management strategy shall be understood across the whole organisation and as it pertains to individual roles.

The organisation demonstrates

#### Conformance Sign Posts

The organisation has in place customer relationship management systems and strategies that are communicated, understood and adopted by staff in the conduct of their role

- Management can describe the organisation's customer relationship management systems and strategies
- Management can evidence that it has appropriate system tools to gather the information and data it needs to manage and monitor customer relationships such as client relationship database, third party IT or use of Employment Service System or hard files
- Evidence that relationships are developed, managed and sustained such as repeat business from employers, low levels of request for participant transfer
- Staff can demonstrate an understanding of role, policies, procedures and practice expectations in relation to participants and employers relationship management relative to their role

#### Requirement 3.2: Customer Satisfaction

The organisation shall monitor and measure customer satisfaction. This information shall be used to inform the development of the strategic plans and the continuous improvement of customer service.



## Principle 3: Markets & Customers

### 3.2.1 Managing Customer Satisfaction

The organisation shall implement a strategy for managing customer satisfaction in the context of their business environment.

The organisation demonstrates	Conformance Sign Posts
<p>The organisation demonstrates high regard for customer satisfaction and measures and monitors the level of service satisfaction experienced by participants and employers and where practicable, benchmarks itself against competitors</p>	<ul style="list-style-type: none"> <li>▪ Management can describe the process by which it measures and monitors participant and employer service satisfaction</li> <li>▪ Evidence of documented satisfaction monitoring strategies for participants and employers such as:                             <ul style="list-style-type: none"> <li>○ Participant and employer service experience survey or interviews</li> <li>○ Participant and employer feedback mechanisms (formal and informal)</li> <li>○ Participant evaluation of activities, groups or services</li> <li>○ Complaints register</li> <li>○ Monitoring of proportion and reasons for participants choosing provider i.e. recommendations from existing participants</li> <li>○ Monitoring participant reasons for requests for exit / transfer</li> <li>○ Attendance rates</li> <li>○ Sustainability and repeat business from employer relationships</li> <li>○ New employers engaged through recommendations by existing employers</li> </ul> </li> <li>▪ Performance reports regarding participant and employer satisfaction</li> <li>▪ Evidence of an internally established customer satisfaction rating system</li> <li>▪ Evidence of use of comparative benchmarks including internal comparison across sites, teams, employment service areas or regions and external benchmarks such as those provided by Department of Employment</li> </ul>
<p>The organisation demonstrates satisfaction measures are used to continuously improve its quality of service and enables it to clarify the value proposition for each of its services or products and compliance with internal and external requirements</p>	<ul style="list-style-type: none"> <li>▪ Evidence that analysis of participants and employers satisfaction data informs continuous improvement such as policy, process or practice review, staff development, recruitment policies and procedures</li> <li>▪ Management can describe how satisfaction measures have assisted them to clarify what participants and employers value about their service provision and delivery methods</li> <li>▪ Management and relevant staff can explain how measures assist them to validate compliance with internal process and procedures and program requirements</li> </ul>



## Principle 3: Markets & Customers

### 3.2.2 Complaints Handling

A process, including appropriate policies and procedures, shall be established to systematically process and resolve customer complaints. The complaints handling process shall be clearly communicated and easily accessible to staff and customers. The complaints handling process shall reflect contractual, legal, statutory and code of practice requirements. Customer complaints shall be an input into the strategic planning, performance review and continuous improvement process.

The organisation demonstrates	Conformance Sign Posts
The organisation has in place effective policy and workplace procedures to support timely resolution of complaints which are clearly communicated to, understood and applied by management and staff	<ul style="list-style-type: none"><li>▪ Evidence of a documented complaints policy which meets contractual, ethical and quality customer service objectives</li><li>▪ Evidence of information for participants and employers which is readily accessible and in appropriate format which includes details of:<ul style="list-style-type: none"><li>○ Their right to complain or provide feedback without fear of retribution</li><li>○ The various internal and external mechanisms available to lodge or escalate complaints</li><li>○ How complaints will be responded to</li><li>○ Service commitments such as the Code of Conduct, service guarantees</li></ul></li><li>▪ Evidence that a complaints resolution log is maintained</li><li>▪ Evidence, such as meeting minutes and audit reports, indicates a continuous improvement approach to complaints management including that corrective and preventative actions are monitored to ensure successful implementation</li></ul>



## Principle 4: Products and Services

Every organisation provides a range of service and products. These must provide value to customers if the organisation is to succeed. Producing successful services and products of consistently high value requires careful control of the production processes, inputs and outputs. Continuous improvement principles help to ensure services and products reflect improved value for customers on an ongoing basis. Developing effective services and products needs an innovative approach, knowledge of markets and market trends, and requires an organisation to support individual ideas and efforts.

This section describes the elements of conformance and potential sources of evidence to assess conformance with ESIS in regard to the systems, processes and mechanisms, by which an Employment and Related Services Organisation can research, develop and deliver its services and products.

### Requirement 4.1: Product and Service Development

The organisation shall use systems and processes to ensure, as far as practicable, its services and products are relevant to current and emerging markets and contributing to identified business performance targets and objectives.

#### 4.1.1 Research and Development

The organisation shall have a documented process which outlines the basis upon which regular research and development activities are conducted to review, design, and implement improvements to, or develop new, products/services.

The organisation demonstrates	Conformance Sign Posts
The organisation undertakes a structured evidence-informed approach to service and product development to achieve continuous improvement in effective assistance to participants and employers	<ul style="list-style-type: none"><li>▪ Management can describe the processes by which it undertakes research and development activity to achieve evidence informed continuous improvement to its services and products (existing and new)</li><li>▪ Management can describe how it gathers and uses internal and external expertise and feedback to support service and product development such as from frontline staff, participants, employers, Department of Employment or other relevant funding department or industry associations</li><li>▪ Documented processes for the research and development of services and products (singular or embedded in a range of procedures such as those relating to performance management, internal review, customer relationship management, customer satisfaction, compliance management)</li><li>▪ Evidence that service and product development is evidence-informed such as<ul style="list-style-type: none"><li>○ Meeting minutes indicating use of information and data to support development of services and products</li><li>○ Research and development activities such as surveys, consultations, pilots</li><li>○ Application of findings from external research such as Department of Employment or other relevant funding departments' program evaluation reports</li></ul></li><li>▪ Management can describe and provide examples of steps that are undertaken for the introduction of significant service or product development to ensure effective implementation, for example assigning delegations of responsibility, communication, monitoring and review</li></ul>



## Principle 4: Products and Services

### 4.1.2 Product and Service Delivery

Service and product delivery shall be carried out in a planned and controlled manner to ensure consistency, contract compliance and customer focus. Service/product delivery processes and procedures shall be appropriately documented and disseminated throughout the organisation.

The organisation demonstrates

Conformance Sign Posts

The organisation has a planned and controlled approach to employment services which enables consistent and compliant delivery to meet the needs of participants and employers

- Management and staff can describe the mechanisms and steps taken to ensure the delivery of employment services is controlled to ensure quality, consistent and compliant individualised assistance to participants and employers
- Evidence of documented policies, processes and procedures which integrate legal and contractual requirements into workplace practice
- Evidence that monitoring and review of policy and procedures occurs to maintain currency with requirements
- Evidence that staff have received, understand and apply policy, procedures and processes in the conduct of their role such as:
  - File notes and records that indicate staff complete compliance documents in accordance with the process and procedures
  - File notes indicate that staff carry out requirements at the service points specified within the procedures
  - Evidence that internal audit systems are used to monitor quality of service and staff adherence to policy and procedures

### Requirement 4.2: Purchasing

The organisation shall have a purchasing system that: a) Ensures suppliers can, and do, supply products and services in accordance with the organisation's requirements. b) Has an effective management system for supplier contracts. c) Supports relationship management with suppliers including supplier feedback and complaint handling. d) Is documented.

### 4.2.1 Management of Supply Contracts

The organisation shall have a supply contracts management system which is documented. Responsibilities and authorities for entering into supply contracts, cancelling contracts, amending contracts, monitoring contract compliance of suppliers and storage of contracts shall be included.

The organisation demonstrates

Conformance Sign Posts

The organisation has a documented system for the management of supply agreements for products and services to support its operation

- Evidence of documented supply or purchasing policy and procedures which include:
  - Delegations of responsibility and authority for general purchases
  - Delegations of responsibility and authority for approval, amendment, review and termination of supply agreements such as sub contracts or Memorandums of Understanding
  - Account management delegations and procedures for suppliers of significant services and products such as NEIS or complementary services
  - Complaints and feedback mechanisms between provider and supplier

### 4.2.2 Suppliers and Contractors

The organisation's purchasing procedures





## Principle 4: Products and Services

The organisation demonstrates	Conformance Sign Posts
<p>The organisation has in place appropriate purchasing procedures which enable it to enter into significant supply agreements where required and manage risk</p>	<ul style="list-style-type: none"> <li>▪ Management can describe and show evidence of purchasing procedures which:                             <ul style="list-style-type: none"> <li>○ Provide guidance for construction of service or product specification for supply agreements significant to the delivery of employment services, including sub contracted arrangements such as NEIS or outsourced employment service elements, for example Reverse Marketing, Professional or Training Services and which ensure all program requirements are specified</li> <li>○ Guidelines for supplier selection including the conduct of due diligence checks when entering into supply agreements significant to the delivery of employment services</li> <li>○ Evidence that supply agreements provide an appropriate basis to enable objective measurement, monitoring and assessment of supply against specifications</li> <li>○ Evidence that supply agreements are monitored and reviewed with a continuous improvement focus to meet organisational and operational needs including those of participants and employers</li> </ul> </li> </ul>

### Requirement 4.3: Continuous Improvement

The organisation shall implement continuous improvement strategies throughout the organisation. The following shall be reviewed on a regular basis with the objective of identifying opportunities and developing improvements: a) Internal customer products and services. b) Organisational and operational processes and systems. c) External customer products and services. d) Relationships with funding and regulatory bodies. When measuring and analysing results the organisation shall include internal and external measures (e.g. preventive and corrective actions, customer complaints, hazards and incidents). Continuous improvement reviews shall be documented.

#### 4.3.1 System and Process Management

The organisation shall ensure systems, policies, processes and procedures used in its operations are managed

The organisation demonstrates	Conformance Sign Posts
<p>The organisation has systems and processes for the management of employment and related services delivery</p>	<ul style="list-style-type: none"> <li>▪ Management and relevant staff can describe and show evidence of documented workplace policy and procedures to support delivery of employment services</li> <li>▪ Evidence of delegations and approval authority for systems, policies, processes and procedures</li> <li>▪ Management and relevant staff can describe how compliance with requirements such as legislation, contracts, standards and codes are confirmed in the approval of workplace policy and procedures</li> <li>▪ Management and relevant staff can explain delegations and procedures for monitoring relevant program, contractual and legal obligations to ensure appropriate workplace policy and procedures are in place to support employment service delivery</li> <li>▪ Evidence that workplace policy and procedures are managed and version controlled to avoid the use of inappropriate or superseded documents</li> <li>▪ Evidence that there is an established internal audit program which is maintained and all workplace policies and procedures are reviewed as necessary and at least annually</li> <li>▪ Evidence that workplace policy and procedures have been communicated and are accessible to relevant staff</li> <li>▪ Evidence that there is a process to confirm receipt and understanding of workplace policy and procedures</li> <li>▪ Staff can describe how to access policy and procedures, confirm their currency and how they apply them in the conduct of their role</li> </ul>



## Principle 4: Products and Services

### 4.3.2 Compliance Documents

The organisation shall ensure current copies of required compliance documents are available to the appropriate personnel. Staff shall be made aware of these documents, their location and their responsibilities with respect to compliance.

The organisation demonstrates	Conformance Sign Posts
The organisation's policies and workplace procedures are supported by appropriate compliance documents to meet probity, accountability and program assurance requirements	<ul style="list-style-type: none"><li>▪ Management and relevant staff can describe the steps it takes to identify and develop required compliance documents (hard or electronic), such as outcome verifications or EPF purchase orders to meet probity, accountability and program assurance requirements</li><li>▪ Evidence that compliance documents are controlled, communicated and accessible to relevant staff</li><li>▪ Evidence that staff are trained in the use of and apply relevant compliance documents as they undertake their role such as:<ul style="list-style-type: none"><li>○ Completed documents are on file</li><li>○ Staff can consistently describe documents and completion requirements relevant to their role</li></ul></li><li>▪ Evidence that compliance documents are reviewed and maintain currency with program assurance requirements</li></ul>

### 4.3.3 Compliance Review

The organisation shall ensure that it regularly reviews its compliance with contractual and legal requirements in the delivery of product and services (e.g. Local, State or Commonwealth Legislation or regulations, standards, contracts). Staff shall be made aware of the outcomes of such reviews to ensure continuous improvements in respect to compliance.

The organisation demonstrates	Conformance Sign Posts
The organisation undertakes regular review of its operations with a continuous improvement approach to confirm that workplace policies and procedures are followed and program, contractual and legal obligations are met	<ul style="list-style-type: none"><li>▪ Management and relevant staff can describe the strategies used to review its operations, confirm compliance with requirements and initiate continuous improvement to support delivery of employment services</li><li>▪ Evidence that strategies are used to review operations, confirm compliance with requirements and initiate continuous improvement to support delivery of employment services such as:<ul style="list-style-type: none"><li>○ An ongoing audit and review schedule is in place and maintained</li><li>○ Audit reports include recommendations for improvement</li><li>○ Outcomes of audit reports are communicated to relevant staff</li><li>○ Outcomes of audit reports are promptly acted upon</li><li>○ Evidence of corrective and preventative actions are initiated in response to audit outcomes</li><li>○ Demonstration of continuous improvement to policy, process and procedures through version control and documented review process logs</li><li>○ Recovery actions indicate self-identified noncompliance is appropriately reported</li></ul></li></ul>



## Principle 4: Products and Services

### 4.3.4 Quality Measures

The organisation shall understand and regularly benchmark its status against internal and/or external quality measures or standards that are appropriate to the organisation, the services it delivers, its clients and the contracts it enters into. This should include both qualitative and quantitative information available to employment service organisations.

The organisation demonstrates

Conformance Sign Posts

The organisation adopts strategies which use qualitative and quantitative measures and benchmarks to support the continuous improvement of the quality of employment and related services delivery

- Management can describe the strategies that the organisation undertakes to define measures and assess the quality of its employment services delivery
- Evidence of quality performance measures that the organisation has in place including available internal and external benchmarks such as
  - Comparison between sites, business units, geographic areas
  - Participant and employer satisfaction measures
  - Use of external quality data and reports such as that provided by Department of Employment or other relevant funding department, industry bodies, Australian Bureau of Statistics, other industry groups or associations
- Evidence that the organisation uses qualitative, quantitative and available benchmark measures to assess and improve the quality of services such as:
  - Quality reports indicate regular monitoring and analysis of quality performance measures
  - Improvements initiated in response to participant and employer satisfaction monitoring outcomes
  - Key performance indicators include measures of quality
  - Audit results (internal and external)
  - Management and Board reports include information on quality measures
  - Service delivery continuous improvements in response to quality measures are demonstrated in policy, procedure and process review history
  - Customer satisfaction and complaints information demonstrates continuous improvement

### 4.3.5 Records

To demonstrate compliance with this Standard the organisation shall maintain records to provide evidence of conformance. Records shall remain legible, identifiable and retrievable. Management shall allocate responsibility for the collection and storage of the records relating to this standard.

The organisation demonstrates

Conformance Sign Posts

#### Principle 4: Products and Services

The organisation has record management policies and procedures which comply with statutory and contractual responsibilities

- Management and relevant staff can describe how it ensures that it identifies and maintains documents (hard or electronic) required to comply with statutory and contractual and standard responsibilities
- Evidence that delegations of responsibility for records management including storage and disposal are in place
- Evidence that record-keeping policy and procedures are in place in accordance with Records Management Instructions for employment services



## Principle 5: Human Resources

An organisation rises or falls on the enthusiasm, motivation, skills and commitment of its staff and managers. Realising the full potential of employees, by creating a work environment supportive of individuals, is a key to success.

This section describes the elements of conformance and potential sources of evidence to assess conformance with ESIS in regard the Employment and Related Services Organisation's Human Resources Management System including the processes and mechanisms by which the organisation recruits, manages and develops its human resources to assist the successful delivery of its strategic plan.

### Requirement 5.1: Recruitment Policy and Procedure

The recruitment of management, staff and volunteers shall be open and non-discriminatory and shall comply with documented policies and procedures. Board member recruitment shall be documented and comply with any statutory requirements.

#### 5.1.1 Recruitment Process

The recruitment policies and procedures shall be kept current and approved by a member of senior management. They shall form part of the organisation's Human Resources Management System.

##### The organisation demonstrates

##### Conformance Sign Posts

The organisation has developed and maintains recruitment policies and procedures that support quality service provision and performance

- Evidence of delegation of authority are in place for Human Resources management
- Evidence that a structured approach to recruitment is documented in policies and procedures and observed
- Evidence that documented recruitment and selection policies support merit based selection based on identified qualifications, skills and/or experience
- Evidence of recruitment and selection policies that encourage workplace diversity and cultural competency skills relevant to the position and local labour market
- Human Resources records demonstrate measures to verify candidate claims including reference checks and relevant professional membership entitlements
- Evidence that the organisation maintains appropriate staff records

Recruitment policies and procedures incorporate contractual requirements

- Documented recruitment policies and procedures, including contractual requirements are met, including:
  - Police checks, working with children checks and financial checks are conducted as appropriate to role
  - Implementation of an Indigenous opportunity & employment policy
  - Implementation of a disability employment policy

#### 5.1.2 Employment Prerequisites

The competencies, training and experience required for each position shall be determined and documented in job descriptions and shall form the basis of the selection process. These prerequisites shall be regularly reviewed.

##### The organisation demonstrates

##### Conformance Sign Posts

The organisation understands the skills and competencies it needs to deliver quality services and performance

- Management or relevant staff can explain the process used to determine the prerequisite employment requirements for roles
- Documented job descriptions include a statement of the core competencies, training and experience required for the role
- Evidence currency of job descriptions and prerequisite employment requirements are reviewed and updated as role requirements change
- Management and staff can describe their role and this aligns to their documented job descriptions
- Management can describe how selection processes are conducted and prerequisite employment requirements are applied to meet the skill needs of the organisation, branch or business unit



**Principle 5: Human Resources**

**5.1.3 Voluntary and Involuntary Terminations**

The organisation shall have a documented procedure for termination (including employment termination) that is consistent with relevant industrial or other legislation.

The organisation demonstrates:	Conformance Sign Posts
<p>The organisation's Human Resources policy and procedures support workforce management and include provisions to meet statutory requirements for voluntary and involuntary termination</p>	<ul style="list-style-type: none"> <li>▪ Human Resources policy and procedures are in place and include provisions for voluntary and involuntary termination aligned to relevant industrial instruments and statutory requirements such as:                             <ul style="list-style-type: none"> <li>○ Notice requirements including minimum notice period</li> <li>○ Performance management and warning policy</li> <li>○ Grounds for immediate termination of employment</li> <li>○ Redundancy provisions</li> </ul> </li> <li>▪ Management can describe how a continuous improvement approach is used to support workforce development such as:                             <ul style="list-style-type: none"> <li>○ Human Resources Management Performance Indicators such as turnover and retention data are used to inform workforce management strategies</li> <li>○ Exit interviews are conducted and information is used to strengthen workforce development</li> <li>○ Disciplinary and performance management issues inform wider training and development for staff and management</li> </ul> </li> </ul>

**Requirement 5.2: Participation and Empowerment**

Senior Management shall ensure management, staff and/or volunteers are empowered and are provided with the opportunity to participate in the appropriate processes, activities and projects of the organisation.

Empowerment shall include:

- a) Participation by staff in the planning process;
- b) Devolved decision making; and
- c) Encouraging innovation and flexibility.

**5.2.1 Internal and External Networks**

Management shall encourage, through policies, processes and support, the development and use by staff of appropriate internal and external networks. The objective of these networks is to contribute to the growth and development of the organisation and its operations.

The organisation demonstrates	Conformance Sign Posts
<p>Through workplace policy and practices the organisation encourages the creation and use of internal and external networks to support quality delivery of services and outcome performance</p>	<ul style="list-style-type: none"> <li>▪ Management and staff can describe how operational policy and procedures encourage and enable staff to develop and use internal and external networks to support performance in their role and meet service objectives</li> <li>▪ Evidence of network creation such as service directories and/or other information about local networks are accessible to and used by staff</li> <li>▪ Evidence of collaboration between business units or service areas to support delivery of services to participants or employers</li> <li>▪ Evidence such as referrals, file notes and activities that staff use local service networks in the conduct of their role</li> <li>▪ Management and staff can demonstrate participation in forums and events appropriate to their role</li> </ul>



## Principle 5: Human Resources

### 5.2.2 Internal Communication:

Management shall ensure there is efficient and timely communication within the organisation between: management and staff, staff at different levels, teams, and where appropriate, different locations or branches.

#### The organisation demonstrates

#### Conformance Sign Posts

The organisation has in place systems to enable effective communication throughout the organisation; effective being:

- a) Delivered through an appropriate medium
- b) Clear to purpose (to whom and why)
- c) Consistently delivered
- d) Delivered in a timely manner

- Management can describe and demonstrate that various communication strategies and methods are in place to meet a range of operational needs
- Management can describe how communication systems enable effective communication throughout the organisation that facilitates integration between staff and business or service areas
- Evidence of communication policies and procedures
- Evidence of communication mediums being used such as intranet, email, newsletters, staff bulletins and vacancy boards
- Examples of communications
- Demonstration of communication receipt and understanding validation systems
- Evidence of meeting procedures including standing agenda items, schedules, formats, minutes and outcomes
- Case studies, peer support, mentoring and other initiatives to share better practice and consistent interpretation and application of workplace policy and procedures
- Communication systems are monitored and reviewed
- Staff can describe consistently how they receive information about operational requirements

### 5.2.3 Work Environment

The organisation shall provide a work environment that is conducive to personal well-being, encourages safe work practices, complies with relevant OH&S legislation, and promotes the development of an innovative, learning and customer focused culture.

#### The organisation demonstrates

#### Conformance Sign Posts

The organisation has workplace policy and procedures that fosters a safe and productive work environment

- Management can describe how it provides a safe and productive work environment which supports staff personal wellbeing and promotes an innovative, learning and customer focused culture such as:
  - Evidence of work environment monitoring such as HR performance measures
  - Documented policies and procedures provide flexible work arrangements and support employees in transitional phases such as parenting, caring, changes to health or nearing retirement
  - Documented policies and procedures support innovation and learning culture such as study leave, volunteering leave, cross training and job shadowing programs
  - Evidence that workload demands are managed such as caseload sizes
  - Evidence such as staff interviews that demonstrate that supervision is accessible and effectively assists them in their role
  - Evidence such as staff interviews that employees can contribute to the organisations strategy and practice development
  - Evidence of formal and informal systems that support motivation through recognition
  - Evidence internal grievance procedures support communication, early intervention and conflict resolution



**Principle 5: Human Resources**

**Requirement 5.3: Professional Development**

The organisation shall ensure that staff have:

- a) The skills, experience and knowledge to meet the requirements of their current position;
- b) There shall be a well-developed succession plan for all appropriate positions in the organisation; and
- c) The opportunity to undertake appropriate further training or professional development to meet current position requirements and likely future development opportunities.

**5.3.1 Induction program**

New personnel (including board members, managers and volunteers) shall in a timely manner participate in an Induction Program and be provided with information relating to the organisation and relevant to their position, roles and responsibilities.

The organisation demonstrates	Conformance Sign Posts
The organisation has an appropriate induction program in place for management and staff that sets foundations for effective and compliant service delivery	<ul style="list-style-type: none"> <li>▪ Documented and structured induction program for staff, management, volunteers and Board members</li> <li>▪ Evidence that induction is conducted in a timely way on commencement</li> <li>▪ Evidence that the induction program includes general and role relevant content such as cultural competency training, disability awareness, confidentiality and privacy, code of conduct, complaints management and customer service policy</li> <li>▪ Evidence that staff are required and complete role relevant Department of Employment Learning Centre Modules, or other relevant funding department training modules during their induction period</li> <li>▪ Evidence that the induction program includes training in relation to working in a contracted employment services environment and the critical importance of integrity, probity and accountability</li> <li>▪ Evidence that induction processes includes validation that learning objectives have been achieved</li> </ul>

**5.3.2 Professional Development Plan**

A Professional Development (PD) Plan shall be developed and implemented for personnel, including board members and volunteers. The PD Plan(s) shall be reviewed on a regular basis.

The organisation demonstrates	Conformance Sign Posts
The organisation has in place a system to identify and monitor the competencies of the workforce	<ul style="list-style-type: none"> <li>▪ Evidence that a record of staff qualifications, training, experience is in place and maintained</li> <li>▪ Evidence that Human Resources systems enable staff competencies to be monitored or mapped at the organisational, branch or business unit level</li> <li>▪ Evidence that completion of Department of Employment Learning Centre Modules, or other relevant funding department training modules, appropriate to role and responsibilities is monitored</li> </ul>
A professional development program is in place and implemented for all staff, including board members and volunteers	<ul style="list-style-type: none"> <li>▪ Evidence that a documented professional development plan is in place for the organisation and that it is reviewed at least annually</li> <li>▪ Evidence of a professional development budget</li> <li>▪ Evidence that all staff have access to professional development to support them in the performance of their role and their needs are assessed at least annually</li> <li>▪ Evidence that professional development is planned with consideration to the needs of participants, employers and local labour markets such as cultural competency, cohort specific competencies, interpreter training, employer servicing or industry specific training.</li> <li>▪ Management can describe how monitoring of quality of services and performance informs professional development for the organisation, branch, business unit or individual</li> <li>▪ Management can describe how changes to operational requirements are incorporated into professional development as required</li> <li>▪ Staff can describe their involvement in setting their professional development plan and the support they receive to achieve the objectives set</li> </ul>





**Principle 5: Human Resources**

<p>The professional development plan supports capacity development and succession within the organisation</p>	<ul style="list-style-type: none"> <li>▪ Management or relevant staff can explain how the professional development plan supports effective succession planning</li> <li>▪ Evidence that succession planning is resulting in appropriate career paths for staff in the organisation</li> <li>▪ Evidence that measures are in place to assess the adequacy of succession planning activity such as internal promotions, proportion of vacancies filled internally and the average duration non-entry level positions are vacant</li> <li>▪ Demonstration of succession and development strategies that foster the knowledge and stability of the organisation such as future leaders programs, job shadowing, job coaching and mentoring</li> </ul>
---	---

**5.3.3 Performance Management**

The organisation shall carry out a performance appraisal for managers and other staff on a regular basis.

The organisation demonstrates	Conformance Sign Posts
<p>The organisation ensures that policy and processes are in place for conducting regular performance appraisal</p>	<ul style="list-style-type: none"> <li>▪ Evidence that a documented performance appraisal system is in place</li> <li>▪ Evidence that appraisal is based on objective qualitative and quantitative performance measures</li> <li>▪ Evidence that performance measures are communicated to and understood by staff</li> <li>▪ Evidence that performance appraisals are conducted at least annually and staff receive regular information about their performance to support improvement</li> <li>▪ Staff receive support and guidance to improve their performance as required</li> <li>▪ Evidence that performance appraisal outcomes are used to foster continuous improvement for the individual and organisation, branch or business unit such as informing professional development, reward and recognition systems, workplace supports, communications or development of service models</li> </ul>

**5.3.4 Occupational Health and Safety**

An Occupational Health and Safety Plan shall be developed, implemented and monitored on a regular basis. This plan shall be supported by comprehensive occupational health and safety policies and procedures that are aligned and compliant with Local, State and Commonwealth legislation.

The organisation demonstrates	Conformance Sign Posts
<p>The organisation has an Occupational Health and Safety Plan which meets statutory obligations and protects the wellbeing of staff, volunteers and service users</p>	<ul style="list-style-type: none"> <li>▪ Management or relevant staff can describe how they identify and monitor local, State or Commonwealth OHS requirements and responsibilities.</li> <li>▪ Evidence that the organisation has in place an Occupational Health and Safety Plan which meets requirements and includes performance measures such as days lost due to illness, work related injury and critical incidents</li> <li>▪ Evidence that operational policy and procedures align with the Occupation Health and Safety Plan across service delivery requirements such as conducting worksite visits, transporting clients, security policies, conducting home or outreach visits and staff travel</li> <li>▪ Evidence that Occupational Health and Safety is monitored and a critical incidents log is maintained and used to continuously improve safe workplace practices, resources and policies</li> <li>▪ Evidence that performance measures are monitored and used for continuous improvement in Occupational Health and Safety</li> </ul>



## Principle 5: Human Resources

### 5.3.5 Workplace Risks

A workplace risk management plan shall be developed at an appropriate level of detail for the organisation and reviewed on a regular basis. The plan shall address the assessment and treatment of risks associated with the workplace and the work environment. The workplace plan could be part of a wider organisational risk management plan.

The organisation demonstrates

Conformance Sign Posts

The organisation has systems and procedures to assess and manage workplace and work environment risks

- Management and relevant staff can describe the systems and procedures used to identify and assess workplace and work environment risks
- Evidence of policy or procedures that relate to the identification and management of workplace and work environment risks
- Evidence that the organisation has in place mechanisms to encourage disclosure and reporting in the workplace
- Evidence of workplace and work environment risk assessment processes, templates and procedures
- Evidence that plans or strategies to mitigate identified risks are in place
- Evidence that measures of workplace and work environment risks such as physical injuries, instances of stress leave, grievances and disputes are in place and monitored
- Evidence that performance measures for workplace and work environment risks are used to inform continuous improvement
- Evidence that staff are engaged in and contribute to a supportive productive work environment such as frequency of suggestions for improvement and staff meeting minutes

### 5.3.6 Employee Support

The organisation shall provide employee facilities, services and work practices that facilitate a safe, equitable and supportive workplace and encourage work-life balance

The organisation demonstrates

Conformance Sign Posts

The organisation supports the productive capacity of its diverse workforce through ensuring workplace policies and practices which support long term employee wellbeing

- Management and relevant staff can explain the organisation's approach and strategies to support the wellbeing of the workforce
- Management and relevant staff can describe how workload demands are monitored and managed
- Management can explain how leave entitlements are managed to support wellbeing and work-life balance
- Evidence employee assistance programs are available which typically include a range of services sourced internally or externally. Types of supports typically include crisis or critical incident debriefing, bereavement counselling, general counselling, stress management and physical rehabilitation
- Evidence of workplace supports such as accessible supervision, mentors, access to subject matter experts or professional supervision
- Evidence of workplace strategies that enable a diverse workforce and equitable opportunity through, for example cultural support, reasonable adjustment measures or flexible work arrangements



## Principle 6: Data, Information & Knowledge

Effective planning, decision making, and innovation can only be made with a sound knowledge and understanding of the issues involved. Decisions made with a lack of data are often unsound decisions. The collection and use of data information and knowledge permeates the entire culture of successful organisations.

This section describes the elements of conformance and potential sources of evidence to assess conformance with ESIS in regard to systems and mechanisms, by which an Employment and Related Services Organisations may collect, utilise, retain and share information and knowledge.

### Requirement 6.1: Collection of data, information and knowledge

Senior Management shall ensure roles and responsibilities for information collection, storage; archiving and disposal are clearly understood. Information relevant to the organisation's operations, strategic planning, and continuous improvement shall be systematically collected and stored.

The organisation demonstrates	Conformance Sign Posts
The organisation has systems and procedures in place to ensure that it collects appropriate data information and knowledge to support service delivery performance and evidence-informed continuous improvement	<ul style="list-style-type: none"><li>▪ Management can describe the systems and processes that the organisation uses to identify and define financial and non-financial data, information and knowledge requirements to support service delivery, performance and governance</li><li>▪ Evidence that delegated responsibilities for collection, storage, analysis, reporting and disposal of data and information are in place such as job descriptions or business unit responsibilities</li><li>▪ Evidence that data, information and knowledge is collected and securely stored such as:<ul style="list-style-type: none"><li>○ Employer data base and file note systems</li><li>○ Participant record and file note systems</li><li>○ Systems to collect better practice information such as case studies or testimonials</li><li>○ Performance data systems</li><li>○ Financial systems</li><li>○ Human resources systems</li><li>○ Stakeholder relationship management systems</li></ul></li><li>▪ Management can describe and demonstrate that data, information and knowledge is used to support service delivery and evidence informed continuous improvement</li><li>▪ Evidence such as revenue and expenditure reports, performance reports, bulletins or staff and management interviews which demonstrate that that data, information and knowledge is communicated to and readily accessible to relevant staff</li></ul>



## Principle 6: Data, Information & Knowledge

### 6.1.1 Privacy and Confidentiality

The organisation shall comply with appropriate State and Federal Privacy Legislation and contractual requirements.

The organisation demonstrates

Conformance Sign Posts

The organisation ensures that it respectfully manages the collection of data, information and knowledge and protects the confidentiality of that entrusted to it in the delivery of employment services

- Evidence of policy and procedures in relation to confidentiality and privacy
- Management can explain how they ensure privacy policies and procedures meet state/national legislation
- Evidence that staff receive training in privacy and confidentiality including their responsibility to access and use information only for the purpose intended
- Management and staff can describe the facilities that it has in place to ensure that privacy and confidentiality meet legislative and contractual requirements such as:
  - Access to private interview rooms,
  - Secure information technology systems
  - Secure records storage facilities
- Evidence that compliance documents relating to confidentiality and privacy such as consent to release or share information forms are in place and used
- Evidence that contractor and sub-contractor agreements include appropriate clauses regarding privacy and confidentiality including storage and use of information only for the purpose intended
- Evidence such as file notes, flyers, service handbooks, displayed posters and website indicate that information regarding privacy and confidentiality is communicated and readily accessible to participants and employers
- Staff can explain how they communicate to participants and employers the information they collect and how they will use it
- Management and staff can explain how they make participants aware of their rights to access their files and how they respond appropriately to such requests



## Principle 6: Data, Information & Knowledge

### Requirement 6.2: Analysis and use of Information

The organisation shall ensure that appropriate information is used in the planning, operation and continuous improvement of the organisation.

#### 6.2.1 Competence

Strategies, including provision of appropriate training and resources, shall be implemented to ensure that staff have appropriate skills, capacity and capability to use information in their operations, including in the provision of products and services.

#### The organisation demonstrates

#### Conformance Sign Posts

The organisation ensures that staff are provided with data and information to support them in their role and are trained in applying this in the conduct of their role to support quality service delivery and performance

- Management can describe how it ensures organisational capacity in data and information analysis to support effective implementation and performance in employment services
- Management can describe what information and data is provided to staff at various levels to support them in the performance of their role such as in relation to:
  - Labour market
  - Performance
  - Service delivery and better practice
  - Labour market policy
- Management can describe the process for communicating information and data to staff and ensuring they understand and can apply its use in their role
- Evidence of communications including meeting minutes, bulletins, or training sessions
- Evidence that performance data and reports such as star rating reports are provided to staff (either in full or in organisational summary form)
- Evidence such as staff interviews indicate that staff have a general understanding of the performance framework
- Evidence that staff are using information in their role such as file notes or evidence that they are able to inform participants about labour market opportunities and skills in demand consistent with information provided



## Principle 7: Organisational & Operational Outcomes

An organisation must measure its current performance if it is to determine whether it has met or exceeded the goals set. Current performance measurement is also the basis for predicting future performance and organisational sustainability. Organisational performance measurements shall include service delivery and financial operations and involves a range of indicators such as customer satisfaction, social responsibility and environmental sustainability. Performance reporting is essential for stakeholder satisfaction and regulatory compliance.

This section describes the elements of conformance and potential sources of evidence to assess conformance with ESIS in regard to systems, processes and mechanisms by which the Employment Services Organisation could measure its current performance and sustainability and influence its future performance and sustainability.

### Requirement 7.1: Organisational and Operational Success

Monitoring and measurement of organisational and operational success.

The organisation demonstrates	Conformance Sign Posts
<p>The organisation is measuring, monitoring and reporting against indicators of organisational and operational success which include those identified in the strategic plan.</p> <p>Results shall be reported in the following six key result areas related to this standard:</p> <ol style="list-style-type: none"> <li>1. Finance and profitability</li> <li>2. Service and products</li> <li>3. Customers and markets</li> <li>4. Human Resources</li> <li>5. Community and society, including the environment</li> <li>6. Internal operations, including leadership and management</li> </ol>	<ul style="list-style-type: none"> <li>▪ Management can describe the process for establishing indicators of organisational and operational success including strategic plan key performance indicators</li> <li>▪ Management can describe what measures are in place including identified comparative data or benchmarks in reference to at least the six key result areas of this standard:               <ol style="list-style-type: none"> <li>1. Finance and profitability</li> <li>2. Service and products</li> <li>3. Customers and markets</li> <li>4. Human Resources</li> <li>5. Community and society, including the environment</li> <li>6. Internal operations, including leadership and management</li> </ol> </li> <li>▪ Management can describe and show evidence of how this information is reported</li> <li>▪ Management can demonstrate how this information is reviewed and acted upon to support the effective governance of the organisation</li> </ul>

### Requirement 7.2: Sustainability

The organisation shall, through suitable internal and external measures and models, review its current position and develop plans that ensure the likelihood of its future sustainability.

The organisation demonstrates	Conformance Sign Posts
<p>The organisation regularly monitors and reviews its position and plans to ensure its sustainability</p>	<ul style="list-style-type: none"> <li>▪ Management can describe or demonstrate that an evidence based assessment of the organisation's position is conducted drawing upon the key indicators of operational and organisation success</li> <li>▪ Management can explain how this process includes risk assessment</li> <li>▪ Management can describe or demonstrate that such assessment is used to review strategies to meet objectives identified in strategic and operational plans such as:               <ul style="list-style-type: none"> <li>○ Informed business adjustment</li> <li>○ Adjusted review schedule with priorities in areas of identified weakness or risk</li> <li>○ Service model review</li> <li>○ Changes to staffing structure or resource allocations</li> <li>○ Decisions to or not to compete for business being tendered</li> <li>○ Business diversification</li> <li>○ Amended budgets</li> <li>○ Revised key performance indicators</li> </ul> </li> </ul>



## Language

Use of the word 'shall' or 'must' indicates that compliance with the statement is necessary if an organisation is to comply with the standard.

Where there are no mandatory requirements, such as in the Indicators and other guidance text, 'should' and 'may' are used to present recommended good practice.

## Definitions

For the purposes of this document the following definitions apply:

### Customer

A customer is a user of an organisation's services, products or processes. This includes job seekers, employers and organisations or government departments contracting services.

### Organisation

An Employment and Related Services Organisation, including an organisation delivering employment service programs to Federal, State or Local governments.

### Senior Management

Unless otherwise specified, includes Boards, Directors and staff involved in setting organisational direction, vision, mission and goals.

### Staff

Staff are employees of the organisation and includes the Chief Executive, senior level management and volunteers unless expressly excluded.

### Value Proposition

The value proposition is the value and benefits of a product or service as they relate to customers or markets.

### Board

Governing body of the Organisation, including Committee of Management and other governing bodies

### Financial Reserves

A reserve of cash (readily accessible funds) kept available to meet the costs of any unexpected financial emergencies

### Empower, Empowerment

Empowerment is encouraging and authorising staff to take the initiative to improve operations, reduce costs, and improve product quality and customer service.

### Information

Information is a collective term to cover data (quantifiable), information (generally non-quantifiable or anecdotal), and knowledge (the integration of data, information and experience)

### Key Stakeholders

Includes organisations or individuals who have a significant stake in the operations and services of the organisation Examples include: funding bodies, participants and employers and community representatives

### Personnel

Includes staff, Board members and volunteers of the organisation

### Regular

The activity or task occurs at fixed or defined intervals (monthly, quarterly, performance period, annually, etc.)





**National Employment Services Association Ltd**  
**Level 8, 20-22 Albert Road**  
**South Melbourne, VIC 3205 Australia**

**P: +61 3 9624 2300**

**F: +61 3 9686 3660**

**E: [nesa@nesa.com.au](mailto:nesa@nesa.com.au)**

**W: [www.nesa.com.au](http://www.nesa.com.au)**