



## **VOLUME 7: PERSONNEL MANAGEMENT**

Operations Manual

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**DRUG AND ALCOHOL POLICY**

**EMPLOYEE DETAILS FORM**

**EMPLOYEE WARNING & COUNSELLING NOTICE**

**EMPLOYMENT APPLICATION FORM**

**EMPLOYMENT CONTRACT**

**INTERVIEW QUESTIONS**

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**SMOKE FREE WORKPLACE POLICY**

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**THANK YOU LETTER**

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## **1 The Importance of Personnel Management**

Staff are the heartbeat of the Flip Out business as they are often are the determining factor in whether customers keep coming back to arenas. If customers have positive interactions with staff they are more likely to give positive recommendations to their friends, family and associates. It is critical that competent employees that are aligned with Flip Out's culture and values are hired and retained for as long as possible.

Research has shown that staff turnover is costly. It costs an estimated \$5,000 to hire and retrain new employees. In addition, continuous employee turnover is disruptive, inefficient and erodes team morale.

This documents the policies and procedures needed to effectively manage employees. It also provides practical tips on employee relations.

Please note that this document does not supersede local, state or national legislation and that it is the responsibility of the Franchisee to comply with all legal regulations.

## 2 Fostering Good Employee Relations

Building and maintaining good employee relations is critical to the success of Flip Out businesses. Issues must be identified and resolved quickly. The Franchisee's role is a combination of management and participation. When dealing with employees, Franchisees should remember the following:

- Be patient, understanding, fair and firm.
- Be friendly and approachable to employees.
- Endeavour to foster co-operation, responsibility and respect.

A key factor in building employee motivation is ensuring that employees feel respected as individuals – both personally and professionally. The employee – employer relationship can be improved by ensuring:

- The consistent fair treatment of all staff.
- To frequently communicate regarding performance and developments within the business.
- To involve employees in decision-making processes, including developing goals collaboratively.
- To seek and listen to staff opinions.
- To acknowledge and resolve workplace issues.
- To give praise where praise is due.
- To respect the diversity of your team.

Franchisees and managers should lead by example. They should interact with customers and other employees in the same manner that employees are expected to. This will help foster respect and a better working relationship with employees.

## 3 Recruitment And Selection

### 3.1 Flip Out's Selection Policy

Flip Out's policy is to select staff on the basis of merit. Flip Out aims to recruit the best possible candidates in a timely and cost-effective manner.

Flip Out aims to:

- Attract the best possible candidates for the available positions.
- Ensure all selections are based on merit.
- Hire from a diverse pool of people, without discrimination.
- Facilitate the development of existing staff.
- Ensure that all legal selection requirements are met and actively practiced.
- Provide the most cost-effective method of recruiting and selecting staff.
- Plan strategically to meet future organisational requirements.

### 3.2 Flip Out's Selection Procedures

The recruitment and selection of employees is implemented using the following procedures:

- Available sources and advertising channels will be used to obtain a selection of the best available candidates for any vacancy.
- All short-listed prospective staff will be interviewed at least twice.
- All applicants will be required to submit an up to date resume including relevant work experience, personal and education details of the applicant.
- Successful applicants will undergo a comprehensive staff orientation.

#### 3.2.1 *Discretion*

During the recruitment and selection process, discretion will be exercised to ensure that all applicants are treated with respect and sensitivity. All details disclosed in applications and during interviews are to remain confidential. Franchisees should also be mindful of potential conflicts of interest and declare any such conflicts where appropriate. Access to information about staff members and applicants is restricted to those with a genuine need to know; access to electronic information is also restricted.

#### 3.2.2 *Recruitment Summary*

The following summarises the process that must be followed in recruiting and selecting staff:

- Determine whether the job needs to be filled.
- Establish or review the job description, personal specification, salary and selection criteria.
- Advertise the position.
- Acknowledge and review all applications.
- Cull applicants and create a short-list of applicants for interviewing.
- Carry out interviews.
- Make the job offer based on authorised limits.
- Communicate with all unsuccessful applicants and keep a record of the process.
- Develop and deliver the orientation process.

**3.3 Working With Children Checks**

All staff members who are 17 years or over are required to have a working with children check. It is the responsibility of each store to ensure that all staff have a working with children check prior to employment.

**3.4 First Aid Qualifications**

By the end of 2019, as to align Flip Out's procedures with the Australian Standard on Trampoline Parks, all employees will be required to hold a First Aid qualification from a nationally recognised training provider. All new employees should hold a First Aid certificate in anticipation of this change.



## **4 Position Descriptions**

All Flip Out employees have **POSITION DESCRIPTIONS**; these are produced in an agreed format. Amendments need to be approved by Head Office. Any changes to position descriptions deemed necessary by Franchisees will be communicated as soon as practicable to the employee.

The objective of all position descriptions is to provide an accurate picture of the responsibilities required within specific job roles, the authority levels attached to that role and a clear explanation as to how the output of the role is to be measured.

All employees will receive individual briefings on their position descriptions from their Manager. Position descriptions will always be discussed in detail at job interviews and all new employees are to be given a copy of their position description. This will also be available through the Flip Out Learning Management System during orientation.

## 5 Probationary Period Reviews

### 5.1 Probationary Period

#### 5.1.1 *Hiring Intentions*

Most new employees are appointed with the intention of being a casual employee unless otherwise stated in their job offer. However, Franchisees and managers should aim to keep employees on for as long as possible, as turnover of staff is costly and time consuming.

#### 5.1.2 *Three Month Probationary Period*

All new employees should serve a minimum of a three month probationary period to ensure both the Franchisee and employee is happy with their performance in their role. Managers should engage employees in regular informal performance based feedback and schedule specific meetings to discuss progress.

#### 5.1.3 *Probationary Period Review*

After this probationary period, the manager or Franchisee should review performance to ensure the employee is fulfilling the requirements of the role.

The process of a Probationary Period Review should be:

- The manager and the employee agree on the date for a performance review. This must be before the completion of the probationary period.
- The manager will prepare a written performance review and provide this to the employee at least 48 hours before the meeting.
- The manager and the employee will meet to discuss the written review. Future objectives, areas of improvement and areas of success should be discussed.

## 6 Induction

### 6.1 Induction Period

#### 6.1.1 *Induction Period Length*

All new employees should complete an induction program upon their commencement. This induction period should be wholly contained by the probationary period during which it is recognised staff may need ongoing familiarisation with their role.

The objective of the induction program is to familiarise employees with the company, their job, the industry, colleagues, company systems, processes and policies with a view to ensuring they can make a contribution to business outcomes as quickly as possible.

#### 6.1.2 *Trial Shift*

Management may from time to time request staff to do a trial shift. Trial shifts test the ability of potential hires to do advanced tasks, such as making coffees, dealing with customers and using Roller. These shifts should be as short as possible and concluded once evidence that the potential employee can complete the task is demonstrated.

#### 6.1.3 *Online Training*

Prior to induction being completed in store, online training must be completed. The training covers Flip Out policies, safety, supervising equipment among many other topics. Staff should be compensated for time spent training. Online Training is being finalised currently and will be launched in June 2019.

## 7 Employment Conditions

### 7.1 Introduction

#### 7.1.1 *Fair Work*

It is important to be aware of award pay rates and employment conditions. Flip Out staff are employed under the Fitness Industry Award (MA000094: Fitness Industry Award 2010). Please see [www.fairwork.gov.au](http://www.fairwork.gov.au) for the latest information. This will include information about leave requirements and hours of work.

#### 7.1.2 *Minimum Pay*

Whilst Franchisees must provide at least the minimum pay and conditions the government requires, they should realise that this is a minimum requirement only. To attract quality staff, higher pay rates may be required. The decision to pay more than stipulated minimum amounts may have an effect on cost structures.

It is the Franchisees responsibility to understand the minimum required pay and to set pay rates.

#### 7.1.3 *Government Requirements*

A copy of the relevant government requirements, including copies of awards, must be kept on site and made available to your employees at all times.

#### 7.1.4 *Flip Out Human Resources Strategy*

Flip Out has a human resources strategy that recognises the value of its people. Part of this strategy is the fair treatment of all employees. This requires a minimum standard of conduct and performance be agreed, set and communicated with all employees. If employees do not meet this standard, appropriate corrective action, such as training, should be undertaken. Discipline should only be engaged with an employee on a performance issue if all other corrective action has failed to achieve the desired result.

#### 7.1.5 *Employee Disciplinary Procedures*

Where an employee has deliberately breached a Company policy or procedure, or engaged in misconduct, disciplinary procedures should be initiated.

Employees should be treated fairly and the proper procedures should be followed.

Employees must be made aware of their responsibilities, counselled and given the opportunity to reach the standards expected of them and the chance to defend themselves before action is taken.

It is a requirement to have a third party attend a disciplinary meeting on behalf of the Franchisee, and notes taken be signed as a true record of discussions.

The expected standard must be clearly defined and the measurement criteria understood. A reasonable date for achievement of standards must be agreed. This should be shown as a minimum time, e.g. within one month.

For serious issues, employees must be advised in writing and such advice should be recorded on the employee's personnel file.

## 7.2 Calculating Pay

It is essential that Flip Out Franchisees comply with all regulations and requirements in regards to salaries and wages. There are minimum standards of pay for all employees to which Franchisees must comply. They are also required to comply with other conditions in the relevant awards. It is the responsibility of the Franchisee to ensure that arenas comply with all conditions.

Payment of wages is to be made via direct credit into employees' nominated accounts on a weekly basis according to any legislative requirements. This should be on the same day each week. A detailed pay slip must be provided with each pay.

Leave taken, such as sick days or annual leave, must be taken into account. Meetings, training sessions and bonuses must also be taken into account.

### 7.2.1 *Minimum Criteria*

Franchisees must ensure the following minimum conditions are met:

- Basic rates of pay, casual loadings, penalty rates and allowances.
- Hours of work.
- Annual Leave.
- Personal/carers and compassionate leave.
- Unpaid parental leave.
- Compulsory superannuation, to be paid monthly or quarterly.
- Correct pay records including timesheets and detailed employee pay records.
- Staff rosters are posted on a weekly basis.
- All staff take are given appropriate breaks & these are recorded.

### 7.2.2 *Booking Keeping Software*

Book Keeping must be completed through the accounting software Xero. This software can assist in keeping track of leave entitlements.

## 7.3 Leave Entitlements

### 7.3.1 *Annual leave*

Franchisees may agree to pay for more annual leave than the standard, or applicable award, requires. Franchisees should consider the cost of doing so before making any offer of this type.

Annual Leave payments are based on the normal rate of pay for each employee. Statutory requirements exist to pay pro-rata entitlements upon termination, excluding sick leave entitlements.

Applications for annual leave must be made in writing by employees using the **LEAVE APPLICATION FORM**. This form outlines the dates requested for leave by a particular employee and must be given to Franchisees with appropriate notice.

Annual Leave should not be granted during busy periods and should be granted based on the current circumstances. To avoid under-staffing, annual leave should not be granted to more than one employee at a time.

### 7.3.2 *Accrual of Annual Leave*

Employees' annual leave entitlements should be taken each year. Special

requests to accrue leave for more than a year due to special circumstances should be considered. Be warned, accrual of leave to a large extent may eventually place a heavy demand on cash flow. As a result, such requests should only be granted under exceptional circumstances. Guarantees that such requests will always be approved should not be made.

If leave is not requested before a specific due date, holidays may be assigned to employees, given at least a four weeks' notice.

Staff should be recommended to take regular leave. It is recommended that employees do not accrue in excess of three weeks of annual leave at any time. As well as avoiding the risk of a large pay out resulting from accruals, employees who take regular leave remain refreshed, generally perform better and are less likely to "burn out".

#### 7.3.2 *Personal, Sick or Carer's Leave*

If taking personal/carer's leave, employee must give notice as soon as reasonably practicable that they are unable to attend work. Managers or Franchisees can request that employees provide them a medical certificate or, if it is not practicable for the employee to obtain a certificate, a statutory declaration for a period of sick leave taken.

These notice and documentary requirements do not apply to an employee who could not comply due to circumstances beyond their control, such as an employee suffering severe mental or physical impairment.

An employee is not entitled to take paid sick leave if the employee is receiving workers' compensation payments.

#### 7.3.3 *Compassionate Leave*

All eligible full-time and part-time employees are entitled to compassionate leave. An employee is entitled to take two days of paid compassionate leave for each occasion when a member of his or her immediate family or household is suffering from a serious or life-threatening personal injury, illness or the death of an immediate family member.

Employers are allowed to ask for reasonable evidence of illness, injury or death.

Immediate family means the employee's spouse (including de facto spouse, former spouse or former de facto spouses), child, parent, grandparent, grandchild or sibling. In addition, immediate family includes the child, parent, grandparent, grandchild or sibling of the employee's current or former spouse (including de facto spouses). Employers can also consider request of compassionate leave for other relations.

When an employee takes a period of compassionate leave the employee is entitled to be paid for each hour (or part hour) of leave at the employee's basic periodic rate of pay (expressed as an hourly rate) immediately before the period of leave begins.

#### 7.3.4 *Parental leave*

Provided that an employee has worked for at least 12 months on a consecutive basis, all full time, part time and casual employees are entitled to parental, maternity or paternity leave as the case may be.

The National Employment standards permit employees (casual or permanent) 52

weeks of unpaid parental, maternity, paternity or adoption leave, shared between both parents at the time of the birth of a child, or the adoption of a child under five years of age.

The usual notice period for maternity leave should apply to extended paternity leave, and shortened paternity leave should be negotiated on a case-by-case basis.

**7.3.5 Long Service Leave**

Franchisees and managers have to comply with the long service leave provisions of the relevant state legislation or award.

The normal entitlement for long service leave is two months of paid leave after 10 years of service with one employer and one month paid leave for each additional five years of service. This may vary according to the state in which the franchise is located.

Leave entitlements accrue pro-rata on a daily basis for the first 15 years. After 15 years of service, only full years of service are taken into account for accrual purposes. Any employee who has worked 10 years or 6 years (depending on the state) continuously may be entitled to a pro-rata payment.

**7.3.6 Jury Service**

Jury Service leave is paid leave for full-time and part-time employees and is unlimited depending on the requirements of the court.

Those employees attending for duty will be paid an allowance by the court and also given a certificate of attendance. Employers are obliged to make up the balance to equal the employee's ordinary pay they would normally earn.

Employees who face personal hardship as a result of being called up for jury service can apply to the court asking for an exemption from service. Usually, employers provide a letter supporting an employee's request for exemption.

**7.3.7 Leave Details**

Please refer to [www.fairwork.gov.au](http://www.fairwork.gov.au) for more details.

**7.4 Public Holidays**

Franchisees must abide by State and Federal legislation as applicable regarding public holidays. All full-time and part-time employees of Flip Out are entitled to be paid for the hours they would regularly work on public holidays as awarded by the state in which the business is located.

Franchisees must pay the correct public holiday rates for all full time, part time or casual employees.

To obtain state and regional official public holidays, visit [www.australia.gov.au](http://www.australia.gov.au)

**7.5 Employee Rewards**

**7.5.1 Recognising Performance**

Flip Out recommends rewarding employees' outstanding performance. Rewards might be given in the form of public recognition, awards, gift cards or monetary bonuses. Rewards should focus on rewarding the delivery of services in a

manner consistent with the Flip Out culture.

Employee rewards should be made on a fair, equitable and sound basis. Rewards will be most effective if employees are aware of how they can earn them and work towards that target.

**7.5.1 Awards Function**

In addition to this, Flip Out recommend holding at least one team function a year, in which outstanding performers are recognised with awards. These awards don't need to be monetary. Trophies or other prizes can be equally (if not more) rewarding. The personal satisfaction, pride and motivation this instils in employees can be invaluable.

**7.6 Fringe Benefit Tax**

All benefits that employees receive must be declared for the purposes of Fringe Benefits Tax. Note that any bonuses and incentives provided to employees may be subject to Fringe Benefits Tax.

It is essential that Franchisee's check with their accountants to ensure that they comply with these requirements.

More information is available from the ATO.

**7.7 Termination**

**7.7.1 Recommendations for Instant Dismal**

Flip Out strongly recommends employees be instantly dismissed for:

- Stealing, fraudulent behaviour or severe damage to property.
- Being under the influence of alcohol and/or drugs while at work.
- The soliciting, buying or selling of alcohol and/or drugs while at work.
- Harassment or discrimination.
- Physical or sexual assault.
- Severe failure to adhere to Flip Out policies or standards.
- The alteration or fabrication of a customer waiver.

**7.7.2 Recommendations for Counselling**

Flip Out also strongly recommend that employees be counselled and given formal written warnings for:

- Failing to maintain the Flip Out standard of customer service, teamwork and other guidelines set out in this Manual.
- Use of obscene language or engaging in discourteous behaviours.
- Repeated lateness.
- Absences without authorisation from a rostered place of work.
- Continual untidy appearance.
- Bad mouthing Flip Out, staff or management to customers.

**7.7.3 Preference for Training**

Recruiting and training new employees to replace those who are terminated is a costly exercise. Thus, training should be conducted wherever possible to correct inappropriate or substandard behaviour.



After successive attempts to correct behaviour have failed that employee should be terminated. Refer to section 8.24 of this Operations Manual for details.

**7.7.4 Termination During Probationary Period**

If an employee is terminated during the probationary period they are entitled to be paid for the hours they have worked.

**7.7.5 Termination After Probationary Period**

If an employee is terminated after their probationary period, the notice period specified in the contract should be used. They are also entitled to any pay for hours they have worked, and if applicable, any unused annual leave and long service leave entitlements.

It is essential that Franchisees and managers comply with all statutory requirements and industrial relations guidelines relevant to employee dismissal.

Prior to dismissing an employee, they should be given three formal warnings, which are to be kept in their personnel file. The issues necessitating a formal warning should be clearly communicated with the employee and every attempt made to re-educate the employee or ensure they do not repeat their mistake.

It is essential that these warnings be in a written form. The **EMPLOYEE WARNING & COUNSELLING NOTICE** is provided for this purpose. The lifespan or relevance of any warning is usually considered to be 12 months.

Employers may, in lieu of giving the Employee part or all of the notice in the Employment Contract, pay to the Employee for the period of notice not given.

**7.7.6 Termination Clause**

In the case of termination under termination clause in the Employee Contract employers may:

- direct the Employee not to attend for work for some or all of the notice period.
- require the Employee to cease carrying out some or all of the duties.
- require the Employee to undertake alternative duties and responsibilities.
- require the Employee to resign from any office the Employee holds in the company.
- alter or abolish the Position.
- appoint another person to carry out some or all of the duties.

Employers may terminate the Employee's Contract of Employment at any time with immediate effect, that is, without notice or payment in lieu of notice to the Employee, if the Employee:

- commits any breach of the Employment Agreement which would give rise to a cause for summary dismissal under common law.
- fails to act and that inaction would be considered by a reasonable person to be fundamentally inconsistent with the Employee's duties as an Employee of the Company, including inaction in the course of performing the Duties that is likely to bring the Company or the Group into disrepute.

- engages in serious misconduct.
- brings the Flip Out brand into disrepute.

An example of serious misconduct could be altering or fabricating a customer's waiver

#### **7.7.7 Employee Agreements**

If the employee's agreement is terminated for any reason by either party:

- The Franchisee may offset any amounts the Employee owes the Franchisee against any amounts the Franchisee owes the Employee at the Termination Date except for amounts the Company is not entitled by law to offset.
- The Employee must, by the Termination Date, return to the Franchisee all documents and other property (including, as applicable, and without limitation, mobile telephone, computer, credit cards) in good order and condition.
- The Employee's obligations under clause Confidential Information in the Employee's individual Contract of Employment continue after termination except in respect of information that is part of the Employee's general skill and knowledge.

### **7.8 Overtime**

Flip Out expects that employees accommodate the demands of the business when necessary and assist the company when needed by doing a reasonable amount of overtime when requested. Franchisees and management should be reasonable when addressing any dispute on the matter.

Overtime should be paid for time worked in excess of the normal hours in any ordinary day and/or total hours in a working week. Overtime rates depend on the conditions and the minimum pay rates with which you must comply.

### **7.9 Workers Compensation**

Each State and Territory has specific workers compensation legislation and you must comply with these laws. Employers must ensure that appropriate payments are made by the specified dates and that accurate records are maintained and retained.

If employers or employees are injured, details of the incident should be recorded immediately, the claim forms completed and sent them to employers insurer.

For further information, please refer to the relevant State's workers compensation website. These can be found by searching for Work Safe, Work Cover or Safe Work.

### **7.10 Superannuation**

It is essential that employers comply with their obligations under the Superannuation Guarantee Act, as prescribed by the Federal Government.

It is mandatory to contribute superannuation payments to a specified minimum level on behalf of all employees. This is calculated in each pay period in the time/wages book. Superannuation is paid according to the fund rules.

In addition, employees may request that additional payments be deducted from their wages and as such, employers are required to make such payments on behalf of employees.

It is important that superannuation payments be made to the superannuation fund directly, not to the employee. The amount paid is based on total gross wages, including bonuses and allowances. Employees' pay slips should include a section that indicates the applicable amount to be paid into the superannuation fund for each pay period. Employers must report to the employees confirming the amount contributed to their fund.

Employers must be aware of ATO requirements for the payment of contributions. Flip Out recommend that payments are made on a monthly basis to prevent large amounts of superannuation being built up for payment however legislation requires payment to be made a minimum of every three months.

## **8 Key Personnel Policies**

### **8.1 Absence From Work**

Employees are required to inform their supervisors immediately or preferably in advance in the event of absence from work so that the necessary arrangements can be made for replacements to stand in for them. All staff must contact the Centre Manager or if not available, their reporting Supervisor ideally before 8.00am if they will be absent for any reason. If a staff member is absent, without any contact having been made, management will make every attempt to contact them. If contact cannot be made without good reason, replacement staff will be organised and disciplinary action will be taken against the staff member.

### **8.2 Punctuality**

Every employee is expected to be punctual for work. All staff must arrive twenty minutes before the Centre opens for business to carry out preparatory work. Perpetual latecomers will first be issued verbal/written warnings, failing which they may be suspended or even terminated.

In the event that the employee needs to arrive late or leave early, the employee shall inform his/her supervisor of the reason and get the supervisor's approval.

### **8.3 Reporting To Line Manager**

Employees are required to report to their supervisor when they arrive for work. This is to allow the supervisor to be aware of the employee's presence, and to be able to give instructions before work commencement, if there are any.

### **8.4 Uniforms And Personal Grooming**

The uniform has been designed around the Flip Out look, feel and brand. Our people are an integral ingredient to our success and the Flip Out uniform allows them to best reflect the Flip Out image. The strength of our brand will be maintained by consistently communicating it to the consumers. Wearing the Flip Out branded uniforms provides that consistency across employees and franchises, and thus strengthening the overall franchise image. The information below is collated in the **UNIFORM POLICY**.

#### *8.4.1 Uniform*

Employees are required to dress to a standard that reflects the casual, fun and professional image of a Flip Out franchise. The Flip Out uniform may change from time to time, and it is expected that staff will comply with changes. Uniforms must be ordered from Head Office. Employees are required to conform to the standards set by each individual arena.

#### *8.4.2 Compulsory Uniform*

Compulsory items that must be worn include:

- Flip Out shirt
- Flip Out shorts/leggings or black shorts/leggings
- Enclosed black shoes

#### *8.4.3 Optional Uniform*

Optional items that may be worn:

- Flip Out jumper
- Name tag (at the discretion of the Franchisee or manager)
- Position specific clothing (party host, first aid, ninja coach)
- Black tracksuit pants are permitted on cold days.

#### **8.4.4 Unacceptable Uniform**

Some items cannot be worn by staff at Flip Out. This includes:

- Thongs or sports sandals.
- Ripped or torn clothing.
- Denim jeans.
- Singlets.
- Work boots.
- Bulky rings.
- Large earrings.

#### **8.4.5 Personal Grooming**

Employees must also ensure the highest standards of personal grooming. This means having an overall neat and clean presentation:

- Uniforms should be well ironed.
- Hair should be neatly combed and worn in an appropriate style.
- Staff with long hair should ensure that it is tied back and held in place.
- Facial hair should be neatly trimmed & clean at all times.
- Fingernails must be short and cut back appropriately for food safety reasons
- Shoes must have closed toes and be kept in clean and presentable condition.
- No offensive tattoos are permitted
- Deodorant must be used

Employees who do not meet reasonable standards of dress and appearance may be asked to rectify their appearance or return home to change. In such instances, employees will not be paid while they are absent from work.

### **8.5 Personal Conduct And Discipline**

Employees are expected to conduct and carry themselves in a professional manner while at work and to observe the Company's rules and regulations, so as to promote a harmonious working relationship and a conducive work environment.

### **8.6 Insubordination**

All employees are expected to conduct themselves in a professional manner befitting their positions. Unbecoming behaviour such as wilful misconduct or constant refusal or disobedience against supervisors shall be grounds for disciplinary actions.

### **8.7 Personal Telephone Calls**

The Company's telephones are designated for business purposes only. Employees are advised not to make personal calls using the Company's telephones at any time.

Employees are strictly prohibited from using their mobile phones when they are on duty. All phones must be left in staff bags or in a communal phone area prior to work beginning. Staff can be reached via the arena's telephones, if there are urgent matters.

#### **8.8 Personal And Company Property**

The Company shall not be responsible for loss or damage to any personal property brought into the Company's premises.

All Company property must be returned to the Company on the day the employee leaves. Failure to return the Company's property may subject the employee to prosecution.

Any employee found guilty of vandalising the Company's property or damaging the Company's property through gross negligence may be subject to prosecution.

#### **8.9 Use Of Company Name And Trade Marks**

The Flip Out name and trademarks can only be used for official business purposes and may not be used for personal business or personal activities.

#### **8.10 Confidentiality**

During and even after the period of employment at Flip Out, employees should not divulge, communicate or disclose to any other company or person(s) any information which they have had access to in their course of work. Such information shall include but not be limited to company practices, pricing structures, supplier information or customer information.

#### **8.11 Conflict Of Interest**

All Staff are expected to give undivided loyalty to Flip Out when conducting job-related duties. The private interests of the Staff should never conflict, or appear to conflict, with the interests of Flip Out. Therefore, staff are discouraged from placing themselves in situations that might force them to choose between their own personal or financial interests and the interests of Flip Out.

Conflicts of interest can arise in many common areas despite the best efforts to avoid them. However, such conflicts can generally be resolved if the Staff promptly notify their Line Managers of any actual, perceived, or potential conflict of interest. The Line Manager can then provide guidance on how best to resolve the conflict. If necessary, the Franchisor should be consulted for guidance.

#### **8.12 Smoking**

Flip Out is a smoke free workplace. Smoking is not permitted on Flip Out property or offices at any time. Smoking is known to be harmful to the health of those who smoke and those around them. Consequently, smoking while on

company premises will be considered as gross misconduct and will render an employee liable to instant dismissal.

No special privileges will be afforded to smokers. Additional smoking breaks are not permitted. Staff members who wish to use their allotted break to smoke must smoke away from the Flip Out premises and while out of Flip Out uniform. No Flip Out branding or logos should be visible.

The information above has been collated in the **SMOKE FREE WORK POLICY**.

### **8.13 Alcohol, Drugs & Other Substances**

The **DRUG AND ALCOHOL POLICY** applies to all levels of Flip Out personnel. The policy does not concern social drinking or the taking of prescribed drugs for medical purposes, but is directed to instances where alcohol or drug dependence or abuse affects the job performance or safety of any employee(s) or patient(s).

Flip Out is concerned by factors affecting an employee's ability to safely and effectively perform work to a satisfactory standard. Flip Out recognises alcohol or other drug abuse will cause short-term or long-term impairment to such work performance.

Flip Out is committed to creating and maintaining a safe, healthy and productive workplace for all employees. Flip Out has a zero tolerance policy in regards to the use of illicit drugs on their premises or attending to Flip Out business while under the influence of illicit drugs or alcohol. Contravening either of these points will lead to instant dismissal. Any employee found in possession, or under the influence of alcohol, recreational or illicit drugs will be required to offer an explanation to management. Appropriate disciplinary action will then be taken, including referral to an appropriate agency, such as Police in the case of illicit drugs.

This policy covers normal working hours, and any relevant event/meeting organised by the Flip Out. It includes travel to and from any of the above, as well as any office building, car park or accommodation provided by the Company.

### **8.14 Obligations Of The Employer**

Work Cover laws require that an employer who is aware of an employee, client or other person who is on the premises and under influence of illicit substance or alcohol, can be held liable for any accident or incident that occurs. Employers have a duty of care to ensure safety and security of all employees and patients during work related activities.

### **8.15 Obligation Of Employees**

In addition to adhering to this policy themselves, employees also have the responsibility and obligation to inform management if they suspect that another employee is engaging in activities, lawful or unlawful, that compromise their own safety or the safety of other staff member or patients.

### **8.16 Intellectual Property And Security**

During staff employment within the franchise all intellectual property, discoveries or inventions made by staff in the performance of their duties to Flip Out or any related bodies corporate will be the property of Flip Out or its related

bodies corporate. Staff will be required to do everything necessary to ensure Flip Out or its related bodies corporate has ownership of such intellectual property. This may include, if required, assigning such intellectual property to Flip Out, a related body corporate or any entity that Flip Out nominates.

From time to time during the course of employment, staff may be given access to sensitive information, data, company property, keys to premises or any other company related property/information. It is expected employees will treat this as intellectual property and therefore it should be stored securely either physically and/or electronically. Failure to properly look after company information or property will result in disciplinary proceedings including dismissal.

### **8.17 Post Trauma Counselling**

Flip Out policy is to ensure all staff who are faced with a traumatic event in a work environment are provided with immediate support and counselling, by a professional, external provider.

Traumatic events can include, but is not limited to, being the victim of a robbery or assault, witness to such an event, witness to a significant injury, or death of another employee or any other person, within the work environment.

Post-trauma counselling must be provided to employees involved in such situations. Employees suffering from post-trauma should be sent home and referred to appropriate counselling agencies.

The Franchisee will pay for such counselling for a reasonable period.

The objective of the post trauma counselling policy is to provide immediate care to any staff affected and to support their return to work.

#### **8.17.1 Dealing with a Traumatic Event**

If a traumatic event occurs in a workplace environment, the Franchisee should:

- Check employee(s) are okay etc.
- Be prepared to listen actively:
  - to the facts.
  - to how they feeling.
  - and not give advice, direction or comment on how they should act or react.
- Identify local providers of post-trauma counselling and advice. In more serious cases, arrange an immediate telephone interview from a qualified counsellor. In all traumatic circumstances, encourage the employee to attend counselling. Arrange a time for counselling.
- Offer a number of counselling sessions if required and appropriate.
- Speak directly to a counsellor after a telephone interview. This is to ensure support for the employee's well-being.
- Ensure the employee gets home safely and that family and friends are contacted for additional support.
- In consultation with a counsellor, maintain contact with the employee as recommended.
- Maintain vigilance regarding their state of mind and discuss any concerns with the counsellor prior to speaking to the employee.
- Remember to fill in appropriate workers compensation reports where appropriate. Contact the insurance company early in the process as they do not cope well with a claim if there is no medical certificate.



### **8.18 Other Employment**

Flip Out allows staff, particularly part-time or casual staff, to hold other concurrent employment, provided that the other employer is not in competition with Flip Out; or the nature of the job does not involve the use of any information involving Flip Out which the staff has access to.

All staff are required to inform their Managers of any other jobs they hold while being employed by Flip Out.

### **8.19 Harassment**

Harassment is not tolerated at Flip Out.

Harassment is an unacceptable form of behaviour that will not be tolerated under any circumstances. All Franchisees, their employees and their customers have the right to an environment that is free from unlawful harassment.

Harassment is defined as unwelcome and uninvited behaviour, which may include, but is not limited to:

- Repeated, unwanted comments about a person's religious or political beliefs.
- Repeated, unwanted name calling.
- Jokes, suggestive comments or offensive gestures related to a person's disability, religious conviction, ethnic or sexual characteristics.
- Distribution or display of material regarded as offensive.
- Persistent questions about a person's private life.
- Any demands for sexual favours, either directly or by implication.
- Repeated, unwanted and deliberate physical contact.
- Indecent assault or rape (which are also criminal offences).

This policy applies to all Franchisees and their employees, contract and commission workers, applicants for employment and customers.

Franchisees and their employees are responsible for maintaining a non-discriminatory, harassment-free work environment and ensuring that complainants and witnesses are not victimised in any way.

If employees or customers have any complaints regarding this policy, they should be encouraged to speak in confidence to the Franchisee and to Head Office if necessary.

Any complaints of harassment will be treated seriously, sympathetically and confidentially and will be investigated thoroughly and impartially. We will take appropriate action to ensure that any harassment found to exist is rectified and does not continue.

Individuals breaching this policy will be subject to appropriate disciplinary action. Witnesses and people making complaints will not be victimised.

### **8.20 Workplace Bullying**

Bullying is any type of behaviour, or series of behaviours that offends, humiliates or intimidates someone to the extent that it could put that person's health, safety or welfare at risk.

Bullying is similar to harassment, in that it:

- Can be committed by anyone against anyone.
- Can happen during any activity to do with work, including social functions.
- Is generally an abuse of some form of power.
- Demonstrates a lack of appropriate management control.
- Types of behaviour that are considered bullying include, but are not limited to:
  - Aggressive or frightening behaviour.
  - Shouting or swearing.
  - Threats of assault, making someone's work and private life difficult.
  - Baiting, teasing, nasty practical jokes, gossiping and obvious belittling.
  - Excessive scrutinising, inappropriately or unfairly criticising work performance.

Employees and Franchisees should be aware that practical jokes or hazing can, and often are, considered to be bullying.

This policy applies to all Franchisees of Flip Out and their employees, contract and commission workers, applicants for employment and customers.

Franchisees and their employees are responsible for maintaining a non-discriminatory, bully-free work environment and also ensuring that people making complaints and witnesses are not victimised in any way.

Any complaints of bullying will be treated seriously, sympathetically and confidentially and will be investigated thoroughly and impartially. Flip Out will take appropriate action to ensure that any workplace bullying found to exist is rectified and does not continue. Individuals breaching this policy will be subject to appropriate disciplinary action.

Franchisees must ensure every employee is aware of this policy and their right to contact Flip Out directly if they have a concern they wish to discuss.

### **8.21 Equal Opportunity**

Equal opportunity for all employees is a basic value held by Flip Out. Flip Out supports the principles of affirmative action, consistent with the spirit and content of relevant equal opportunity laws.

Flip Out is committed to ensuring that employment practices are free of bias with regard to race, gender, national origin, material status, sexual preference, age, disability, pregnancy, family responsibilities, religious or political association or any other factors which are not related to people's ability to perform in their position at Flip Out.

It is critical that Franchisees and managers reflect this policy at all times when dealing with employees, customers, applicants for employment and any other person involved with the business.

Discrimination can take many forms, commonly separated by direct and indirect:

- Direct discrimination occurs when someone is treated less favourably than others, simply because of their personal attributes.

- Indirect discrimination occurs when there is a requirement that at first appears to be fair, but actually treats one group less favourably than another.

Equal opportunity is a commitment to ensure that all personnel practices are conducted in a manner that secures fair and equal treatment for all employees and applicants for employment.

The Flip Out policy is to ensure that all staff and applicants for employment are assessed fairly, according to their skills, education, qualifications, experiences, abilities, prior work performance and aptitudes.

Recruitment and promotion must be conducted on the basis of merit, with each applicant considered fairly and equally. The selected applicant will be the person who best meets the requirements of the position.

## **8.22 Employee Supervision**

### *8.22.1 Empower Staff*

Staff should be involved in planning, organising and decision-making whenever possible, and according to their position and capabilities. Not only does this allow for the delegation tasks and yield some valuable input, it also makes employees' work more interesting and challenging. Significantly, empowering employees with responsibility generally promotes better work conditions and business results, as it engenders pride.

### *8.22.2 Motivation is the key*

Franchisees should always aim to motivate employees as much as possible. Enthusiasm should be encouraged and staff should be given ownership of specific tasks. The Flip Out work space should always be a fun and motivating work environment for employees. This will, in turn, create a professional and personable environment for customers.

### *8.22.3 Act promptly when an employee's motivation drops*

If an employee demonstrates a lack of co-operation or interest in the business, Franchisees should take prompt action, before the problem severely affects the business.

For effective action:

- Identify the problem and its source.
- Listen to employees to understand their perspective (they may be right).
- Explain what is expected and why.
- Initiate a course of action to rectify the problem.
- Encourage the person to alter their attitude / performance.
- Follow up on the employee's performance.

Questioning, reprimanding and discipline should always take place in private. Reprimanding an employee in front of other employees or customers only serves to build resentment.

## **8.23 Dispute And Grievance Procedures**

Workplace disputes and grievances often occur when employees have a problem

with their employer. Such employees should always initiate discussions regarding any dispute or grievance they may have.

Issues that are classified as disputes or grievances may include:

- Issues arising out of employment contracts, such as workplace conditions.
- Alleged unfairness, favouritism or victimisation from Flip Out, Franchisees or other employees toward the employee.
- Equal opportunity issues, harassment or workplace bullying.

Issues that may require employee discipline proceedings may include tardiness, performance incompetence, theft, neglect of duty or breach of employment contracts. If Franchisees feel staff require disciplining for any reason, the following procedure should be adopted.

This procedure should always be followed in conjunction with termination procedures:

- Determine the employee's perception of the situation.
- Investigate the situation thoroughly.
- Decide whether disciplinary action is necessary.

If disciplinary action is necessary, take appropriate actions. Ensure the employee understands what they have done incorrectly and educate the employee how to remedy the situation. Empower the employee to rectify their mistake - this will teach them how to avoid repeating the mistake in the future. Ensure detailed dated notes of the discussion are recorded on their personnel file.

#### *8.23.1 Industrial Relations Legislation*

As Flip Out is bound by industrial relations legislation, dispute and grievance procedures must include the opportunity to have the matter referred to the Industrial Relations Commission for resolution if the dispute cannot be handled and resolved by Flip Out internally.

#### *8.23.1 Serious situations*

If the situation is particularly serious, the employee concerned should be issued with a formal warning, which should be retained on their personnel file. Should there be a second or subsequent serious incident; the employee must clearly understand that such behaviour will result in another formal warning or in some cases, termination of employment.

Warnings and termination should never be viewed as harsh, unjust or unreasonable. Investigate the incident thoroughly and think carefully before any action is taken. A formal **EMPLOYEE WARNING & COUNSELLING NOTICE** is included as an attachment to this volume.

Employees should only be disciplined in private and should never be humiliated in front of other employees or customers. Ensure a third party is present at the time of the disciplinary action.

If the problem still remains unresolved, either party may refer the matter to the Industrial Relations Commission in your State for resolution. Failing mutual consent for involving the Commission, an independent arbitrator chosen by mutual consent shall resolve the dispute.

## 8.24 Dismissing Employees

It is essential that Franchisees and managers comply with all statutory requirements and industrial relations guidelines relevant to employee dismissal.

Prior to dismissing an employee, they should be given three formal warnings, which are to be kept in their personnel file. The issues necessitating a formal warning should be clearly communicated with the employee and every attempt made to re-educate the employee or ensure they do not repeat their mistake.

It is essential that these warnings be in a written form. The **EMPLOYEE WARNING & COUNSELLING NOTICE** is provided for this purpose. The lifespan or relevance of any warning is usually considered to be 12 months.

### 8.24.1 *Misconduct*

If an employee breaches business ethics (e.g. proven theft, unwarranted abuse of a customer or workmate) the employee may be terminated immediately due to "misconduct", which does not require three warnings.

Termination may be contested, and the manager or Franchisee may be deemed subject to unfair dismissal claims. If they are found to be "harsh, unjust or unreasonable", the person in question may have to be reinstated. It is necessary to keep a written record of all warnings and reprimands in each employee's personnel file. This measure allows Franchisees to avoid the possibility of future disagreement and will ensure that any dismissals can be substantially justified.

A **STATEMENT OF TERMINATION FORM** should also be completed for the employee.

## 8.25 Resignation

Any employee wishing to resign should be questioned as to their reason for wishing to resign. If the employee has a problem that can be rectified and the Franchisee or manager wishes to retain them, the problem should be rectified.

When an employee voluntarily resigns, they should be strongly encouraged to resign in writing.

When an employee leaves, it can provide a great opportunity to find out some of their views on the business. Hence, an exit interview is strongly advised. This should include questions about the work environment, reasons for resignation and areas where the business could improve. This feedback may assist in improving the profitability or the work environment of the business.

Staff turnover can be an unsettling and costly process. It is important to understand why people leave, in order to make plans for ensuring other employees stay longer.

It is important to complete all administrative duties when an employee leaves the business. Some areas to consider are ensuring the employee:

- Receives their correct regular salary / wages.
- Receives their correct annual leave payments.
- Receives other payments they are entitled to such as superannuation payments.
- Are issued with a payment summary (refer to the ATO for further information).
- Returns their keys and sign the **KEY AND CODES REGISTER** found as

an attachment to Volume 3 of this operations manual.

- Returns any uniforms or other property owned by the Franchisee or Franchisor.

It is Flip Out policy not to provide all leaving staff members with a reference. However, upon request, the Franchisee or manager may provide the employee with a reference or a letter confirming the individual's position and period of service. This reference should provide the Franchisee or managers honest opinion of the employees attitude, work ethic and work performance. Franchisees or managers should not guarantee the honesty or trustworthiness of the employee.

## 8.26 Personnel Files

Franchisees should create a personnel file for each employee. These files should be stored in a secure manner. All personnel files should comprise of the employees:

- **APPLICATION FORM**, résumé and other correspondence.
- A copy of the **LETTER OF OFFER**.
- Their signed **EMPLOYMENT CONTRACT**.
- Their commencement date.
- Their signed superannuation documents.
- Résumé and other correspondence
- **EMPLOYEE DETAILS FORM**
- **POSITION DESCRIPTION**
- Superannuation documents.
- Employment Declaration Form (available from the ATO or Post Office).
- Employment contract and/or letter of appointment.
- Letters of Reference.
- Employment Application.
- Interview Record.
- Pay Record.
- Employee Training Register.
- Harassment and Discrimination Policy Acknowledgment.
- Employee Compliance Surveys.
- Performance review notes.
- Any notes taken from discussions with the employee, including counselling, and verbal and written warning documentation.
- Police Check Policy Acknowledgment and Results.
- Driver's license or other photo ID.
- Performance Appraisals and Performance Agreements.
- Transfer Notices.
- Discipline Notices.
- Absenteeism and Lateness Notices.
- Termination Documents.
- Exit Interviews.
- Unemployment and Worker's Compensation Documents.
- Severance Agreements and Releases.
- Emergency Notification Sheet.

Employees personal information is not for general distribution and must be treated with respect and confidentiality at all times.

## 9 Staff Recruitment

### 9.1 Staff Recruitment Overview

The following sections outline how to effectively recruit and select the most suitable candidate for staff positions advertised.

In order to find an employee that is a great fit for the Flip Out franchise and the specific role to be filled, it is critical to first determine what qualities are desirable in a candidate. Therefore Franchisees should:

- Identify the skills required to fulfil the position.
- Identify the qualities of an ideal candidate.
- Identify the character required to complement the Flip Out culture.
- Use the Position Descriptions supplied by Flip Out.
- Identify reliable and appropriate recruiting sources.
- If relevant, investigate why previous employees left the position and make adjustments to ensure it does not occur again.

### 9.2 Position Descriptions

Position descriptions clearly define the roles and responsibilities of each person involved in the operation of the franchise. They are a critical ingredient to achieving business objectives and smooth, efficient teamwork.

Before hiring an employee, Franchisees must have a clear idea of exactly what the employees job is. This allows for the easy assessing of candidate's suitability to the position. In addition, it will allow for clear communication of the nature of the role to the candidate and to whom they are responsible.

These position descriptions are used in the recruitment process, during the induction period and for performance reviews. They should be used in a number of ways:

- To screen applicants as to their suitability for a position.
- To clearly define who is responsible for different business activities.
- To understand the unique qualifications for the position during the recruitment process.
- By employees during the induction and review processes, to understand what is expected of them.
- During the training process, to upgrade the skills of employees and provide an outline of where staff should be progressing to in their skill acquisition.
- During the performance review process, to assess employees' performance against their role and responsibilities.

The following position descriptions are included as attachments to this Volume:

- Franchisee
- Centre Manager
- Shift Supervisor
- Reception/Café Staff
- Trampoline Supervisor

Franchisees can tailor position descriptions to reflect the specific needs of their business. However, to maintain consistency throughout the network, Flip Out recommended using the **POSITION DESCRIPTIONS** provided.

### 9.3 Recruitment Process

Flip Out strongly recommends using a structured recruitment process, as detailed below:

#### 9.3.1 *Decide to Recruit*

There are a variety of reasons that will trigger the need to recruit an employee, some of which are:

- A current employee resigns or is terminated.
- The amount of work increases such that an expansion of staff is necessary.
- To grow the team in anticipation of heavy use times, such as holiday periods.

Whatever the reason, the recruitment process should always be consistent and structured.

Teamwork is important for businesses to function efficiently and effectively. The recruitment process enables the selection of candidates that provide a good fit to the team and with the Flip Out culture. This is further impacted due to the small team required by a Flip Out business. Every employee plays an important role in the business.

#### 9.3.2 *Advertising for the position*

There are many sources for recruiting new employees. The following is a suggested but not exhaustive list of recruiting sources:

- Review previously successful methods of advertising for positions.
- Check with Flip Out Head Office.
- Ask current staff to advertise for you. Give successful people a reward.
- Use free online employment sites and other free employment services.
- Other online employment websites that are pay to advertise, particularly sites with a healthcare focus.
- Local paper advertising.

More resources should be used for recruiting applicants for positions requiring higher skill levels, such as managers or ninja coaches.

#### 9.3.3 *Screening applicants*

Applicants should be screened to reduce the pool of potential candidates to a manageable number.

If a prospective employee calls or 'walks-in' to the arena, they should only be given time if staff are available to do so. If it is inconvenient to speak with them at the time, their contact details should be taken and a time arranged to telephone them.

The applicant must submit their resume and complete the **EMPLOYMENT APPLICATION FORM** attached to this volume.

When reviewing an applicant's resume and application form, consider the hours the applicant is available to work, their written presentation, grammar and spelling, any unusual gaps in their employment history, work record or amount



of employers.

Next, a quick telephone interview should be conducted to gain an insight into the candidate's personality and experience.

Apart from the necessary fitness requirements, a personality which is professional and friendly is a pre-requisite for any position with Flip Out. In addition, it is important that the candidates has the aptitude to take initiative, is profit-conscious, has the ability to merchandise effectively, is a team player, understands and can relate to Flip Out' target market. From this initial screening, a selection of potential candidates can be drawn. Managers or Franchisees may wish to send candidates that are deemed to be unsuitable a **THANK YOU LETTER.**

Next, an appointment for the next stage of the process, the face-to-face interview, should be made with successful candidates.

#### 9.3.4 *Scheduling Interview*

Following the above screening process, a shortlist of applicants should be made for a formal interview.

It is advisable to conduct as many interviews for the position on the same day, so the various merits of each candidate can be compared and contrasted to those of other candidates.

#### 9.3.5 *Preparing for interviews*

Before interviewing applicants for the position, desirable characteristics and attributes must be considered.

The following provide some useful guidelines:

- Decide which skills, qualifications and/or experiences are essential to the position. The position descriptions provided as attachments to this manual can assist in this .
- Determine the key attributes expected of Flip Out staff. These may include:
  - A 'Can-do' attitude.
  - Ability to develop a good rapport with customers.
  - Professionalism and confidence.
- Determine attributes which would not suit the Flip Out business.

A list of key questions should be developed to ask each candidate. These should include questions that are designed to draw out individual personalities, together with specific questions which probe candidates for particular attributes and skills. The **INTERVIEW GUIDELINES** may be used as a guide.

The Franchisee or manager should also be prepared to communicate about the nature of the position and general employment conditions with the candidate.

These include:

- Whether the position is for casual, part-time or full-time employment.
- Expected hours per week or month (including lunch, breaks and weekends).
- Key terms of the employment contract – including wages, bonuses and superannuation.
- Initial and ongoing training expectations.

- The three month probation period for full time or part time employees.
- The Flip Out uniform and dress standards.
- Leave policies, including holiday allowances.
- Staff benefit and/or discounts (if any).
- Responsibilities for achieving budgets/targets.
- Attitudes expected from team members.

**9.3.6** *Conducting the Interview*

When the candidate arrives, they should be welcomed and given some time for general discussion.

Franchisees or managers should then:

- Use the list of questions prepared prior to the interview to guide the interview.
- Avoid asking leading questions. Ask the candidate open questions to draw responses from the candidate which are not simply a "Yes" or "No".
- Take care when asking personal questions, ensure that they are related to the position that you are seeking to fill. As an equal opportunity employer, you should ensure that you select staff based solely on their ability and experience.

**9.3.7** *Record Responses*

Note all of the candidate's responses to questions. This enables the objective comparison of candidates at the conclusion of the interview process. Notes should be brief, in order to minimise writing while the applicant is talking.

**9.3.8** *Active Listening*

Managers and Franchisees must always make a concerted effort to listen more than they talk. The best rule of thumb is to listen 80% of the time and talk only 20%. Observing this '80:20 rule' will enable Franchisees to elicit more valuable information from candidates.

**9.3.9** *Responding to the Candidate*

Responses to applicants answers can affect the candidate's answers to following questions. Thus Franchisees and managers should attempt to remain relatively neutral in their response.

If the candidate raises something unexpected, allow some flexibility to discuss it without allowing it to affect the structure of the interview as planned.

Interactions with each candidate will reflect on the business. Therefore, Franchisees and managers should be professional and enthusiastic throughout the interview.

**9.3.10** *Closing the Interview*

When closing the interview, candidates should be informed as to when they will be contacted. Ensure these timeframes are followed.

**9.3.11** *Secondary interview*

A secondary interview is usually only relevant for senior roles only.

It may be necessary to conduct a second interview for an individual or all candidates.

The previous sections should be used as a guide for interviewing. However, more detailed questions should be asked of the candidate, such as specific questions about their service approach, attention to detail, willingness to go the extra mile to satisfy customers.

This interview may be conducted with a representative from the Franchisor. If this is necessary, Flip Out should be contacted directly with details.

*9.3.12 Checking candidate references*

It is important that preferred candidates' references are checked in order to verify them. This process can also provide valuable further insight into the professional attitude and aptitude of the potential employee.

Franchisees and managers should ensure that the candidate has given permission before references are contacted. Occasionally, applicants may ask not to jeopardise their current jobs by reference checking with present employers. These requests should be accommodated. However, the applicant must understand the need to check all references as a final step before employment. The offer of employment can be made subject to the final reference check proving to be in order.

It is good practice to have a list of questions you ask referees so that you are able to compare the candidates objectively by applying a standardized process.

*9.3.13 Offering the position*

When a decision has been made on the preferred candidate all applicants should be notified.

First, the successful candidate should be offered the position. The preferred contact should be called to inform them of the decision and sent a:

- **LETTER OF OFFER**
- **EMPLOYMENT CONTRACT**
- **POSITION DESCRIPTION**
- **EMPLOYEE DETAILS FORM**

The successful candidate should return the signed Letter of Offer, Contract and Employee Details Form as soon as possible.

When that candidate has accepted the offer and committed to the position, all unsuccessful candidates should be sent a **THANK YOU LETTER** via email.

Upon request, unsuccessful applicants can be given constructive feedback. As discussed earlier, relations with potential candidates can create increased sales and brand value, as well as provide a possible resource for future positions.

All contact with potential candidates should be recorded and copy of all correspondence kept as a record.

After the successful candidate has formally accepted the position by returning the appropriate forms, they should be sent a set of uniforms

## 10 Inducting New Staff

### 10.1 Overview

To instil the Flip Out culture in all team members, it is critical new employees are properly inducted into the business.

The Franchisee or manager must conduct new employees' initial orientation. A well-structured and planned induction process is essential.

All permanent staff at Flip Out must work for a three-month probationary period. If, during this period, the employee does not provide a good fit with Flip Out, their permanent employment should be reconsidered. However, if the employee is a good fit, the end of the probation period should be used as an opportunity for positive and constructive feedback. The individual should be formally employed and their future with Flip Out positively affirmed.

Following a well-structured induction program demonstrates both the professionalism of the business and the commitment to its employees. In turn, this encourages employees to be more committed to making the business a success.

### 10.2 Induction Programme

Flip Out has provided an induction and training program which will ensure all staff members are fully trained in their appointed positions. This program is as follows:

- Online Induction Training – coming in June 2019
- Online Position Specific Training.
- On-Site training.
- Trial Shift with assistant.
- Usual shift work with minimal assistant.
- Revision of performance after first month.
- Continuous supervision for next two months and overall revision of performance.
- Analysis and review of probationary period.
- Revision of knowledge every 6 months.

#### 10.2.1 *Pre-commencement*

Prior to commencement, the **LETTER OF OFFER** and **EMPLOYMENT CONTRACT** must have been signed. The **EMPLOYMENT DETAILS FORM**, including the employee's financial details must have been completed.

All other employees should be informed that a new team member will be joining. The new team member should be introduced to all other employees on their first day.

#### 10.2.2 *Orientation*

Each new employee's first shift should be an orientation – of Flip Out, the franchise, team and customer base.

It is essential that the Flip Out culture and expectations are expressed clearly throughout the day. This will form important impressions for the new employee and sets the tone of the ongoing relationship.

The following orientation must be followed. In not doing so bad habits are

allowed to form on new employees' first day. Settled employees will also expect that a new employee will follow the same process as they did when they first started. Failing to follow proper orientation risk alienating other proven team members.

When the employee arrives at their orientation, they should be:

- Introduced to all other team members working at the time.
- If applicable, taken through the contents of the Operations Manual and explained it's uses.
- Educated on the key attributes of the business and its customers.

Specifically, the following should be discussed:

- The Franchisee or manager's background and that of the business.
- The Flip Out vision and culture.
- The vision for the business and how the business operates.
- The market and customers base.
- The roles of different team members within the business.
- Their particular roles and expectations, referring to their position description.
- Their expectations of the business
- Occupational health and safety issues.
- The importance of profitability and maintaining Flip Out standards.
- Online Induction and Training

Prior to the staff member's first shift you must ensure they have completed the Online Induction and the Online Position Specific Training provided by Head Office. This helps ensure that all staff members are trained to an acceptable level and training is standardised across our entire company. This training will be released in June 2019.

#### *10.2.3 On-The-Job Training*

Now that the new employee has had the chance to know how the business operates and gain a basic understanding of the work, it's time to provide detailed practical training. This should be completed with reference to Section 10.2 of this manual.

#### *10.2.4 Review*

The new employee should take the subsequent three weeks to thoroughly review the Flip Out business systems and product selling procedures.

During this time period, time should regularly be devoted discussing any areas of the business or other processes that the employee would like clarified. Sections of the Operations Manual will assist new employees in gaining a thorough understanding of business procedures. They must understand the rationale behind Flip Out policies and procedures.

#### *10.2.5 Probationary Period*

Employees should strive to continue to learn throughout their employment at Flip Out. This is especially important during the 3 month probationary period.

During this period employees should be encouraged to take initiative and contribute to the business' success in a proactive way. Naturally, the extent to which they can implement this will depend on their position in the team.

However, all employees should be confident with their execution of daily responsibilities by the end of this period.

The employee's first performance review should be conducted at the end of their probation period, notes should be taken regarding the review.

Continual training of all employees will be conducted. However, this officially concludes the Employee's induction period.

*10.2.6 Periodic review of training*

Training is reissued to employees every six months in an online-based program. This training must be completed to ensure the employees minds stay fresh and that any updates in operational policies and/or procedures is correctly communicated.

Changes or additions to the online training are made regularly to reflect best practises. When large adjustments are made, staff will be enrolled into the new program.

## 11 Training & Development

In today's competitive market environment, employees must maintain impeccable service standards to give Flip Out a competitive advantage over competitors. Delivering consistently high levels of service will give Flip Out an edge in increasing profitability and market share. Hence, it is critical to ensure that staff are assessed on their performance, have access to on-going training to improve their performance and keep their skills up-to-date. This will motivate employees, progress their careers, and thereby assist with staff retention.

### 11.1 On-Going Training

On-going training ensures that staff are consistently abreast with the latest industry trends and regulations that impact business. Flip Out will notify staff of any changes and provide training for Franchisees where necessary. It is the Franchisee's responsibility to conduct on-going training to ensure that staff are aware of and given access to the necessary tools to respond to these changes.

### 11.2 Performance Reviews

To ensure consistent and high performance from employees, it is recommended that employee performance is reviewed annually. The employee performance review process serves a number of purposes. This provides the opportunity to:

- Review each employee's progress over the past year.
- Provide feedback to employees on their performance.
- Agree on a training and development plan and/or follow-up action plan to address areas that need improvement.
- Set performance targets for the following year.
- Measure employee performance against their peers and reward them accordingly.
- Demonstrate interest in employees' personal and career development.
- Gather feedback from employees.

#### 11.2.1 *The Performance Review Process*

Performance Reviews should be conducted according to the following guidelines:

- Obtain and review employees:
  - Personnel file.
  - **POSITION DESCRIPTION.**
  - Previous performance reviews.
- Arrange a date and time for the performance review with each employee.
- Develop a plan for the performance review, including:
  - The objective of the performance review.
  - Analysis of any previous performance review.
  - Discussion of the current performance review.
  - Establishment of action plans, objectives for the forthcoming year and specific performance targets.
  - Feedback from the employee about the business.
  - A positive, motivational message to conclude.
- Gather facts, examples and information to support the review.
- At the review, facilitate a professional and open exchange, making

points clearly. Ensure the review is a reciprocal process that benefits the employee. They should be challenged and motivated, with specific goals established for the upcoming period.

- Record all agreements reached, including employee and employer feedback, training requirements and goals.
- File a summary of the performance review in the employee's personnel file.
- Monitor goals, and follow up on agreed action plans, training and development needs.

### **11.3 Healthy Business Checks**

Head Office undertakes Healthy Business Checks (HBC) in arenas on a regular basis. This ensures all training is up to date, best practice is being followed and all policies and procedures are being followed.

As mentioned in Volume 6, Head Office may request access to live Xero accounts and other ad-hoc reports to check on the health of the business.