



GUIDELINES FOR THE USE OF THE POLICIES AND MANAGEMENT GUIDES

Your Company is committed, so far as is reasonably practicable, to providing a work environment that is pleasant and safe for your employees. To support you in achieving these important goals, we have developed four policies relating to the fitness and wellbeing of older employees in the workplace. Each of these policies is accompanied by explanatory guidelines.

Implementing new policies requires consultation and buy-in, and can be more effective when planned. This document is designed to provide context and guidance to assist you in using the sample Policies, Management Guides, and support you in their implementation. Adapting the approach described here to your organisation will help to create a smoother transition for your managers and employees.

Note that this document is written for Human Resources and managers only and is not intended for distribution to employees.

THE POLICIES AND MANAGEMENT GUIDES

The Equal Employment Opportunity in Recruitment, Fitness for Work Policy, Flexible Work Policy and the Retirement Policy (together the Policies) provide a framework for organisations to refer to in relation to equal opportunity, safety and flexible work arrangements.

The Management Guides on Equal Employment Opportunity in Recruitment, Fitness for Work, Flexible Work and Retirement (together the Guides) provide further context and detail for Human Resources and managers and are to be read in conjunction with the corresponding Policies. These Guides are designed to assist in the interpretation and application of the Policies, and are not intended for circulation to all employees. If employees have any queries about the Policies, they should contact Human Resources or their manager.

To the extent that the contents of the Policies or Management Guides refer to obligations on the Company, they are guidelines for management or summaries of applicable legislative requirements only and are not contractual terms, conditions or representations on which staff members may rely.

The Policies are designed to be adopted in addition to the Company's existing policies, or to wholly replace existing policies which address the same workplace matters. If a Company wishes to incorporate best practice from the sample Policies into existing policies, or to make modifications to the Policies prior to



implementation, then please seek legal advice to ensure your policies meet minimum legal requirements.

The Policies and Guides have been written by HR Legal, a law firm which specialises in workplace relations and safety law for employers nationally.

IMPLEMENTATION GUIDANCE

There are four steps in introducing or updating policies, each of which are described in more detail below:

1. Engage and develop
2. Prepare
3. Transition
4. Embed

ENGAGE AND DEVELOP

Before a new policy can be implemented, it needs to be written specifically for your organisation. While this process has been started for you with the sample Policies, consultation with relevant stakeholders is still beneficial.

During this consultation:

- Get clear on the 'why': one of the first steps is gaining clarity around why policy changes need to happen, and what you are hoping to achieve. This will help guide the rest of the implementation.
- Consider approval requirements: who will approve the policy and does your organisation have a specific process that must be followed.
- Engage stakeholders: consulting with stakeholders (managers, employees, health and safety representatives, Unions etc.) can help you gain insights into current policy gaps, what changes people would like to see and challenges that might be encountered. It is not the goal to please everyone, but stakeholders can provide valuable insights and help to create awareness and buy-in. In person consultations, surveys and team meetings are some good avenues for this type of engagement.
- Nominate change champions: it can be useful to get the support of people (senior leaders, managers and front-line employees) that advocate for the policy change. Having some 'change agents' on the ground championing the new policy is helpful for engagement and buy-in.



- Understand the legislation: when developing a new policy, it is crucial that you understand and comply with all legal requirements. The AWR templates are legally compliant, but you have an EBA that requires consultation, or want to make changes for any other reason, then it will be important to seek legal advice.

After consultation, the policy can be drafted along with any supporting documents you might need. Using pre-existing templates is a fantastic start, but it's important that any new policy is tailored to your specific organisation and reviewed in conjunction with existing policies and procedures.

PREPARE

Once the policy has been drafted, the next step is to finalise the document and prepare for its implementation. This step is critical step in facilitating the transition and laying the groundwork to embed the policy changes.

During this phase:

- Create a communications plan: good communications is a critical aspect of any successful policy change. An effective plan should include:
 - Multiple channels: such as emails, team meetings, information boards, and even messages attached to people's payslips
 - Clear purpose: explain the reasoning and purpose of the policy changes, as well as when and how the new policy will come into effect
 - Be engaging: keep the communications as brief as possible while still covering the key information and the impact on employees in an engaging way
 - Acknowledge receipt: consider whether employees need to acknowledge they have received and read the new policy
 - Invite feedback: create a mechanism for employees to provide feedback and raise concerns throughout the transition period
- Conduct a training needs analysis: consider whether any new training will be needed for employees to understand or implement the new policy.
- Consider implementation options: there are lots of different ways to implement a new policy such as rolling it out in its entirety or in stages, or piloting it in one location first.



TRANSITION

Once you have developed the policy and prepared for its implementation, the next stage focusses on ensuring the roll-out is as effective as possible. Throughout the transition from old policy to new policy, there are some helpful steps that can be taken:

- Formalise and publish the new policy
- Implement the communications plan
- Conduct the necessary training
- Obtain policy change acknowledgments if needed
- Seek feedback and act on concerns and suggestions
- Enlist active participation of change agents, stakeholders and leaders in discussing the new policy with employees

EMBED

Once a successful transition to the new policy has been made, it's important to ensure that the changes are embedded and made sustainable. Here are a few ways to achieve this:

- Update related systems or processes: review and align documents, policies, and other systems and processes that are relevant to the policy change.
- Share success stories: communicating how the policy has been effective is a good way to create buy-in and reinforce the changes.
- Monitor implementation: consider whether data can be collected and analysed to monitor the implementation of the policy.
- Review and update: dates for policy review are often written into a policy, and are important to monitor the relevance and impact of the policy.