



# EMPLOYEE RELATIONS STRATEGY

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## 1. Conflict resolution

Kingfisher Garden Centre recognises that conflict is inevitable, however, we believe that most conflicts can be resolved amicably by following the correct conflict resolution process.

Where possible, conflict situations should be identified and dealt with promptly, openly, honestly and confidentially with respect to all parties concerned.

Kingfisher promotes open communication and fosters a safe environment for dealing with workplace problems and grievances.

Where possible the relevant parties should attempt to resolve differences through discussion. Managers are expected to facilitate this process to ensure each party has the opportunity to state their case.

In situations where parties are unable to resolve their differences, employees can lodge a grievance report. This is a more formal process for reporting and resolving complaints, conflicts and grievances in the workplace.

## 2. Training

Kingfisher Garden Centre recognises that employees need guidance and support to help them achieve performance expectations. Kingfisher provides this in the following ways.

- Coaching, training and development and advice on how to access these opportunities.
- Clarification of job role and responsibilities, including performance expectations and performance objectives or measures.
- Access to resources such as equipment, materials, staff, money and time to improve.
- Forums such as meetings and intranet blogs to discuss, evaluate and resolve problems and work challenges.
- Individual support and coaching to help deal with difficult interpersonal situations. This may mean making referrals to appropriate experts both within the organisation and externally.

Kingfisher recognises that training is also a key part of building an inclusive culture and preventing misunderstandings and conflict. Where practical, training is provided on the job by suitably appointed workplace mentors or coaches.

Any identified need or request for external training or professional development should be documented in writing and submitted to the employee's direct manager. Consideration must be given to the relevance of the requested course, the cost, duration and benefit to the business.

The Human Resource department is responsible for maintaining training records of all Kingfisher employees. These records are filed and maintained according to Privacy legislation.

Refer to the 'Performance development and improvement policy' for additional information.

### 3. Performance management

The aim of the performance management policy and procedure is to create a valuable and meaningful process that gives employees ownership of their own performance and career development, encourages collaboration and teamwork and promotes excellence and continuous improvement. This policy abides by relevant Privacy, Fair Work and EEO legislation.

The aim of this policy is to:

- understand the company's strategic direction and how your department and role contributes to the outcome
- contribute input into department and team goals and KPIs (key performance indicators)
- set performance-related and career goals
- record professional development, skills, qualifications, key achievements and objectives using your workspace
- receive and provide timely, meaningful feedback
- reinforce the value of your contribution to the success of the business as recognised by management.

#### Phase 1: Performance development plan

This is conducted at the beginning of the year and at the end of an employee's probationary period.

The focus of the discussion is 'What do I want to achieve this year?'

In conjunction with managers, discuss and review position descriptions, the company's strategic direction and division/department and team goals. From there:

- set KPIs, which may be individual and team-based; it's also an opportunity to discuss individual performance development (learning) goals and professional development (training) requests
- set personal and departmental objectives for the year ahead.

## Phase 2: Performance review

This is conducted twice yearly. The focus of the discussion is 'How am I progressing?'.

- Prior to meeting with managers, self-assess your capabilities and progress towards KPIs.
- The manager will evaluate capabilities and then meet with employees to discuss and review performance, identify support needs and performance gaps and what is required to address these.
- Confirm progress towards goals, professional development and objectives completed. Discuss new learning goals and professional development requests.
- In cases where underperformance is identified, a performance improvement plan should be documented and discussed with the relevant employee.

## Reward and retention

Kingfisher is committed to maintaining a workforce of happy, satisfied employees. We strive to retain staff by meeting their needs and reward the efforts of individuals and teams.

- The following programs have been implemented to help achieve this goal.
- Employee of the month (voted by customers).
- A certificate and gift card in acknowledgement of the period of time employed.
- Financial support for completing further education.
- Interstate exchange programs with other Kingfisher stores.
- Monetary bonuses for achieving KPI targets and goals.
- Discount on gym memberships.
- Social club that meets once a month (funded by Kingfisher).

## 4. Performance development and improvement

Kingfisher Garden Centre values the ongoing professional development of employees. Skills development and keeping up to date with current industry practices and developments in technology is critical to our success. As such, we offer the following programs to our employees.

### Study support

Any ongoing employee undertaking an approved diploma or degree will receive up to four days paid study leave per year, pro rata for part-time employees. Qualifications must align with the employee's current position and career aspirations within the company and be approved by HR.

## Scholarship program

Kingfisher Garden Centre has two scholarship programs, which aim to address two groups who have been traditionally underrepresented in the workplace, particularly in IT professions.

Young women in leadership scholarship

Career start: Aboriginal and Torres Strait Islander peoples scholarship

HR is responsible for managing the advertising, recruitment and selection of employees for these scholarships.

## Professional development

Kingfisher Garden Centre employees are encouraged to undertake professional development relevant to their field of employment. We will fund and/or subsidise approved courses and conferences. Employees must complete a request for professional development form as well as course costs and details and submit to their manager for approval at least two weeks' prior to the event.

We encourage internal promotions and have established clear career paths. Staff can discuss and plan their career options with their department manager.

At Kingfisher Garden Centre, we reward excellence and all employees are promoted based on merit. All internal vacancies, both temporary and ongoing, are advertised on the company intranet.

## 5. Continuous improvement

Kingfisher Garden Centre continually strives to improve its policies, procedures and systems of work.

Documented KPIs are applied to the Human Resource department and to managers of each department to ensure that all legislative and regulatory requirements are maintained and are up to date.

Kingfisher Garden Centre's human resource manager will review and audit the policy annually. Employees are encouraged to provide feedback on the policy during annual performance appraisals and job satisfaction surveys.

## 6. Risk management

Kingfisher Garden Centre conducts a risk assessment in the following situations.

- When changes occur in the workplace that may impact on the effectiveness of control measures.
- When initiating new projects.
- When evaluating job roles. Check if the position involves hazards that could result in injury or illness.
- As a part of the annual review of business plans.

The following areas of human resource management should be considered when conducting a risk assessment on employee relations policies and practices.

- Staffing – human capital
- Remuneration
- Recruitment and selection
- Managing performance
- WHS
- Employee conduct
- Retaining staff
- Existing staff/withdrawal of labour
- Dispute resolution

Where risks are identified, suitable risk controls should be discussed and confirmed with key stakeholders. This could include staff, senior management, technical experts, specific business units or legal representatives.

A thorough risk analysis should be used to assess the following.

- The nature of risk
- The level of risk
- The likelihood of the risk eventuating
- The severity of harm that the risk could cause
- The urgency to take action

A template for recording and reporting risk assessments is available on the Kingfisher intranet.