

Workplace standards and management

Context

The Victoria Police mission is to provide a safe, secure and orderly society by serving the community and the law. Victoria Police employees implement this mission through:

- Frontline operational members providing policing service to the community
- Employees performing roles that enable and support the provision of these core services.

Regardless of their role, when employees perform their tasks professionally, in a timely manner and in accordance with legislative requirements and organisational standards, they contribute to the provision of service excellence to the Victorian community. The most straightforward day to day administrative task, done well, helps Victoria Police to achieve its mission.

Managers and supervisors play an essential role in achieving this objective through setting and implementing workplace standards. This role is not simply about ensuring compliance. It is about creating a workplace culture that understands the value of meeting these standards.

This policy is intended to:

- Outline the organisation's expectations regarding workplace standards and management for managers, supervisors and employees
- Provide minimum standards for managing workplaces.

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Scope and application

This policy applies to all managers and supervisors

Responsibilities and procedures

1.1 *Work Unit Managers*

Work Unit Managers are responsible for the day to day management of their work unit and for ensuring that workplace standards and performance measures are met. This includes:

- Managing their allocated human, financial and physical resources to support workplace performance and service delivery. They must ensure that these resources are appropriately deployed and managed to support the work unit's tasks and accountabilities in accordance with policies and guidelines on:
 - professional and ethical standards
 - operational duties and responsibilities
 - people management
 - occupational health and safety
 - information management and security
 - management of finance and physical resources
- Ensuring that the performance and professional development of their employees is managed in accordance with VPMP Performance and professional management. As stated in this policy, employees must be informed of:
 - the requirements of their job,
 - the standard of performance expected of them; and
 - instances where they are not meeting the required standard
- Identifying risks or issues that may be impacting upon employee or workplace performance or service delivery and taking action to address them. If there are any risks or issues that cannot be resolved at their management level, or that a higher level of management should be aware of, they must advise the next line manager.

1.2 *Supervisors*

Supervisors are responsible for:

- Supporting Work Unit Managers in achieving the required workplace standards
- Ensuring that employees in their work unit meet the minimum workplace standards. They must speak with and support employees so that they can undertake their role and complete tasks in a professional and timely manner
- The actions and decisions of employees when they are under their supervision.

1.3 *Local Area Commanders and Senior Managers*

- Local Area Commanders and Senior Managers are responsible for the performance and service delivery of their Police Service Area or Division. They must ensure the workplaces under their control are meeting required workplace standards.
- If there are any risks or issues that cannot be resolved at their management level or that a higher level of management should be aware of, they must advise the next line manager.

1.4 *Department Heads*

Department Heads are ultimately accountable for the performance of their Region or Department. They must oversee their Region or Department's compliance with this

policy.

Departments and Regions are to document how their function audits and inspections procedures were developed on a risk-basis.

1.5 *Delegation of responsibilities*

Managers may delegate responsibility for particular functions or activities to employees under their management. However, they are still accountable for the decisions and actions of those employees within the scope of the delegation.

1.6 *Corporate governance*

Corporate and Workplace Performance Unit, Capability Department is responsible for establishing, overseeing and reporting on workplace management standards across all levels of the organisation.

2. Workplace management principles

When undertaking the responsibilities outlined above, managers and supervisors are to apply the following principles:

- Know your business –
 - clearly understand what is required of you and the employees for which you are responsible
 - be familiar and keep up to date with relevant organisational priorities, legislation, policies and systems
 - focus on key areas that directly relate to providing, enabling or supporting policing services to the community.
- Aim for high standards –
 - proactively and responsibly manage issues to completion
 - acknowledge that the application and compliance with workplace standards relates to providing, enabling or supporting services to the community
 - ensure that their work units are managed on a continual basis throughout the course of the month
 - continuously improve by identifying and acting on risk at the earliest opportunity with practical solutions that deliver real results.
- Support and work with your people –
 - be fair and consistent when applying workplace standards
 - engage with employees face to face, particularly when addressing challenging issues
 - use your knowledge to coach and support others
 - collaborate with employees to identify priorities and continuous improvement opportunities.

3. Workplace standards and structure

3.1 *General standards*

- The standards for managing specific functions or activities are documented throughout the Victoria Police Manual (VPM) or in legislation. The **Workplace standards and inspections manual** provides an overview of the standards that

apply to functions or responsibilities that are common to most workplaces across the organisation.

- Work Unit Managers of workplaces that perform specialist functions or activities that are not included in the VPM must establish suitable standards for these functions.

3.2 *Workplace management structure*

Managers must establish and document a workplace management structure that is appropriate for their workplace, taking into consideration its functions and applicable standards, risks, size and composition. This may include the establishment of supervision groups, the allocation of portfolios, and/or the allocation of specific roles and responsibilities.

3.3 *Standards for operational work units*

Operational Work Unit Managers must ensure that their workplace management structure addresses the following high risk areas, which form the basis of managing core frontline policing activities:

- LEAP / Interpose – ensuring that crime is recorded and that relevant investigations are managed
- Traffic incident system (TIS) – ensuring that traffic incidents are recorded and that relevant investigations are managed
- Briefs and justice related processes – ensuring that required standards and timeframes are met
- Property – ensuring that seized and found property is appropriately recorded, stored and disposed of
- Correspondence – ensuring that required standards and timeframes are met
- Persons in police care or custody – ensuring management systems / records address risk and support the safety of both persons in care or custody and police members.

The **Workplace standards and inspections manual** details the standards that apply to the management of these functions.

4. **Communicating workplace standards**

4.1 *Standard Operating Procedures*

Managers must develop Standard Operating Procedures (SOPs) that document how the workplace they are responsible for is to operate and any specific standards that apply. SOPs:

- Are only to reflect local arrangements and must not replicate, replace or be inconsistent with any requirements in the VPM
- Must contain sufficient information to support employee induction, ongoing workplace management, business continuity and handover of roles and responsibilities, including –
 - the established workplace management structure and workplace inspection system (see s.5)
 - any specific standards or requirements that apply to the workplace

- how any specific portfolios are managed
- specific delegations that apply to the workplace's manager or employees
- Must be approved by the next line manager.

See **VPMP Policy development and advice** on developing local SOPs.

4.2 *Induction*

Managers must ensure that any employee that starts work in their workplace is provided with an induction which includes safety and the expected standards for that workplace.

5. Management continuity

5.1 *Conduct of structured handover*

Before transferring, commencing leave or other extended absence from a workplace, managers and portfolio holders must conduct an appropriate handover with the employee assuming their role. The handover must be recorded and address how the workplace and/or portfolio area is managed, management expectations and any issues or risks that apply to the workplace/portfolio.

5.2 *Handover content*

A suggested check list to assist a structured handover process is available as an appendix to this document. As workplaces within Victoria Police differ, this list is not exhaustive and may vary according to the workplace.

Topics to be covered in a handover process include:

- Staff welfare, OHS and personnel issues
- Rostering, flexible working arrangements and leave (including stay in touch plans, where relevant)
- Training and professional development
- Operations, projects and tasks
- Stakeholder management issues
- Business continuity planning/emergency management
- Relevant contact details.

5.3 *Information security*

All information included in handover documents should be managed with appropriate sensitivity and confidentiality to assure against unjustified discrimination. Handover documents will generally include personal information (defined as 'sensitive' in Schedule 1 of the *Privacy and Data Protection Act 2014*) and/or health information (as defined in the *Health Records Act 2001*) and therefore:

- The documents must be given the protective marking of Sensitive: Personal
- Need to know principles apply; copies (electronic or physical) are to be kept to a minimum and must be stored so that can only be accessed by people with a need to know the information.

6. Workplace inspections

6.1 Purpose

All workplaces must conduct workplace inspections. The purpose of workplace inspections is to mitigate risk and assess the effectiveness of the workplace management systems by:

- verifying whether the required workplace standards are being met
- identifying any areas of non-compliance or risk and taking relevant remedial action.

6.2 Approval

Department / Regional level approval of workplace inspection procedures is required. This can be in the form of a set of risk based common procedures to be adopted in all core policing Divisions, PSA's and work units.

6.3 Requirement

- Having regard to the Workplace standards and inspections manual, Work Unit Managers must in consultation with their line manager, establish a risk based inspection system that reflects the functions in their workplace.
- Work Unit Managers who are responsible for functions that are not included in the Workplace standards and inspections manual, must ensure that appropriate inspection standards are established, particularly where the functions are high risk.
- The workplace inspection system must be documented in local SOPs and must include:
 - frequency of inspections
 - items and records to be inspected
 - verification process
 - recording and reporting requirements
 - process for addressing issues that may arise.

6.4 Conduct and reporting

- Work Unit Managers must ensure that workplace inspections are conducted in accordance with the established system. They must report the outcome of inspections to their line manager in accordance with the schedule in the **Workplace standards and inspections manual**.
- Line managers must review workplace inspection reports. They must ensure that any risks to workplace performance are identified and that action is taken regarding them.

7. Function audits

A function audit is a risk based process to proactively test the progress of a particular function, item or area of management or reactively resolve problems that have been identified through the workplace inspection, verification or risk management processes.

- Senior Managers and Local Area Commanders must consider the need to conduct function audits in their workplaces to address specific risks in their workplaces. They may direct areas (such as Regional Risk and Audit Teams) or employees to undertake audits.

- Benchmarking information such as the provided by the “Harper Station Books Application” compliance scores and PALM property gauges provide an indicator of management effectiveness and should be used to inform the tasking of audit resources to high risk areas and work units.
- A compliance audit is to be conducted within three months of the function audit.
- Where, at a Departmental or Regional level a determination is made not to conduct function audit/s, the rationale for that decision is to be documented.

8. Workplace managers responsibility

At the start of each financial year the workplace manager will:

- Analyse the workplace inspection reports for the previous 12 month period.
- Identify any risks coming from the workplace inspection reports.
- Develop a local risk mitigation strategy to reduce or eliminate any identified risks.
- Report, through line management to the Department Manager on the workplace inspections highlighting the identified risks and confirming the action that has been taken or will be taken to reduce or eliminate the risks.

Where no risks have been identified, a report must still be generated.

Related documents

- Workplace standards and inspections manual
- Workplace Standards Division intranet site – for good practice examples and templates.

Further advice and information

For further advice and assistance regarding these Policy Rules, contact the Corporate and Workplace Performance Unit, Capability Department, or to go to their intranet site.

Update history

DATE UPDATED	SUMMARY OF CHANGE	FORCE FILE NUMBER
15/03/2016	First issued	FF-096724
26/09/16	Removal of outdated information on function audits. Reference to 'Harper Station Books Application' and PALM property gauges included.	D16 - 033459
17/7/17	Enhancement of <i>Management Continuity</i> section.	FF-109240
13/08/18	Revision of structured handover requirements	FF-109240