



# WorkSmart Newsletter

## March Newsletter 2024

Welcome to our first newsletter for 2024.

A sincere thank you to the return of all our members as we look forward to helping you all in 2024. Our end of year statistics showed just how much and how varied that support was to our members with the team providing support and direction with thousands of inquiries on all facets of Human Resources, Safety, Governance and Finance.

We also achieved some remarkable positive outcomes for some of our members who were responding to complex complaints and actions in relation to a variety of issues including responses to Respect At Work, Adverse Action, Wage Claims, Unfair Dismissal, Bullying and Harassment, Discrimination and many others.

We conducted over 60 health and safety audits and helped clients deal with return-to-work issues getting workers back as soon as possible on suitable duties programs and managing very complex and time consuming common law claims.

We conducted numerous financial audits for our members and provided payroll and bookkeeping services for many organisations.

We have a lot planned for our members this year. We have published within this newsletter our list of webinars that we will be delivering free for our members so please take note of them and register your interest.

Webinars will be scheduled once per month and they are on topics which were most requested by our members, when practical the webinar will be first supported by some readings in the newsletter so on that premise, please find an article on HR Best Practice within the newsletter which is a precursor to my webinar in March.

A caution to our members please consider using us for those matters which require a high degree of expertise and independence specifically in relation to investigations. An investigation which breaches the rules of procedural fairness and natural justice can have a serious impact on the final result of a complaint especially in the areas of respect at work, unfair dismissal, adverse action and other complaints. We have noticed that some members have got themselves in trouble in these areas recently.

We have also had a marked increase in those members who utilize our recruitment expertise and we have sought a lot of new employees for our members last year. We have a very thorough approach to our recruitment and our reduced rate for members make us the most cost-effective recruitment organisation out there who specialize in recruiting the talent that you are specifically looking for. Not only do we source candidates who have the skills, qualifications, and experience to do the role but also have the right motivation, work ethic and cultural fit.



We will also be hosting a number of new webinars from our industrial relations senior consultant on changes that you must be aware of to navigate the ever changing industrial relations landscape. I have visited a large amount of our members last year and if you would like me to come out and have a chat about how you can maximize the value for your membership then please give me a call and I will arrange a time for us to connect.

All the Best,

Kind Regards,



Kevin Prendergast  
Chief Executive Officer



---

## Contents of this Edition

Introduction.....	Page 1
Human Resources Best Practice.....	Page 3
Webinars.....	Page 5
Payroll Audit – How and Why.....	Page 6
CMS Holiday Closures.....	Page 7
Pre Employment Medical Examinations.....	Page 7
NGS Super.....	Page 9
CMSolutions' Bookkeeping & Payroll Service.....	Page 10
Workplace Health and Safety – 2023 Childcare Review.....	Page 10
Full HR Service.....	Page 11
The importance of properly conducted Workplace Investigations.....	Page 12
Financial Audit Report.....	Page 12
Performance Appraisal.....	Page 13
Tips for Smart Rostering.....	Page 14
Handover Checklist for Outgoing Executive.....	Page 14
Employee Assistance.....	Page 15
CMS Staff.....	Page 16

---

**Free Member Webinar – 8th March 2024**



Our CEO Kevin Prendergast is hosting a free **HR Best Practice Webinar** for our members on the **8th of March at 11am.**

If you would like to join the Webinar please [Register Here](#)

---

## Human Resources Best Practice

We often hear HR practitioners speak or refer to HR best practice and there is a lot of confusion about how effective this is and even what generally speaking constitutes HR best practice.

There is a lot of material about this topic some of which is contradictory so let's break it down into the basics and then we can discuss in much more detail during our upcoming webinar.

HR best practices are those proven principles which once implemented result in improved business practices.

There is a requirement now is that HR acts as a true business partner to the business by optimizing employee performance and this is aided by the HR practitioner and or department implementing several HR best practices.

Which of these and how they are implemented will vary due to the complexities, priorities, budgetary restrictions, and goals of each business so some flexibility is required.

This is where the art and skill of the HR practitioner is tested in having the experience to determine which HR practices should be implemented and at what time.

HR practices are somewhat broad in scope, they are related to the organisations strategic plan, operational plan, and service delivery model. Most importantly they should be linked to the mission and goals of an organisation. There should be direct synergy between the practices and overall direction of a business.

Measuring success can be difficult to show a return on investment so some discretion and alternative evaluations methods are required to obtain an overall picture of success.

They are based on foundational guidelines but are subject to change and influence from external forces such as the recent COVID 19 Pandemic.

Best practices are those that have been proven to work universally so the same principles can be implemented regardless of the type and function of your business.

HR best practices are pro-active rather than reactive and a lot of HR practitioners spend the majority of their time reacting to issues that occur sometimes due to sheer pressure and workload and being under resourced and also perhaps a lack of understanding and support as to how HR can be a powerful ally in supporting business practices.

There is a difference between HR Practices and HR Activities. Activities are the daily tasks that are implemented to actually support those practices.

The first stage is one of planning in that you must determine the needs of your organisation and also its employees.

I am going to list as below a number of HR best practices that you can put some thought into, and I will go into a lot more detail for discussion in our upcoming webinar. If you are unable to attend the webinar it will be recorded so that you can view at a later time of your convenience.

#### HR BEST PRACTICES:

- Providing Security to Employees.
- Finding the Right Employees with Best Practice Recruitment and Selective Hiring.
- Streamline Recruitment Practices.
- Support Professional Development and Overall Development.
- Develop self-managed and effective teams.
- Encourage Employee Engagement.
- Implement 360-degree feedback.
- Make information easily accessible through effective systems.
- Ensure transparent, fair, and equitable remuneration.
- Establish a robust onboarding program.
- Openly share what information you are able to about the business.
- Training in relevant skills using adult learning methodologies.
- Each member of an organisation genuinely treated as valuable.
- Evaluate Performance and Share Feedback.
- Invest in the right technology.
- Invest in Empathy and Compassion through the entire employee life cycle.
- Build an inclusive Company Culture.
- Implement an Employee Wellness Program.
- Motivate Employee with the right incentives.
- Prioritize Workplace Safety.
- Reward and Recognise Outstanding employees.
- Create Flexible Work Opportunities.
- Practice Fair Termination Policies.
- Comply with Procedural Fairness and Natural Justice.

I look forward to talking about these with our members at our upcoming webinar on HR Best Practice and the majority of these learnings are also applicable and will form part of our second webinar for 2024 being How to become an Employee of Choice.

Stay Safe,

Kind Regards  
Kevin Prendergast  
Chief Executive Officer

---



# CMS 2024 Webinars

Hosted by our CEO  
Kevin Prendergast



- **March** – HR Best Practice Webinar
- **April** – How to become an Employee of Choice
- **May** – Advanced Investigation Practices
- **June** – Performance Management for Managers
- **July** – Employee Induction
- **August** – Respect At Work
- **September** – Developing Policies and Procedures
- **October** – Advanced Recruitment Principles
- **November** – Coaching and Mentoring
- **December** – Workplace Health and Safety and Workplace Rehabilitation

Kevin is highly experienced in the not-for-profit space and has held senior roles for the last twenty years with Legacy Brisbane, Scouts Queensland, Mercy Community Services, Uniting Care Queensland, The NSW Institute of Sport, Disability Providers, Southern Cross Care and Stamford Hotels and Resorts.

Kevin has formal university qualifications in Justice Administration and Advanced Diplomas and Diplomas in Business, Human Resources, Workplace Health and Safety, Workplace Rehabilitation, Government, Risk Management, Security, Investigative practices and is a Justice of the Peace Qualified. He is also a licensed investigator with the Office of Fair Trading.

If you are a member please email your name, organisation and email address to **communication@cmsolutions.org.au** to reserve a spot

If you would like to become a member please email us at **info@cmsolutions.org.au** to organize membership

---

## Past Webinars

You can find all past webinars that we have hosted in the past on our Website, under the member resources, including Recruitment, Workplace Health and Safety, Investigations and Wellness.

<https://www.cmsolutions.org.au/webinars/>

For easier access to the webinars. Click the picture to the right.



---

## Payroll Audit – How and Why?

There is no question that Fair Work Commission (FWC) has taken a strict approach to organisations that fail to meet compliance obligations and continue to under-compensate their employees.

They have no problem naming and shaming companies that have breached their payroll compliance regulations. Take Woolworths, for example. They were recently exposed for major underpayments of salaried managers.

And they are not alone. There is a myriad of companies that continue to (intentionally and unintentionally) violate payroll compliance, including cafes, hairdressers and disability services providers.

The FWC website has a long list of media releases that are specifically aimed at naming and shaming employers who fail to meet their employer obligations and comply with payroll legislation.

*So, how do you know you are 100% compliant?*

Well, the first place to start is a payroll audit.

The FWC has found that wage theft (or wage underpayments) is a direct result of failing to conduct annual audits to ensure that their staff, including annualised staff, are being compensated correctly. Australia has one of the most complex workplace laws in the world. So, there is no doubt that interpretation of the jargon-heavy Modern Awards has become a tricky, time-consuming task for many employers.

Suppose you are feeling concerned that you may not have interpreted your industry's Modern Award or Enterprise Agreement correctly, or you just want to make sure you are not in breach of your obligations. In that case, you may want to consider undertaking a payroll audit **before** the FWC comes knocking on your door.

### **What Do Payroll Audits Entail?**

Pre-emptive payroll audit procedures generally involve assessing and analysing your payroll process. The payroll audit typically includes:

- A review of the Modern Award or Enterprise Agreement applicable to your industry,
- An assessment of the relevant pay rates, penalty rates and overtime rates,
- A calculation of each employer's current wages and superannuation contributions to verify that they conform with payroll regulations,
- A review of your payroll tax obligations (if applicable),
- Identifying any payroll discrepancies and non-compliance during the payroll audit, and
- Identifying long-term payroll solutions do avoid payroll inefficiencies and compliance issues in the future.

If you are currently manually interpreting your Modern Award or Enterprise Agreement (EA, EBA) pay conditions, you may want to consider engaging the services of a third-party organisation that specialises in conducting payroll audits.

Suppose the FWC Ombudsman has already approached your organisation, and you have entered into an agreement for an Enforceable Undertaking. In that case, the agreement likely mandates regular payroll audits by a third party.

### **Benefits of a Payroll Audit for your Payroll Processes**

There are three significant benefits of conducting an annual payroll audit:

- **Maintain compliance:** if you're constantly checking your records and making sure that you are paying your employees according to the appropriate pay conditions, you won't have anything to worry about when FWC knocks on your door,
- **Reconciliation:** an audit allows you to identify any unknown non-compliance issues and allows you to remedy them.
- **Payroll process review:** beyond ensuring compliance and remedying non-compliance issues, a payroll audit helps you identify any inefficiencies in your payroll process.

[Call our HR Team today on 07 3852 5177 to get a quote](#)

---

## CMS Holiday Closures

**CMS will be closing on the following upcoming QLD Public Holidays.**

- **Friday 29 March – Good Friday.**
  - **Monday 1 April – Easter Monday.**
  - **Thursday 25 April – Anzac Day.**
- 

## Pre Employment Medical Examinations

Depending on the requirements of a role and the nature of your business, conducting a Pre-Employment Medical Examination (PEME) may be an effective way to ensure the health, safety, and well-being of your employees. A PEME is used to assess a potential employee's suitability for a role based upon criteria that could impact their ability to perform the job in a safe and practical manner.

This may include, but is not limited to testing such as:

- Vision tests
- Hearing tests
- Blood tests
- Alcohol & other drug tests
- Cardiovascular tests
- Musculoskeletal & fitness tests, and
- Manual handling assessments, just to name a few.

Of course, how the results of these tests influence a hiring decision comes with a certain level of risk. That is, even if a PEME reveals information that could indicate a potential employee may not be suitable for the role, such as a jet pilot with high levels of visual and auditory impairment, there are some important things to consider when making a hiring decision with these results.

First, you must ensure that the PEME used to assess a candidate's suitability, is only testing for conditions that have a clear and direct correlation to the inherent requirements of a particular role. Testing for general or unrelated health conditions that are not directly relevant to someone's ability to perform the role, or their effect on the health and safety of themselves and others, may be classified as discrimination.

As such, under anti-discrimination laws, a candidate cannot be rejected for medical conditions that have no bearing on their capacity to safely fulfill the inherent requirements of the position. We recommend discussing this with any existing or potential PEME providers or sending us an enquiry if you are unsure about this.

If you are currently using or decide to conduct a PEME as part of your hiring decision, it is important to be upfront about this throughout each stage of the Recruitment process. For example, when posting a job advertisement on your website or an online job board (such as Seek), include a disclaimer that you will be asking candidates to undergo a PEME as part of their application.

This gives candidates the opportunity to decide if any pre-existing medical conditions may or may not pose a risk for them in fulfilling the inherent requirements of the role safely and productively. Additionally, it provides them the option to not apply for the position (if they've read the ad correctly, of course!), which then increases the overall quality of the suitable candidate pool.

The benefits of utilising PEME's as part of your organisation's Recruitment process include creating a safer and more efficient working environment through the reduction of workplace injuries (both physical & psychological), minimising losses of productivity resulting from workplace injuries, lower insurance premiums and fewer workers compensation claims, and enhanced employee performance through better person-job fit. Additionally, using PEME's may signal that your organisation cares about the health, safety, and well-being of its people, which therefore leads to improvements in organisational culture and reputation.

However, there are some potential downsides to using PEME's. The most obvious one being that using PEME's costs money and time, which we could always use more of in other (and more effective) ways. Another, and slightly more contradictory one, is that using PEME's may discourage suitable and high-performing candidates, because they have a personal, cultural, religious, or other moral objection to this practice. Now whether that is a "bad" thing is subjective, but certainly worth noting if your organisation decides to pursue or continue using PEME's.

There are valid arguments for or against the use of PEME's, so determining whether you should implement this practice within your business is not a "one size fits all" approach. It involves a review of your organisation's overall operations, including but not limited to its:

- Mission, values & strategic objectives
- Policies & procedures
- Employment contracts
- Position descriptions
- Industrial instruments (relevant Awards &/or Enterprise Agreements)
- Legal, social & political environment, and
- Financial & budgetary constraints ("can" or "should" vs affordability)

At CMS, we pride ourselves on being the trusted partner of community group employers, providing accurate and practical expertise and advice. Our consultants can help you with reviewing the viability of implementing PEME's within your organisation if this is something you are considering, so please get in touch for an [obligation free discussion](#) or [send us an enquiry at any time at \[info@cmsolutions.org.au\]\(mailto:info@cmsolutions.org.au\)](#).

---

*Advertisement – Industry Partner*



# Helping you take care of tomorrow

ngs  
Super

Super is one of your biggest investments so it's important to choose a fund that gives you confidence. NGS Super has been helping Australians with their super for over 35 years. We understand everyone is different when it comes to saving and their plans for tomorrow. That's why the things that matter to you — value for money, quality service and sustainable investments — matter to us too. Start planning for your tomorrow.

Talk to us today.



1300 133 177

[ngssuper.com.au/join](https://ngssuper.com.au/join)

The information provided in this document is general information only and does not take into account your personal objectives, financial situation or needs. Before acting on this information or making an investment decision, you should consider your personal circumstances and read our Product Disclosure Statement and Target Market Determinations which are available at [www.ngssuper.com.au/join](https://www.ngssuper.com.au/join). You should also consider obtaining financial, taxation and/or legal advice which is tailored to your personal circumstances. Issued by NGS Super Pty Limited ABN 46 003 491 487 AFSL 233 154 the trustee of NGS Super ABN 73 549 180 515.



## What does your tomorrow look like?

When you think of tomorrow and your retirement what do you imagine? Do you see yourself being comfortable where you are? Do you plan to travel? Or do you have the dream of a sea or tree change? Whatever you have in mind – making sure your super is enough to live the life you want is important.

## Let NGS Super take care of your tomorrow.

Super is one of your biggest investments and not all super funds are the same. So it's important to choose a fund that gives you confidence. Who you choose to invest with can have a big impact on your future.

We understand that everyone is different and has unique goals when it comes to their plans for tomorrow. That's why we offer our members value for money, quality products and personal service.

## When you put your super savings with NGS you can expect:

### Value for money

We aim to keep our costs low to help maximise your super savings. We've been recognised for value by Money magazine at both the 2023 and 2024 [Best of the Best Awards](#) as winner of the best value Balanced Index Super Product.

### Award-winning insurance

NGS offers competitively priced and award-winning insurance. We are committed to delivering member-focused insurance so you have peace of mind and financial support when you and your family need it most.

### Personal service

Our Super Specialists and Financial Planners are here to help you make informed decisions about your super from the start of your career right through to your retirement and beyond.

### Need help?

Super is one of your biggest investments and the team from NGS Super is here to give you all the help you need.

Make an appointment with a [Super Specialist](#) or check out our easy and helpful quizzes, calculators and guides on our website.

To learn more visit [ngssuper.com.au](http://ngssuper.com.au) or call us on 1300 133 177.

The information provided is general information only and does not take into account your personal objectives, financial situation or needs. Before acting on this information or making an investment decision, you should consider your personal circumstances and read our Product Disclosure Statement and Target Market Determinations which are available at [www.ngssuper.com.au/join](http://www.ngssuper.com.au/join). You should also consider obtaining financial, taxation and/or legal advice which is tailored to your personal circumstances. Issued by NGS Super Pty Limited ABN 46 003 491 487 AFSL 233 154 the trustee of NGS Super ABN 73 549 180 515

---

## CM Solutions' Bookkeeping & Payroll Service

Recently we have had more and more members asking us to help with aspects of financial management.

Our tailor made solutions take the pressure off Treasurers (making it easier to recruit and keep one) and allows committees to breathe easy, knowing all the right processes are being followed.

Whether you need timesheets and pays processed, full bookkeeping and accounting services, or BAS and committee reports, we can deliver a cost-effective and personalised service!

We have provided bookkeeping and payroll services to our members for over 15 years, our team has extensive experience.

**Call our Finance Team today on 07 3852 5177 to get a quote**

---

## Workplace Health and Safety – 2023 Childcare Review

The Sunday Mail, 22 October 2023, provided an article about a survey of 3,200 Queensland Childcare Centres conducted by KindiCare. According to the news article KindiCare Founder Benjamin Balk, stated:

*“Centres that had a rating of “fair” typically provided early learning services that were well below the national average.”*

The survey was based on the results of official inspections as well as parent reviews. The provision of early learning at Childcare Centres was the main focus of the survey. Some Queensland Childcare Centres rated very high, and some were rated very low.

The survey did not address other issues such as general safety in the Childcare Centres, or adequate playground equipment, or emergency evacuation standards and procedures. Over the last three years I have completed more than 80 audits for Childcare centres plus some aged care facilities and community support organisations.

All the centres that I have visited so far are well organised with very efficient and qualified directors and staff. However, there are always some Work Health and Safety issues that require attention. Hazards in childcare cannot be taken lightly. Keeping children and workers safe is a key responsibility for all childcare centres.

Child-care safety is a multi-faceted task involving education, supervision, and importantly, the childcare environment. Hazard identification and elimination becomes a key part of the strategy. I have observed that safety in child-care centres is regularly practiced by following daily checklists, and it appears that most, if not all centres are very diligent with daily safety.

However just as Child-Care and Early Childhood training are specialised areas of study, so too is the field of Occupational Health and Safety.

The daily checklist is a good process, however a professional Workplace Health & Safety Audit every 2 to 3 years will identify issues that might go unnoticed or might not be identified simply because of a lack of training and knowledge in that specialised field.

Community Management Solutions can assist you by providing straightforward information and advice on how you can ensure your organisation complies with all relevant legislation with our comprehensive Work Health and Safety Audits.

A professionally conducted Work Health & Safety Audit will greatly assist in the fulfilment of your requirements and leave you with the peace of mind that you are complying with the Work Health and Safety Act 2011, and other legislative requirements related to your organisation.

**If you require this service or any advice/guidance, then please call Brian on 3852 5177 or email [briana@cmsolutions.org.au](mailto:briana@cmsolutions.org.au).**

Brian Abrahams  
B. Beh Sc., Grad Dip OH&S, MHumServ.

---

## Full HR Service

We are now offering a Full all-encompassing HR service to our members and we have some current members who utilize this service and the feedback that we have received is that this whole of HR support has been invaluable to their organisations.

For our members for a discounted fee, we put your mind at ease by taking care of all your HR needs to allow you to focus on what you do best and your service delivery model without having to worry about any people challenges or issues.

We ensure that you are fully compliant with all your legislative responsibilities and that you comply with HR best practice in all facets of your operations.

We will ensure that your staff are culturally aligned with your mission and values, that they understand their role and responsibilities and that they comply with your code of conduct and are performing at their peak allowing you to focus on matters that are your expertise.

As a full HR Service you are allocated with your own HR Consultant so that you receive constant service just like having your own HR employee without having to pay the full employees wage.

This saves on costs, training, coverage for sick or annual leave and recruitment costs and the time that it takes for an employee to come up to speed and also retention and replacement costs. You also do not have any issues with cultural fit.

One advantage is that not only do you have a designated consultant but if that consultant is not available then there is a whole team of other HR specialists here at Community Management Solutions to assist you with all of your inquiries so you will never not have someone available to deal with any issues including urgent and complex cases. Therefore ample support is always available.

As our team are highly skilled and experienced we have the expertise to be a one stop shop to cover all your HR needs including but not limited to Industrial Relations advice and support, recruitment, performance management, health and safety, rehabilitation, learning and development, workplace investigations, wellness and retention programs, mediation and counselling, terminations and redundancies, audits and reports, checklists, policies, procedures and templates, calculations of wages

and leave provisions and overall support on all HR issues.

The cost is very reasonable and we can provide an individual quote for you after you provide your current staffing levels, turnover rate, any current claims you are managing and any ongoing projects.

The cost can be paid on a monthly basis and there does not necessarily have to be a long term commitment therefore it can be utilized as a permanent solution or utilized periodically depending on your wants and needs at any particular time.

This service is designed for all our members, some will have no dedicated HR person and if that is the case we can provide all your HR needs.

Some will have their own HR team but who may have the need for additional support from time to time or be considering a new hire or a replacement hire to their current team. In this case this is a much more effective option with a whole team to support you when required.

**If you require this service or any advice/guidance, then please call Kevin on 3852 5177 or [kevin@cmsolutions.org.au](mailto:kevin@cmsolutions.org.au).**

---

## The importance of properly conducted Workplace Investigations.

Investigations within the workplace and all more common and on the increase. The need for an investigation can be for several reasons including, complaints, grievances, breaches of legislation, code of conduct, sexual harassment, workplace bullying and discrimination just to name a few.

The benefit of conducting a proper investigation includes early intervention and addressing and correcting workplace culture problems. They are designed to remind people of company policies, responsibilities, expected behavior and reduce or eliminate liability.

Investigations can be time consuming and quite complex and therefore must be performed with a person who has skill and expertise.

It is extremely important that the investigation is conducted by an appointed investigator who has the skills, qualifications and experience to ensure that the investigation is conducted correctly and in accordance with best practice.

Appointing an independent external investigator from CMSolutions ensures impartiality and fairness with no preconceived bias, who are objective, good communicators, explain the process to all concerned and who operates in accordance with investigative guidelines following the principles of procedural fairness and natural justice.

**CMSolutions offers a cost-effective investigation service to our members. If you require this service or any advice/guidance, then please call Kevin on 3852 5177 or [kevin@cmsolutions.org.au](mailto:kevin@cmsolutions.org.au).**

Find out more [here](#)

---

## Financial Audit Report – Whats Next?

It is important the Committee Executive takes the time to review any of the issues or comments raised by your auditor either in the audit report or in the accompanying management letter.

Rather than taking these comments as criticisms use them as opportunities to improve your organisation. These observations are a great tool for strengthening your finance systems while also ensuring that your financial reports are accurate and relevant.

If your auditor gives you audit adjustments or journals you need to make sure that you post these in your financial records for the applicable financial year before you close the year.

Once any audit adjustments are posted your financial records should agree EXACTLY to the audited financial statements. If they do not agree you should get in touch with your auditor to get guidance on why they do not agree.

Once they agree you should roll your accounting software into the 2024 financial year.( As applicable)  
Some of the common observations we make in our financial audits are:

- Expenses aren't authorised by two members of the Executive – as well as being a requirement this is a key control in managing the finances of your organisation. The Executive should be aware of what money the organisation is spending and why they are spending it. Fraud will often occur when the volunteer committee is not paying attention to which invoices are being paid or they are not taking the time to properly review the invoice before they authorise the payment. Having a current view of the activities of your organisation will ensure that you are always aware of what money needs to be spent and why.
- ATO (Australian Taxation Office) returns are not lodged and paid on time – all organisations that are registered for GST and / or have employees will have a requirement to lodge a monthly or quarterly return with the ATO. These lodgement dates are prescribed by the ATO and they will issue fines if the deadlines are not met. Good record keeping will ensure that your organisation ( if you are GST registered) can very quickly identify how much GST is due to be paid or refunded and how much PAYG Withholding is owed to the ATO. The ATO website has a schedule of the lodgement dates for both Instalment Activity Statements (IASs) and Business Activity Statements (BASs).
- Superannuation is not paid on time – all organisations that employ staff need to ensure that the super guarantee amounts are calculated and paid to a SuperStream Compliant Superfund (or the ATO Small Business Superannuation Clearing House) by the 28th of the following month if you remit monthly or the 28th of the month following the end of the quarter if you normally remit quarterly. Late payments of super will incur fines and interest charges.
- Financial statements do not accurately reflect the financial position of the organisation – it is surprisingly easy to make a mess of financial records. We frequently see balance sheets that bear no resemblance to reality. Good quality bookkeeping is essential to good quality financial record keeping. It is also really important that someone on the executive understand what the financial statements mean. The financial records can provide a wealth of information about your organisation – but only if they are accurate.

**If you have any questions about your financial audit reports or you would like to know more about our audit services or our bookkeeping and payroll services please feel free to contact us for more information on 07 3852 5177.**

---

## Performance Appraisal

We are constantly listening to our members and then providing advice and guidance on whatever topic is most requested as part of our five–star customer service and service delivery model that we provide to our members.

We have received a lot of requests for information on the purpose of performance appraisals, how to conduct them, how to obtain a best value proposition from both employee and employer and the various methodologies that are available to conduct them.

A performance appraisal is typically referred to by definition as a “periodic and systematic process whereby the job performance of an employee is documented and evaluated”.

In reality, as in all things within the HR sphere what seems to be a simple process can be in fact a highly skilled art which requires a degree of skill and expertise to obtain the best possible result for both employer and employee.

Done correctly and in accordance with best practice the performance appraisal can be invaluable and a key part of your employee retention strategy.

They are often underutilised and undervalued and there is sometimes a clear lack of understanding on the scope of the review and its purpose.

Some advantages of performing a review correctly can include:

- Enable your people to feel understood, valued and appreciated.
- Give them honest and a clear direction to move forward with clearly set goals.
- The ability to resolve grievances or misunderstandings rather than waiting for them to escalate.
- Improve both personal and team morale.
- Improve employee alignment and culture.
- Obtain improvements in the ability for a person to perform the inherent requirements of their role.
- Refocus individuals and teams.
- Enable management to reflect of the persons role and service delivery model.
- Develop additional rapport with an employee.
- Assess the training and development needs of your people both individually and in a team..

Please remember that Community Management Solutions can provide both group and one on one training for our members in Performance Appraisals and those members who have taken advantage of this opportunity has provided us with excellent feedback on the success of the training.

**If you require this service or any advice/guidance, then please call Kevin on 3852 5177 of [kevinp@cmsolutions.org.au](mailto:kevinp@cmsolutions.org.au).**

---

## Tips for Smart Rostering

1. Know your Award or Agreement. The more you understand your relevant workplace instrument, the easier it is to make good rostering decisions. You will want to look out for:

- Overtime provisions – How many hours can an employee work a day and a week.
- Meal Breaks – how long can an employee work before they must have a meal break
- Split Shift provisions.

- Shift and Weekend Allowances

2. Get creative. If you think your roster is perfect now, why not try getting creative. You do not have to implement any changes but coming up with multiple options could enlighten you to some improvements to your current structure.

3. Know your staffing costs. This will link closely with tip one. You should be aware of each staff members pay rates, including who is casual and permanent. Compare this with a budget or aim for your wages. It may not always be smart to accept additional business if the staffing costs outweigh the increase in sales/income.

4. Review excessive wages. If there are occasions where excessive wages occur it is a good idea to review these and identify if changes need to be made. For example, if employees frequently do overtime, identify why this is occurring. Do you need more staff or is there a particular client who needs extra time/care?

For more information contact one of our Employment Relations Advisors on 07 3852 5177.

---

## Handover Checklist for Outgoing Executive

As your AGM is fast approaching or just held recently, outgoing committees should ensure that all their hard work is not lost. You can do this by making sure the handover process is performed correctly.

Use our [Handover Checklist](#) to ensure all relevant information has been provided to the new executive committee.

It is also recommended that the prospective committee member shadow the outgoing committee, attend committee meetings and work together on all tasks remaining for their term.

If you need assistance with your handover contact the CMSolutions team.

---

**Update your committee details  
here to ensure you don't miss our  
correspondence**

<https://www.cmsolutions.org.au/change-of-details/>



# Employee Assistance Programs and Support Resources

## The Importance of Psychological Wellbeing in the Workplace

CMSolutions are advocates for Mental Health and have partnered with Acacia EAP to ensure our members can access a service they can subscribe to for support for their staff.

For more information, call 1300 364 273 and mention you are a CMSolutions Member.

### Other Resources Available:

- [Beyond Blue](#)
- [QLD Health](#)
- [National Department of Health](#)
- [Department of Education and Early Childhood Education](#)
- [Mental Health – QLD](#)
- [Workplace Health and Safety QLD – Working from Home Safely](#)
- [Centrelink – Community Organisations](#)



Kevin Prendergast  
CEO  
kevinp@cmsolutions.org.au



Neale Brosnan  
CFO  
nealeb@cmsolutions.org.au



Craig Pollard  
Senior Consultant  
craigp@cmsolutions.org.au



Anne Pivetta  
Bookkeeper / Payroll Officer  
annep@cmsolutions.org.au



Dafydd Jones  
Bookkeeping / Payroll Officer  
dafyddj@cmsolutions.org.au



Jennifer Chandler  
Finance & Audit Manager  
jenniferc@cmsolutions.org.au



Pat Phanekham  
Senior Consultant  
patp@cmsolutions.org.au



Serena Chappell  
Senior Accountant  
serenac@cmsolutions.org.au



Brian Abrahams  
WHS Consultant  
briana@cmsolutions.org.au



Mary-Jane Marcos  
Employment Relations Consultant  
mary-janem@cmsolutions.org.au



Dora Daniel  
Bookkeeping / Payroll Officer



Meegan Beazleigh  
Receptionist/Executive Assistant  
reception@cmsolutions.org.au



Industry Specific  
Experts as required



Casual / Contractors as  
required





Community  
Management  
Solutions

GUIDANCE • ADVICE • SUPPORT

# WorkSmart

NEWSLETTER

**[Unsubscribe](#) | [Manage subscription](#)**

CMSolutions, PO Box 3252, Newmarket Qld 4051

[Unsubscribe](#) | [Manage subscription](#)

---