



# **Members' Rights and Responsibilities National Office Charter of Service to Members**

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SEPTEMBER 2005

*Endorsed by Members at the  
2005 Annual General Meeting, 13 October 2005*

## Members' Rights and Responsibilities

Being a member of *JOB futures* is to be part of a national not-for-profit network of local community based employment service providers.

Members are bound together because of their shared goals and more formally by their commitment to the Constitution of *JOB futures* Ltd and the *JOB futures* Code of Conduct.

As a member of *JOB futures*, members are expected to adhere to that Code of Conduct, which governs their relationship to *JOB futures* and to each other but perhaps most importantly to jobseekers and to their communities.

To be successful in its objectives, *JOB futures* must remain an organisation founded on the cooperative relationship between members and the relationship members have with *JOB futures* Ltd. *JOB futures* membership thus involves interlocking rights and responsibilities.

Each member has rights as part of the network and responsibilities to both *JOB futures* and to other members.

As well, members are entitled to expect agreed levels of service and support from *JOB futures* National Office.

This Charter sets out the rights, responsibilities and expectations which govern the relationships between members and with National Office.

## CHARTER OF MEMBER COMMITMENTS TO EACH OTHER AND TO THE NETWORK AS A WHOLE

### Rights

#### Maintenance of Identity and Strategic Direction

Members have the right to determine their own identity and the strategic direction of their organisation provided that the exercise of this right does not result in the member failing to fulfill its obligations under any subcontract or compromising the ability of *JOB futures* to deliver on any legal or contractual obligation.

#### Tendering and Contracting

Members have the right to expect that, provided their performance in their subcontracts meets specified performance standards, they will, if they wish, be included in any new tender for that or similar businesses.

Members will be advised of the tendering and contracting arrangements that will be adopted by the Board in respect of members in relation to any tendering round.

As provided in the subcontracts, members may not submit a tender or participate in a competitor's tender against *JOB futures* Ltd in respect of that business during the course of the contract. Board members and senior staff of member organisations must disclose their personal or organisational involvement with competitors.

Members have the right to expect that *JOB futures* will not compete against members where they have already established contracts or business ventures in their own right. However, members have the right to compete directly against other members when tendering for business in their own right.

## Performance Standards

Where required performance standards are not achieved, members have the right to expect that the starting point of any intervention will be focused on assisting members to reach required performance levels and that any formal intervention will be in accordance with defined Board policies.

## Consultation

Members will be consulted in a timely fashion regarding new member applications; participation in new tender opportunities; proposed changes in relationships between JOB futures Ltd and members; changes to tendering rules and procedures; and any other matters significantly affecting the rights and responsibilities of members.

## Feedback

Members have the right to be kept advised regarding decisions of the Board, operational changes, feedback from customer/funder agencies and any other matters which may affect their delivery of subcontracts or their membership of JOB futures.

Where member surveys are undertaken, members have the right to be advised of the results of the survey.

## Information, Support and Advice

Members have the right to be provided with information, support and advice to enable them to carry out the requirements of subcontracts and to enhance their capacity as organisations. This includes documentation, performance data and analysis, training materials, site visits, telephone support and customised assistance.

## Professional Development and Training

Membership of the network includes the right for members and their staff to attend meetings, conferences, training and professional development opportunities organised by JOB futures either free or at a modest charge.

## Procedures and Practices

Members have the right to expect prompt payment of all monies owing to them in respect of their delivery of subcontracts. They can also expect that subcontract management practices and administrative procedures will be designed so as to reduce burdens on members, within the limits of budget constraints, contract compliance requirements and proper financial and governance practices.

## **Responsibilities**

### Code of Conduct/Ethics

Members are required to abide by the Code of Conduct/Ethics.

### Connection with Community

The strength of JOB futures lies in members' connections with their local communities and their capacity to contribute to the social, environmental and economic sustainability of those communities. Members are expected to maintain strong linkages with their local communities both in the delivery of their contracts and through their governance structures and may be expected to demonstrate such linkages as part of any tender process.

### Adhering to Contractual Agreements

Members will adhere to the terms of subcontracts which they hold with JOB futures Ltd. This includes using required documentation, resourcing and service delivery models specified in the contracts as well as delivering on key performance indicators.

### Facilitating National Office Contract Management Visits

Members must provide reasonable access by National Office staff to sites, staff and documentation relating to subcontracts held with JOB futures.

### Resourcing Contracts Appropriately

Members are required to devote sufficient resources to the delivery of contracts including staff, computers, premises and support to clients and to respond to National Office recommendations concerning sufficient resources.

### Ensuring Staff are Appropriately Trained

Members must provide staff with sufficient operational training to enable them to satisfactorily comply with the conditions of the subcontracts in the delivery of services to clients. Members must allocate time and funds to the professional development of their staff. Within reasonable limits, staff must also be released, and funds made available, to enable them to attend training provided by National Office. Training may also be within the member organisation where it is qualified to undertake such training.

### Performance

Members have a responsibility to each other and to the network as a whole to achieve high levels of contract performance.

Members and National Office need to work together to ensure the performance of each member as well as the network as a whole is maximised.

Failure to achieve performance standards may result in:

- ▶ damage to the reputation of our network;
- ▶ the member being in breach of their subcontract;
- ▶ reallocation of subcontracted business to another member of JOB futures; and
- ▶ as a last resort, cancellation of membership.

### Providing Information

Members are expected to make available to JOB futures National Office and other members any ideas, innovations, procedures, policies, operational techniques or other matters which have been developed during the provision of, or in relation to, the delivery of any JOB futures subcontract so that these may be made available throughout the network to enhance the capacity of members and the performance of contracts.

Members are required to provide National Office with requested information in a timely manner to facilitate the management of contracts and the preparation of tenders in which they wish to participate.

### Financial and Governance Soundness

Members are required to remain financially sound and have appropriate governance structures in place. Details must be provided to JOB futures Ltd when requested. When one member of the network fails it puts additional burdens on remaining members and JOB futures Ltd.

### Implementing Board Requirements

Members are required to implement requirements of the Board in relation to compliance with the obligations of subcontracts or through the provision of information requested by the Board in connection with the delivery of subcontracts.

### Not to Damage JOB futures or Other Members

Members will not, in their practices, behaviour, and communications including with customers, clients and jobseekers or the media, demean any other JOB futures member or JOB futures Ltd, wilfully seek to bring JOB futures Ltd or any member into disrepute, or otherwise behave in any manner or pursue any practice that may bring JOB futures Ltd or any member into disrepute.

## National Office Charter of Service to Members

The JOB futures National Office is responsible for administering and ensuring compliance with the obligations which members have to each other and to JOB futures Ltd as a result of their membership of our national network.

In this context of cooperation and shared obligations, the National Office has a commitment to implement its own responsibilities to member organisations, which are set out below.

#### **To treat members with respect, dignity, trust and equity**

Staff of the National Office will apply the principles of respect, dignity, trust and equity in all dealings with members and their staff.

#### **To be accessible and responsive to members on an equal basis**

Staff of the National Office will respond promptly to phone, email and other contact by members and their staff. JOB futures National Office staff will also visit member organisations at least once per year. The location of members will not be a barrier to their support by National Office.

#### **To prepare tenders and contracts on behalf of members**

National Office will prepare tender documentation on behalf of members in respect of tenders approved by the Board, in consultation with members and in accordance with any tendering rules adopted by the Board, except as otherwise agreed with the member concerned.

National Office will assist members in understanding and setting up for new contracts.

#### **To manage relationships with customer/funders**

National Office will manage relationships with Government and other funders with whom JOB futures holds contracts on behalf of the members. Members' issues, concerns, grievances and major contractual concerns will be raised and advocated on behalf of members.

#### **To support members to achieve maximum contract performance**

National Office will provide high quality advice, support and assistance to members in the delivery of contracts.

National Office will produce timely performance reports for each member and for each subcontract held with JOB futures to assist members to achieve high levels of performance on an ongoing basis.

National Office staff will make at least two site visits each year for Job Network contracts and will visit each member at least once each year in respect of other contracts. A site visit will comprise contract compliance checks, targeted discussions with staff about performance, advice on improvement of practices and procedures and any other matter affecting performance. Several contracts may be included in the one visit.

**To assist members build their capacity and professional expertise**

National Office will assist members through providing:

- ▶ Best practice advice and information.
- ▶ Performance reporting and analysis tools through the *JOB futures* website.
- ▶ Further website enhancement to assist contract delivery.
- ▶ Tailored assessments of members' performance and individual targeted advice to CEOs.
- ▶ Tools, training and support materials.
- ▶ Regional Meetings and site managers' meetings
- ▶ Professional development and training programs.
- ▶ An annual National Conference costed so as to allow maximum attendance by members and their staff.

**To ensure contracts are managed to achieve benefit for members and the network as a whole**

In managing contracts across the network, National Office will focus on achieving outcomes that benefit both the network as a whole and the members themselves. National Office will seek to ensure that detriment caused by poor performance of any member is minimised. Where the performance of one or more members is putting the network or other members at risk, National Office will intervene at an early stage to help achieve rectification of the issues. In doing so, the emphasis will be on cooperative processes aimed at achieving the best outcomes for all concerned.

Only as a last resort, and following due consideration by the Board, and in accordance with the adopted intervention strategy, will action be taken to reallocate business under the subcontract.

**To represent *JOB futures* and its members at the national level and State levels**

National Office staff will represent the network and its members in forums, meetings and to the media and Government in matters relating to *JOB futures* as a whole, contracts and subcontracts generally and on wider social policy matters.

**To make payments to members transparently and promptly**

Payments will be made within 5 working days and in accordance with *JOB futures* policies and procedures. Comprehensive, easily accessible information regarding the payments will be made available to members.

**To ensure National Office systems and procedures are designed to reduce burdens on members**

National Office will regularly consult members to ensure that the processes and procedures it adopts and the requirements placed on members are designed in such a way as to reduce administrative burdens on members.

**To provide national standards and plans for access by all members**

The National Office will facilitate and coordinate the development of a range of national standards and plans which will contribute to the development of a transparent and cohesive national network. In doing so, maximum opportunities will be ensured for membership consultation and participation. Such standards and plans include:

- ▶ Strategic Plan.
- ▶ Job Network Core Documents.
- ▶ Core Documents for other subcontracts.
- ▶ Code of Conduct/Ethics.
- ▶ Members' Rights and Responsibilities.
- ▶ National Office Charter of Service.

These core documents and other policies and procedures impacting on members' interests will be available to CEOs of member organisations through the Job Futures secure web site.

### **To keep members informed**

- ▶ The National Office will provide prompt regular reports on developments within the network of interest to members and the staff of member organisations.
- ▶ The National Office will publish, following any meeting of the Board of *JOB futures*, a Board Brief document, alerting members to the relevant decisions of the Board and to highlight other Board initiatives.
- ▶ The National Office will make available to members holding subcontracts with *JOB futures* such information, directions and performance information as may be provided to the National Office by relevant Government Departments within a maximum of two (2) working days from receipt. Any reply prepared in respect of such a report will be discussed with the member prior to being sent.
- ▶ A staff newsletter will be published quarterly for all staff working within the *JOB futures* network.
- ▶ Regular performance updates of all contracts available to all *JOB futures* members.

### **To ensure the Board deals promptly with complaints concerning alleged breaches of the Members' Rights and Responsibilities or of the National Office Charter of Service**

Any concerns by members or National Office staff concerning a breach of the Members' Rights and Responsibility Obligations or of this Charter of Service are to be directed in writing to the CEO of *JOB futures* who will report to the Board of *JOB futures* as soon as practicable on any complaint received and on action taken in response to member concerns.

Any member making a complaint will be advised promptly of the action taken and the outcomes.

### **To be accountable to members, through the Job Futures Board, for quality of service to and relationships with Job Futures members**

The CEO of Job Futures will be responsible for developing and maintaining positive working relationships with member organisations and for fostering collaboration between member organisations.

Job Futures will maintain a register of complaints made to the National Office and steps taken to resolve them. These will be reported on a quarterly basis to the Board.

The Job Futures Board will ensure that an annual survey of members' satisfaction with Job futures is undertaken.