



Quality Principle 9 People and Culture

Case Study #2 – Supporting people & culture

A unique approach by [CBM Australia](#)

This short case study illustrates how one of our members supports their staff and volunteers – particularly with regards to supporting work-life balance, which they do so through three mechanisms. Whilst the Code recognises the importance of people and their ability to work to enable good development outcomes, CBM Australia has some innovative approaches to nurturing their staff and volunteers.

Quality Principle 9 requires our members to protect, value and support our people (9.2), recognising the importance of our people and their ability to work to enable good development outcomes. Our members have established frameworks that clearly define and protect the rights and safety of staff and volunteers (9.2.3), and support their duty of care to all personnel. This is particularly necessary given the often insecure and stressful nature of development, humanitarian and emergency management activities. CBM Australia shares some of the ways in which they do this. We recognise that some are clearly above the standards set by the Code, and are not necessarily embedded as a Code requirement. It shows how one ACFID member endeavours to support its people.

CBM Australia identified early on that people's commitment and dedication to their work and the organisation's mission could lead to burnout in the workplace with staff generously giving their time and not striking healthy work-life balance. The challenge was to put into place solid People & Culture standards, which ensured staff and volunteers were supported in balancing their personal and professional lives. CBM Australia understood that for staff to achieve this, there needed to be a strong culture that promoted flexibility, managers leading by example along with standards, policies and practices that supported and enabled the right choices to achieve balance between work and home.

CBM responded through the following ways:

- (i) A personal and carer's leave standard, which incorporates unlimited sick leave, and also allows carer's leave to include a 'concerned' person, not necessarily a relation.
- (ii) Flexible working arrangements including working from home
- (ii) An Employee Assistance Program

Our methodology behind some of these generous provisions such as unlimited sick leave is to ensure our people achieve balance in their lives. We want to offer a working environment that provides a balance between employees personal and professional lives and allows everyone the opportunity to achieve their full potential, improve productivity and minimise excessive work hours”

- Janelle Richards Director of People and Culture, CBM Australia

CBM Australia’s extensive Employee Assistance Program, includes detailed and confidential employee plans and resources to accommodate diversity. This can be short term or long term. The provision of counselling services to the workplace participant and their families is a Good Practice Indicator in the Code and access to debriefing following overseas travel is another aspect of the programme.

There has been a positive uptake in applications for flexible work arrangements increasing by 8% in the last three years. The reduction in personal leave by 22% over the same period is indicative of increased wellbeing of employees. These policies and practices all contribute to a workplace where employees balance work, their passion for the rights of people with disability living in marginalised places reaching their full potential and maintain their own personal well-being.



CBM Australia is a valued member and Code Signatory – more information on what they do is found [here](#). **Quality Principle 9 requires our members to protect, value and support our people (9.2)**



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