



# Employee Details Form

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Start Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_ Tax File Num:

Position Title: \_\_\_\_\_

Gender: (circle one) F / M Date of Birth: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Address: \_\_\_\_\_

Suburb: \_\_\_\_\_ State: \_\_\_\_\_ Postcode: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Mobile: \_\_\_\_\_

Email Address: \_\_\_\_\_

Bank: Name: \_\_\_\_\_ Branch: \_\_\_\_\_

Account Name: \_\_\_\_\_

BSB:  -  Account Number:

Superannuation Fund Membership Number: \_\_\_\_\_

Are you an Australian citizen? Y / N

If no,

- Are you a permanent resident? Y / N
- Do you have a Working Visa? Expiry date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_
- Any restrictions: \_\_\_\_\_

Emergency Contact: \_\_\_\_\_

Relationship: \_\_\_\_\_

Address: \_\_\_\_\_

Suburb: \_\_\_\_\_ State: \_\_\_\_\_ Postcode: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Mobile: \_\_\_\_\_ Work: \_\_\_\_\_

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Year NAATI qualified: \_\_\_\_\_ Level of Qualification: \_\_\_\_\_ NAATI Number: \_\_\_\_\_

Working with Children Check? Y/N \_\_\_\_\_ WWC Number: \_\_\_\_\_

I also agree whilst working for Echo Interpreting to maintain professional standards and adhere to the ASLIA Code of Ethics at all times.

Employee's Signature: \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

## 1. SCOPE

1.1 All work situations relevant to Echo Interpreting

## 2. PROCEDURE

### General

The Echo Interpreting Occupational Health and Safety Policy shall be achieved by management and staff working together. All staff members shall constantly seek to improve all operations

Prevention of accidents and injury by the identification and treatment of hazardous situations shall be a key aspect of this procedure.

Every person in this organisation has a responsibility to promote a healthy and safe work environment.

Every person in this organisation has the right to a safe workplace.

Effective claims management and rehabilitation procedures are essential to the reduction of the personal and financial costs of workplace injuries or diseases.

A hazard can be defined as being “a potential source of harm or injury” or “dangerous, unsafe, precarious and instantly harmful”.

The implementation of this procedure will lead to continual improvement in the health and safety of Echo Interpreting staff. All incidents shall be reported, investigated and reviewed promptly and fairly, and treated confidentially and seriously.

### 2.2 OH&S Co-ordinator/Representative

2.2.1 While all people shall be involved in OH&S procedures Echo Interpreting shall have one staff member identified as the OH&S Representative.

2.2.2 OH&S representatives shall be provided with time within their working hours to negotiate with management regarding OH&S issues, required resources and potential problems.

2.2.3 The OH&S Co-ordinator shall be the Manager.

### 2.3 The Manager

2.3.1 The Manager shall:

- report any significant concerns with health and safety to the relevant parties for prompt follow up;
- provide written responses to all concerns raised directly by staff and clients within 48 hours of consideration of these matters;
- In extreme cases of emergency order that work cease in any location where there is an immediate threat to people's health and safety.
- Monitor the health and safety of staff as it relates to the workplace;
- Monitor workplace conditions;
- Maintain information and records relating to the safety of staff;

- Consult with staff about OH&S issues;
- Ensure that adequate and appropriate resources are available;
- Ensure that adequate and appropriate training in OH&S takes place;
- Provide OH&S information to staff;
- Ensure staff are aware of their rights under the Act as well as their responsibilities;
- Ensure that OH&S inspections are conducted;
- Be responsible for the reporting, investigation and review of unusual and potentially or actually harmful events and occurrences.

## 2.4 Staff Members

2.4.1 All staff members shall:

- Monitor the work environment to ensure that it is safe and healthy;
- Report all Hazards and Maintenance requirements;
- Record any Hazards on a Hazard Report Form to be logged in the Hazard Register kept by the Administration Officer;
- Determine whether the incident is a Hazard or Maintenance issue;
- Using common sense, remove a Hazard or “quarantine” an area with appropriate notices of caution and enter the Hazard on a Hazard Report Form.
- Comply with all Echo Interpreting OH&S procedures and work instructions.

## 2.5 Safety and Emergency Evacuation

2.5.1 Emergency evacuation procedures are mandated by the Landlord.

2.5.2 The Landlord shall ensure that all staff practices the emergency evacuation procedures.

## 2.6 Staff Working Off-site

*2.6.1 If a staff member feels uncomfortable or threatened at anytime in the course of their work, Echo Interpreting support that staff member removing themselves from any situation and contacting the Echo Interpreting office immediately*

2.6.2 When working at external sites staff shall follow the policies and procedures of that work site, unless these procedures are unsafe.

2.6.3 If Echo Interpreting staff are working off-site and notice an unsafe work practice or work environment that may put them at risk, they shall request the practice cease immediately or remove themselves from the environment and contact Echo Interpreting.

2.6.4 If staff are aware of unsafe equipment which may pose a hazard such as:

- Unsafe electrical equipment, or
- Dangerous machinery, they shall immediately remove themselves from the environment and report the matter to the Echo Interpreting agency.

2.6.5 If staff have appointments with clients known to be aggressive or having behavioral problems, they shall:

- Ensure that a second Interpreter or other professional staff person is present at all times, or within earshot;
- Not make home visits with these clients;
- Ensure that when practicable, a first visit with an unknown client occurs at the service provider's offices, or with another professional present. Off-site, this person can be another professional or a tandem interpreter.

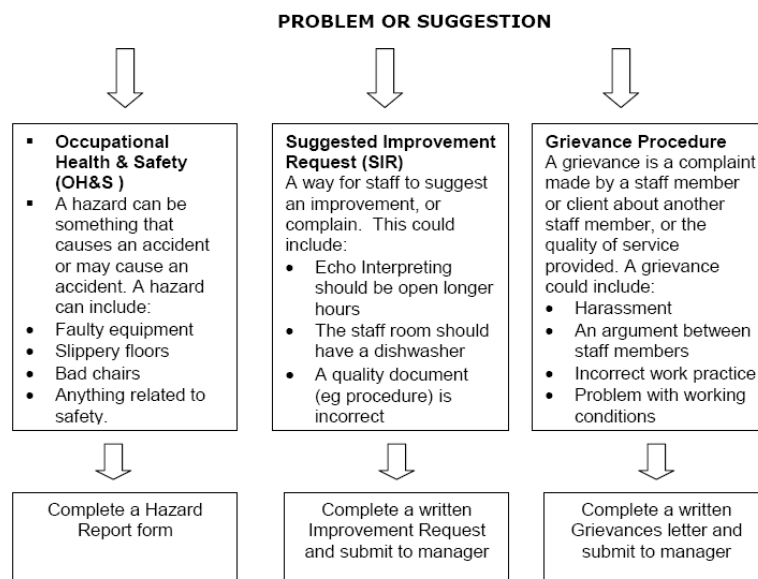
2.6.6 Staff shall report aggressive clients to the Manager immediately to ensure this knowledge is held organisationally, and to protect the safety of other interpreters who may liaise with this client. Any staff member or interpreter who experiences a critical or stressful incident should ensure they get the appropriate support and/or debriefing as soon as possible.

2.6.7 During home visits interpreters shall be careful of dangerous animals or visitors who make them feel ill at ease. Again, interpreters shall remove themselves from such situations. Additionally, interpreters should not enter into any rooms in the home other than the living area unless accompanied by another professional and visiting such rooms are an integral part of provision of service to the client (e.g. the client is bedridden).

2.6.8 If at any time, with any client, the client becomes aggressive, interpreters should not feel obligated to stay with the client. In particular, during a home visit, should a client become abusive or aggressive, the interpreter should leave the home without delay and contact Echo Interpreting.

## 2.7 Issue Resolution

Grievances, hazards and incidents shall be dealt with according to the following quality procedures:  
problem suggestion



## 2.8 First Aid & Injury Reporting

2.8.1 A First Aid kit will be located in the office. This kit will be replenished quarterly by the Administration Officer.

2.8.2 The Manager shall maintain a Register of Injuries and near misses. An investigation of the injury shall be conducted by the Manager.

## **2.9 Incident Reporting**

- 2.9.1 An incident Report shall be completed whenever there is an incident or accident which involves the welfare and safety of any person visiting or working in the office or off - site.
- 2.9.2 Incident Report Forms shall be kept at the office and signed by the Manager.
- 2.9.3 All incident reports must be completed before the end of the next working day after the day in which the incident occurs.
- 2.9.4 The Manager shall log and retain incident reports on to the Incident Report Register.
- 2.9.5 The Manager shall collate incident reports, and identify key issues and indicators.
- 2.9.6 The Manager shall ensure that follow up action is determined and implemented on the Incident Report.
- 2.9.7 A staff member shall immediately advise the Manager if the grievance or problem involves an alleged criminal action, serious injury or could result in adverse public relations.

## **2.10 Incident Reports - Review and Disposition**

- 2.10.1 On receipt of an Incident Report, the Manager shall review the incident with relevant personnel to assess and if appropriate, amend the recommended short-term corrective action.
- 2.10.2 The Manager shall register the incident report and consider the need for long term corrective action.

## **2.11 Review of Incident Reports**

- 2.11.1 The Manager shall review each incident report to ascertain:

- Type of problems encountered;
- Internal and external problems;
- Individual and universal problems;
- Completed status;
- Effectiveness of short-term corrective action.

- 2.11.2 The Manager shall review and revise if necessary.

## **2.12 Rehabilitation**

- 2.12.1 Staff shall notify their manager of a work related injury within 24 hours. The manager will contact the injured worker and ensure that appropriate medical attention is being received.
- 2.12.2 An Injury Report will be completed, and if necessary a Workcover Claim Form. If an injured worker is unlikely to resume previous duties or cannot do so without alteration to the workplace or working arrangements, the manager should consult with the treating doctor, therapist and/or the nominated Rehabilitation Provider to obtain assistance and guidance. A Return to Work Coordinator shall be appointed. A Rehabilitation Provider will be approached and a Return to Work Plan shall be completed in consultation with the worker. The Plan will then be adhered to by Echo Interpreting.

## 2.13 Immediate Action

2.13.1 When an incident requires urgent action for health or safety reasons, the relevant staff member shall, in the spirit of good intent, immediately implement appropriate corrective action.

2.13.2 Immediate corrective action may involve -

- Meeting with the employee/client and/or appropriate staff,
- Moving staff and clients to a safer environment,
- Completion of OH&S forms that are required under the Victorian OH&S Act,
- Completion of a Workcover application.
- For any further information required please contact Echo Interpreting office on 03 9761 2208

As part of our commitment to fair treatment for staff, Echo Interpreting has developed a policy on equal opportunity and grievance procedures.

## **Grievance procedures**

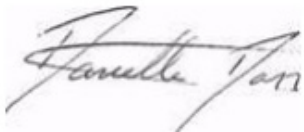
This policy aims to ensure that employees are treated justly and fairly, by providing a straightforward process for dealing with complaints of discrimination, sexual harassment and vilification.

The process for dealing with complaints or grievances is as follows:

- A complaint can be made to any manager, booking agent, or Interpreter employed Full Time by Echo Interpreting.
- The complaint does not have to be in writing; however for appropriate follow up measure to be taken a complaint in writing is preferred.
- The complaint will be dealt with fairly and in good faith: there will be no victimisation or judgment as a result of making a complaint.
- The complaint will be dealt with confidentially by Echo Interpreting.
- The complaint will be dealt with as a matter of priority. The investigator will discuss the issue with the complainant within 24 Hours of the complaint being lodged, and the complaint process will be completed within 7 working days. The view of other parties to the complaint will be sought, and those involved in the complaint will be advised of the outcome.
- The investigator will monitor the outcomes of the complaint

If the outcome is not acceptable to the parties, an appeal can be made to the Director of Echo Interpreting to review the complaint.

Danielle Don

A handwritten signature in black ink, appearing to read "Danielle Don".

Director – Echo Interpreting

Coveted Holdings PTY LTD T/As Echo Interpreting  
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Website: [www.echointerpreting.com.au](http://www.echointerpreting.com.au)  
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The appearance of interpreters reflects the image of Echo Interpreting and independent contractors. The appearance of interpreters also has a significant impact on the way Echo Interpreting and the independent contractors are viewed by consumers, fellow interpreters and the general public. As such it is critical that interpreters present themselves in a professional manner including professional and well maintained attire.

Any jewellery worn should be discreet and professional in appearance.

Hair is to be worn in a neat and tidy fashion.

Nail polish is to be neutral or plain colouring.

Echo Interpreting recognises tattoos are a form of self expression, however, we ask that upper body tattoos are covered by clothing where possible. We especially request that employees do not wilfully wear revealing clothing for the purpose of displaying their upper body tattoos.

In the field of professional interpreting one must interpret within a variety of environments often rushing from one assignment to another. This should not impact on the appropriateness of interpreter's appearance. It is therefore necessary to dress according to the most professional job of the day (when appropriate). It is also encouraged that interpreters take additional clothing with them for the purpose of dressing up or down an outfit. We recognise the difficulty of carrying additional clothing for those interpreters who rely on public transport. However, as afore mentioned, we ask that interpreters unable to take additional clothing dress up rather than down. Interpreters need to be mindful of clothing selection, as over dressing can cause some clients to feel disempowered.

Unless working in an industrial, horticultural or recreational setting it is unacceptable to wear jeans or shorts.

Thin strapped singlet tops and flip flops/thongs are not to be worn at any time.

Unless swimming, it is expected that employees wear shoes at all times. Closed toe shoes must be worn when working on industrial sites or in kitchens.

In the event that bras are not able to be worn, sufficient alternate support should be worn.

Any skirts worn should be professional in appearance with a hem line reaching the lower half of the thigh.

It is not appropriate for interpreters to wear clothing with plunging neck lines or to have visible midribs.

When representing Echo Interpreting, it is not appropriate to wear clothing advertising other interpreting services.

When working in a court setting interpreters are required to wear a complete suit, business attire or a suit jacket with a formal shirt and skirt or pant.

It is expected that interpreters adhere to the Uniform Policy and Procedure in accordance with the professional conduct as set out in the ASLIA code of ethics.



Social Media can offer many opportunities for individuals to share and consume content, as well as discuss interests and opinions on any given topic. Echo Interpreting embraces social media as a useful tool for businesses and individuals alike.

The use of social media is rapidly growing and it has become common practice for many individuals to use some form of social media on a daily basis. As such, Echo Interpreting realizes the need for a policy that provides guidelines as to how social media is used by its employees as well as the company's expectations. These guidelines are there to protect the interests of the employees and Echo Interpreting. It is important that employees that use social media do not breach confidentiality requirements, and that respect is shown for the individuals, organisations and communities with which they interact.

If you require clarification of any part of this policy and how it applies to your own use of social media, please contact Danielle Don, managing director of Echo Interpreting.

## **Description:**

Social media tools include the following:

- Social networking sites such as Facebook, MySpace, Bebo and Friendster.
- Video and Photo sharing websites such as Flickr and YouTube.
- Micro-blogging sites such as Twitter.
- Weblogs, including corporate blogs, personal blogs or blogs hosted by traditional media publications.
- Forums and discussion boards such as Whirlpool, Yahoo! Groups or Google Groups.
- Online encyclopedias such as Wikipedia.
- Any other web sites that allow individual users or companies to use simple publishing tools.

## **Application:**

Echo Interpreting has adopted the 3 Rs of Social Media Engagement in its policy. They are as follows:

- Representation
- Responsibility
- Respect
- The 3 R's approach will apply when employees choose to make reference to Echo Interpreting, its people, products or services, and/or other business related individuals or organisations when using a social media platform in a personal capacity. It is important in these circumstances that readers of your posts do not misconstrue your personal comments as representing Echo Interpreting's official position on a given matter.

## **Representation:**

- Identify yourself as an Echo Interpreting Employee when referring to Echo Interpreting, its people, products or services, competitors and/or other business related individuals or organisations.
- Ensure that readers will know that you are not in any way authorized to speak on Echo Interpreting's behalf.
- Do not knowingly use the identity of another Echo Interpreting employee or an employee of an Echo Interpreting business partner or competitor in any posts.
- Do not bring Echo Interpreting's reputation into disrepute when using social media, and be mindful of its commercial interests.
- Only disclose publicly available information about Echo Interpreting. You cannot comment on confidential Echo Interpreting information such as financial information, future business performance, business plans or personal staff or client matters.
- Do not include Echo Interpreting logos or trademarks in your postings.

## **Responsibility:**

You are personally responsible for the content of your posts online. As such you have a responsibility to ensure the following:

- Information posted about Echo Interpreting and its products or services is factually correct. If you wish to express your opinions then you need to state that they are your personal opinions.
- When offering your personal opinions on a matter related to Echo Interpreting, be cautious that your commentary does not cause damage to Echo Interpreting or its commercial interests.
- You will need to use a disclaimer to ensure your views and opinions are understood to be your own and not those of Echo Interpreting when you refer to work done by Echo Interpreting, provide a link to the Echo Interpreting website, or refer to any other Echo Interpreting related issue.
- For irregular Echo Interpreting references, a disclaimer will only need to be used on a case by case basis. An example of a disclaimer is: "the views expressed in this post are my personal opinions and do not necessarily reflect the views of Echo Interpreting."
- Ensure you are not the first to make an Echo Interpreting announcement in your posts.
- Do not post material that is obscene, defamatory, threatening, harassing, discriminatory or hateful to another person or entity, including about Echo Interpreting, its employees, contractors, partners, competitors, The Deaf community, the interpreting profession and/or other business related individuals or organisations.

## **Respect:**

Be respectful of all individuals and communities with which you interact online.

Be polite and respectful of the opinions of others, even during heated discussions and debates.

Adhere to the Terms of Use, and conform to the cultural norms of the social media platform being used.

Respect all copyright, privacy, financial disclosure and other applicable laws when publishing on social media platforms.

## **Breach of Policy:**

If you do not comply with this policy, you may face disciplinary action. This disciplinary action may involve a verbal or written warning or, in serious cases, termination of your employment at Echo Interpreting.

Any assignment outside 40km from Melbourne CBD (calculated from Bourke Street) will incur travel time and mileage charges. Travel time is charged at the regular hourly rate and mileage is calculated at 50c per km.

An initial estimate of the travel time and mileage amounts is calculated using [www.whereis.com](http://www.whereis.com)

This is done to give both Echo Interpreting and the client an estimate of the total costs involved. However if travel time and mileage amounts exceed the initial estimate due to road works, traffic, etc, the greater amount will be used to replace the initial estimate for invoicing purposes.

In the event that a booking has a scheduled length of less than 2 hours, any travel time will be deducted until the 2 hour minimum booking time is met. Thereafter any travel time will be paid in addition to the minimum 2 hour booking fee.

Echo Interpreting will always pay travel time and mileage to all interpreters from the CBD to any job location outside 40km from the CBD, regardless of the interpreters' location.

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Echo Interpreting (“Echo”) is committed to providing a positive working environment\* free from intimidation, ridicule and harassment. Every employee has a responsibility to maintain a working environment free from negative and bullying behaviour.

Bullying is not acceptable in any workplace\*. It can impact people’s health and their ability to perform and enjoy their job.

Echo will investigate all complaints of bullying and will take remedial action where necessary.

## **What is workplace bullying?**

Workplace bullying is the repeated less favourable treatment of a person by another or others in the workplace. Bullying is persistent unwelcome behaviour, mostly using unwarranted or invalid criticism, fault finding, exclusion or isolation.

Instances of workplace bullying have the deliberate intent of causing physical and psychological distress to others and can include behaviour that intimidates, offends, degrades or humiliates a worker, possibly in front of co-workers, clients or customers.

## **Bullying in the workplace can take place between:**

- a worker and a manager (or supervisor),
- co-workers, including trainees,
- a worker and another person in the workplace, e.g a client or a student.

## **It might include one of or a number of the following behaviours:**

- manipulation,
- intimidation,
- belittling remarks,
- unreasonable persistent criticism which is not part of a managing performance process,
- loud and aggressive attacks or more subtle intimidation such as constant criticism of a trivial nature,
- verbal and physical abuse, for example, shouting and throwing objects,
- isolation from colleagues,
- refusing to delegate or the withholding of information employees need to perform their job,
- removing responsibility and/or imposing menial tasks.

## **Bullying does not include:**

- occasional differences of opinion, and non-aggressive conflicts and problems in working relations,
- workplace counselling, managing under performance and other action in accordance with ECHO policy and procedures.

Behaviour will only be defined as bullying if a “reasonable person” observing the situation would consider it to be bullying. The reasonable person is defined as an objective third party.

## Types of bullying

Unwitting bullying (also including reactive or isolated instances of bullying). This type of bullying is where stressful circumstances, stemming either from the workplace or from personal issues results in a deterioration of office behaviour. In reaction, an employee may become short-tempered and irritable. When an employee under pressure reacts adversely, he or she will often recognise the inappropriateness of the behaviour. The employee should apologise and learn from the experience so that any adverse behaviour is avoided in the future. In some cases, the irritable employee may need to be counselled to understand that their behaviour is not acceptable.

If an employee continues to exhibit inappropriate behaviour over a period of time in response to stress, this type of behaviour may fall under the general bullying category. Serial bullying is the most serious type of workplace bullying. Serial bullying behaviour is identified when an individual targets a number of employees in succession.

## Relevant legislation

Echo has a legal obligation to ensure that its workplaces are free of any harassing, discriminatory or bullying behaviour. Echo's legal obligation extends to providing a workplace that promotes the health and well being of all employees.

The policy complies with and is supported by the following legislation:

- Victorian Equal Opportunity Act 1995
- Sex Discrimination Act 1975
- Occupational Health and Safety Act 1985

## Effect of bullying on an individual

The effects on the person experiencing bullying can include:

- severe psychological distress, sleep disturbances and general feelings of anxiety,
- physical symptoms such as stomach-aches, headaches and general ill-health,
- incapacity to work, reduced output and performance,
- loss of self confidence, self esteem and sometimes even suicidal behaviour.

## Effects of bullying on the organisation

The effects of bullying on the organisation can include:

- lower workplace productivity and efficiency,
- high staff turnover with resultant increase in recruitment and induction costs, as well as down time as replacement workers are trained in their new jobs,
- increased absenteeism and sick leave,
- the direct cost of dealing with complaints of bullying such as the cost of counselling effected workers, costs associated with legal action etc,

## Responsibilities of managers and supervisors

Managers are responsible for ensuring that all employees understand that bullying is not tolerated in the workplace and for taking early corrective action to deal with behaviour which may be offensive or intimidating.

The prevention of all inappropriate behaviours including bullying require managers and supervisors to:

- be aware of, identify and prevent bullying in the workplace,
- eliminate inappropriate behaviour regardless of whether a complaint is received about that behaviour,
- encourage all staff to behave in accordance with the principles of equal opportunity and anti discrimination,
- provide leadership and role modelling in relation to appropriate and professional behaviour in the workplace,
- respond promptly, sensitively and confidentially to all situations where inappropriate behaviour is exhibited or alleged to have occurred.

## Employee and co-worker responsibilities

The prevention of bullying requires employees to be responsible for the following actions:

- be aware of and identify bullying behaviour and where appropriate utilise ECHO's and/or external mechanisms to stop any further instances of bullying behaviour,
- behave in accordance with the principles of equal opportunity and anti discrimination,

if bullying behaviour is witnessed or experienced and the employee feels able, speak with the alleged bully to object to the bullying behaviour, offer to act as a witness if the person being bullied decides to report the incident, keep a record or diary of incidents noting what happened, when and the names of witnesses.

## Confidentiality

An accusation of bullying can be potentially defamatory, especially if confidentiality is not observed and a person's reputation is unfairly damaged. Discussions, information and records related to complaints will remain factual and confidential.

All documentation and details of bullying enquiries and grievances will be kept securely by the Manager.

## Victimisation

Victimisation as a result of reporting workplace bullying is regarded as a serious breach of conduct and will automatically result in a formal investigation, which if proven, may result in disciplinary action being taken against the perpetrator, which may include dismissal.

**Breach of Policy:**

If you do not comply with this policy, you may face disciplinary action. This disciplinary action may involve a verbal or written warning or, in serious cases, termination of your employment at Echo Interpreting.

\* The words "Working environment" and "Workplace" are used when referring to any location that an interpreter attends whilst under the employment of Echo Interpreting



## **Purpose**

Echo Interpreting recognises our responsibility to use resources wisely and conserve for the future. In this spirit of good corporate citizenship and long term vision we have established this policy to ensure an organisation-wide focus on key conservation principles and sustainable, ethical use of limited resources.

## **PRINCIPLES**

**AVOID:** Systems and practices shown to be wasteful;

**REDUCE:** Resource expensive processes will be minimised wherever possible;

**REUSE:** Extract the maximum use from every resource available;

**RECYCLE:** Ensure maximum recycling of used products and replacement with recycled ones where possible.

## **Achievements to Date**

### **Maintain Normal Operating Systems;**

A minimum paper usage office including:

- on-line booking system including:
- on-line registration
- on-line booking submission
- on-line invitations sent to interpreters/note-takers via sms messages or emails
- accept/decline messages received
- interpreters allocated
- interpreters automatically notified
- clients automatically notified
  
- on-line messaging system allows quick location of an interpreter's contact details to notify them of change of venue/time/date information. This system also allows a large number of messages to be sent simultaneously.
- on-line invoicing and remittance system

Our office location is easily accessible by public transport including bus and train, thus cutting down on pollution.

Low energy usage central office complex including computers, printers that are turned off at night. Low energy lighting switched off when not in use.

No disposable cups, plates, glasses etc. used, we have our own crockery, cutlery, glasses etc.

Use recycled paper products, refillable ink cartridges, where possible.

Use non-toxic cleaning products.

Ensure vegetarian/vegan options in provision of catering for meetings.

Casual dress code means staff can dress according to the weather, thus keeping cooling and heating costs down.

### **Undertake Specific Initiatives;**

Recent development of time sheet app for smart phones to reduce paper and associated inputs.

Conduct meetings via teleconferencing or by using Skype.