



# Being Melaleuca

Our Charter of  
Agreed Behaviours

# Welcome to Melaleuca Refugee Centre

We are an organisation that values and respects Human Rights. We do this through the way we engage with each other, our clients, stakeholders and communities. We come together through shared values for the provision of a range of services that:

1. Welcome those who have been displaced due to refugee experiences
2. Support those impacted by Torture and Trauma to recover
3. Foster positive health to all clients
4. Build caring communities with the people we serve.

Together we work to generate positive outcomes for the people we serve.

These outcomes take hard work, team work and self-work. Every day we work towards our mission and to move closer and closer to that, we must examine who we are and how we want to be. Remaining authentic, reflective and courageous in how we behave as Melaleuca Refugee Centre.

This Charter was created after a period of intense change in our organisation, and through all that change this is our mark to each other. Our agreement that, as a team of hardworking individuals we can remain relational and accountable as well as a high performing team.

The purpose of this charter is to be the underlying foundation of our organisation's culture. It will remain alive for as long as we exist as an organisation.

We believe that “we” does not exist without “I” and in that spirit this charter speaks of “I” to emphasise our individual responsibility towards enriching and strengthening the collective team.

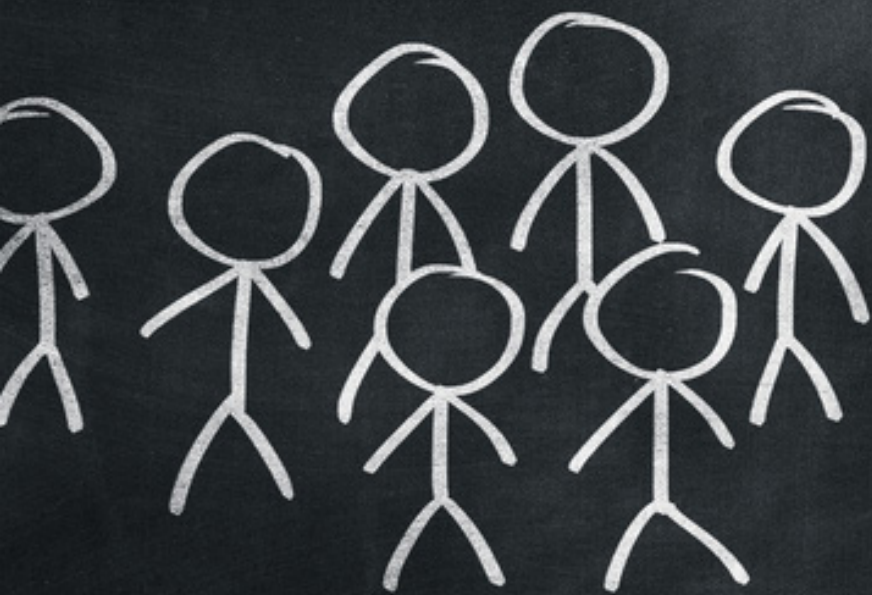
Welcome on this journey with us. Together let us do good work and honour the good in each of us in order to be the change we dream of.



*Tell me, I forget  
Show me, I remember  
Involve me, I understand*

*Chinese Proverb*

LEADERS





# Leadership

## “We Lead to Serve”

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*In our organisation, while there are positions that report to other positions, beyond the traditional management approaches, we are all called to lead and to serve.*

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### **In order to empower others, I:**

- Empower by inclusion – this means I actively create opportunities that include and co-design with others affected by the decisions we make
- Am part of a team and we are all in — rather than Us VS Them
- Listen to all views, we consult, we consider, we are open to changing our mind
- Consider decisions to prevent jumping to conclusions
- Set teams up for success – not failure. In doing so we are realistic
- Value Results Based Leadership with short, medium, long term goals that generate results, respond to our organisational strategy and ultimately our Vision, Mission and Values
- Have space to be leaders within the organisation
- Understand that Leadership is also about service – knowing what is needed for the people I lead to do their job and for the employee to communicate to their leader what they need.

As a Leader in our organisation I am supportive which means:

- People feel heard
- I am solution focused with moving forward — so that you will recognise success
- I respect different working styles
- Trust you as an employee and ‘have your back’ if ever there is a challenge
- I guide staff and volunteers, not force or coerce people
- I value people’s past experiences and expertise.



## **We trust**

Trust is a fundamental part of the work we do:

- I acknowledge that trust can be gained in various ways including achieving work expectations, KPIs, meeting timelines and follow up
- Managers trust that staff and volunteers are capable of doing their work and vice versa
- I empower my colleagues to do their job right.

## **We communicate**

Communication is the glue that binds us:

- I give and receive constructive feedback, positive reinforcement, actions and acknowledgement
- I am clear and concise
- I have awareness that how we each communicate will either make or break a relationship
- I am able to honourably speak up about issues without retribution
- I counteract issues/areas of improvement with success and strengths — maintain balance
- I provide guidance and support to protect staff members and volunteers
- I generate space for staff members and volunteers to support leaders to grow
- I generate clear lines of communication and understanding
- I am persistent in communicating our needs to each other
- I am respectful of each other's roles
- I place value on meaningful content in our work with clients.

*"Great leaders don't tell  
you what to do, they show  
you how it is done"*



# Identity



## “Together we are Melaleuca”

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*Our organisation is made up of valued individuals.*


*Individually the actions we take affect our union.*

*Our identity is formed by such actions.*

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- We each have our Individual identity and together we make our organisational identity. My part is important.
- I value each of my colleague's Individual cultural backgrounds and values
- I honour our organisational values
- I contribute to us being:
  - Trauma informed
  - Respectful of experiences and all various walks of life
  - Compassionate and empathetic
  - Accountable to our clients and colleagues
  - Strong and resilient
  - A united front
  - Proud of who we are
  - Inclusive
  - Educators/advocates and human rights believers
  - Adaptable and flexible
  - Caring
  - Passionate (about what we do)
  - People who do the right thing
  - Valuing our differences and sharing common ground
  - A workplace that others envy to work in
- I support my colleagues during difficult times
- I maintain confidentiality at all times.





*" We are what we repeatedly  
do. Excellence therefore is not  
an act, but a habit"*

*Aristotle*



# Communication



## “We are HOT Communicators”

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*When we communicate, it is **H**onest, **O**pen and it's **T**wo ways.  
We reflect on what we communicate, how we communicate and the  
impact of our communication on others.*

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- I am approachable without barriers of hierarchy, acknowledging process of reporting
- I have an Open Door policy that is welcoming and we create helpful boundaries and understandings around space for communicating
- I am congruent with boundaries and understandings around space for communicating
- I value face to face conversations and see them as being essential to team work and culture
- I acknowledge correspondences (e.g. emails) and am aware of other people's workloads
- I create the physical space to communicate
  - Regular, set meetings for teams and supervision
  - Debrief (colleague, supervisor)
  - Ad hoc — as per needs basis
- I acknowledge (need for) debriefing is a part of our work without judgement
- I acknowledge different individuals' preferences with communication styles - open communication is essential
- When offered, I participate in more formalised peer support program (including mentoring through other organisations interstate)
- I share good news stories internal and external
- I am at all times representing MRC's image and not only my individual views, therefore I conduct myself and communicate professionally at all times — in line with MRC's views

- I communicate with various communities, supporting them to be part of us
- I communicate openly and without judgement, blame or repercussions
- I am accountable and foster two way communication
- I use our branded and consistent communication with fliers, emails etc., to market the team
- I apply appropriate communication through:
  - Good written form — spelling and punctuation
  - Use of appropriate wording
  - Appropriate email etiquette
- I de-escalate situations and own emotions by checking in with myself
- Where possible, after a face to face discussion I understand that this can be followed by a clarifying email
- I only stop the conversation when both people are clear.



### Email etiquette

- ✓ Use the 'reply all' function only if necessary
- ✓ Copying (CC'ing) means that it is not for action, it is for information only unless otherwise specified
- ✓ In the subject heading, put 'FYI' if shared information and no action is required
- ✓ We avoid copying (CC'ing) internal parties to external correspondence as we can tell each other what it is prior to responding externally.

*"People may hear your  
words, but they feel  
your attitude"*

*John C Maxwell*





# Productivity & Accountability



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*We are passionate people.*

*We understand that Passion requires Responsibility in order to effect long lasting change, and that Responsible people are accountable people who see the greater good.*

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- Knowing that my part is part of a bigger goal and taking the responsibility fully to ensure that I support the rest of the team and whole organisation
- Having a clear understanding of my role and other roles within the organisation so we can work more effectively together. I keep it alive by adding it to our staff meetings and connecting it with policy and procedures and include it for decision making
- Everyone is to take ownership of vision, mission and values of the organisation
- I actively participate in discussions about our mission, vision and values and take responsibility for my actions in relation to these
- Having an understanding between myself and my leader about how and what is mutually needed to be productive
- Awareness of expectation and needs of supervision for mutually beneficial outcomes and support with mutually agreed documents
- Responsibility for tasks to be given clearly and in detail if needed/ required. This responsibility needs to be two ways; so both need to agree on how that task will be achieved
- I participate in long term planning, setting clear and achievable goals
- I seek feedback from the people that we are servicing.



*"It is not only what we do,  
but also what we do not do,  
for which we are accountable"*

*Molier*

# Culture



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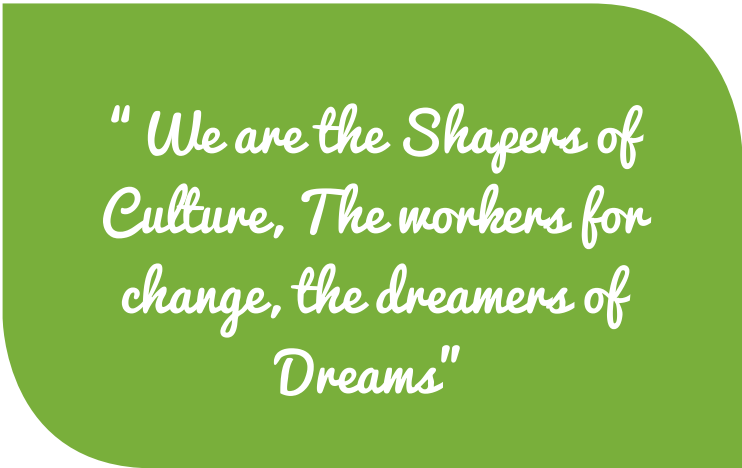
*Our culture is made up of many cultures and many stories. Every story takes us on a journey. Every day we see a new part of the world and every day we build this world here at work.*

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We are an organisation of choice and we see the individual and their contribution. In order to keep growing this I am:

- Open minded and accepting
- Approachable and open to feedback
- Reliable and consistent
- Inspiring (not competitive), proud of my own work and proud that I believe in others
- Encouraging to others to step beyond their comfort zone
- Transparent
- Nurturing and respectful — acknowledgement of achievements, work and efforts
- Part of a Learning Organisation/promote growth for informal and professional development
- Contribute to a safe workplace, create fun, enjoyment, laughter and creativity

- Professional — this means I:
  - Manage my emotions by debriefing and communicating
  - Support others and act calmly
  - Am tolerant, understanding and consistent with behaviours and actions
  - Value others by inclusion and empowerment
  - I see the potential in people
  - Celebrate more often with birthdays, achievements with getting together and not just sending an email
- Contributing to a culture where there is appreciative exploration of issues and challenges. One where I can feel comfortable to discuss matters without judgement and understanding that we all make mistakes
- Understand that in some circumstances, everyone is aware of a 'whole of agency' approach when needed
- Learn from my past mistakes
- Am part of a united voice: all staff and volunteers sending the same message and upholding the same boundaries.



*" We are the Shapers of  
Culture, The workers for  
change, the dreamers of  
Dreams"*

## **When dealing with issues I:**

- Don't jump to conclusions or make assumptions
- Don't avoid them or stew on the idea
- Am respectful of the issue and the person
- Am open, reflective and empathetic
- Am thankful that I can approach the other person and in turn be approachable
- I separate personal and professional to remain professional and objective
- Contain my conflict — don't push or influence others to take sides
- Acknowledge my own reactions and own my emotions
- Create a safe space for listening and hearing
- Acknowledge the issues and am part of the successful resolution of them


## **If an issue arises I:**

- Consider how it is impacting other people
- Raise it with the person concerned at the time or near to it with a goal of doing no harm and with kindness where possible
- Raise the issue in a private space
- Only share what I saw, e.g.: 'you crossed your arms and looked away' not assume the intention
- Will share how it felt for me
- Will sit down together to find resolution
- Am aware of my own body language and its impact on those around me e.g.: eye contact (if comfortable), open posture, tone of voice
- Am curious

## **If an issue is raised with me, I:**

- Acknowledge the courage it took to raise the issue
- Listen
- Reflect on what I have heard
- Hold the person safe by not sharing it with others
- Use our Employee Assistance Program if needed





*"Even though you can't  
see or hear them all, a  
person's a person, no  
matter how small"*

*Dr. Seuss*

## Team Work

I am one of a 'United Team' of professionals who together work towards a common goal. These characteristics make who we are and how we build our team:

- Inclusion
  - I keep the circles/links closed so that it keeps going around
  - I Act, think and be a team
  - I Listen, share, consult, debrief, compliment and acknowledge my colleagues
  - I remember that we are all here for the common goal
  - First, we need to clarify the common goal, so I contribute to that clarification process
  - I Respect the team and its members
  - I have the right to feel heard and consider perspective.
- Work ethic
  - In this team there is no playing of a 'power tug of war'
  - I work hard
  - I pull my weight
  - I contribute to a fair distribution of the workload
  - I am okay with asking for help and being asked for help
  - I give and spend quality time with the team
    - Work time, reflection time and fun time
    - Pause and reflect
  - I trust and I am trustworthy — Mutual trust.

These are not the end goal, but a means to the end — the end being service to the clients.



GOALS

TEAMWORK

*"If you want to go fast,  
go alone. If you want to  
go far, go together"*

*African Proverb*

# Professional behaviour



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*We work in such a way that those who see and experience us will describe us as professionals in all aspects. My part is crucial in this.*

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- I set clear expectations to begin with (Our team/selves, Our agency, Our clients)
- I uphold confidentiality
- I have rights and responsibilities and so do others – it goes both ways
- I communicate clearly:
  - Language used (voice and body)
  - Listening
  - Checking
- I reflect and create space for feedback
- I learn from my mistakes and I:
  - Acknowledge my part
  - Self reflect
  - Accept and am aware that mistakes happen
  - Use collaborative approach to explore other ways
  - Allow and acknowledge different view points
- I contribute to us being Client Centred by:
  - Listening to our clients
  - Trusting clients' ability to understand
  - Being empowering, collaborative and consistent
  - Focusing and building on their strengths

- I am solutions focused — and contribute to building together! This means:
  - I work through issues together, keeping the agreed outcome at the centre
  - I am patient
    - Allowing time for others, being calm and helpful
    - Checking in genuinely with a person e.g.: “how are you going?”
- I work within professional boundaries:
  - Individual and agency
  - Friendly VS friends
  - Discuss and educate in a respectful manner
  - Set boundaries at the beginning
- I am open:
  - To change and innovation
  - To new ideas
  - To difference
  - To learning
  - To feedback
  - To welcoming
- I model acceptable behaviours, communications and boundaries
- My service delivery reflects quality:
  - I am courteous and respectful
  - I listen
  - I meet expectations and standards of self, clients, stakeholders, etc.
  - I adhere to contractual obligations, our KPIs and position descriptions
  - I ask for feedback on service delivery through client reviews
  - I provide timely responses
- I am accountable to the team by acting in line with the values of the organisation
- I demonstrate consistency and transparency — shared understanding of boundaries

*“Professionalism is not the job you do,  
it's how you do the job”*



