



# WIRES Species Management Team Handbook 2018

Welcome to the WIRES Species Management Teams.

This document contains a description of the role and responsibility of the teams and team members, expectations of team members, how to make an application and how applications will be assessed.

There are a number of attachments including:

- application form
- the form used to assess applications
- an Intellectual Property Licence Agreement
- the WIRES Code of Conduct
- the WIRES Code of Ethics

The Species Management Teams are sub-committees of the board. They are responsible for working with staff to ensure that WIRES member have access to scientifically based policies, standards and training that describe best practice care.

It is important to recognise the enormous contribution made to this process by the work of past membership. WIRES has taken a number of initiatives throughout its history to improve the standards of animal care and the membership training that it provides. The work of many individuals formed the foundation for the WIRES Species Management Teams.

WIRES welcomes approved content from members on the understanding that it is given without encumbrance and team members will be required to sign an IPL Waiver (*Appendix B*)

## Purpose

The purpose of the teams is to develop, maintain and model best practice standards of native animal care.

## WIRES Training Principles

### Principles of Participation

It is important to note that, while consensus is the ideal outcome of any team debate, a majority vote may be all that is possible. Team members may have to accept at times that a majority opinion is valid. They will have to accept the outcome, until new evidence or material, based on sound scientific principles is available. It will only lead to lack of progress and delay in the production of manuals if too much time is expended in refining every last detail by consensus.

One of the tasks of Team Chair is to judge when the time has come to take a vote on a particular issue and move on. This will be after everyone has had an opportunity to express their view but before the same details and arguments are being recycled.



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Team members, particularly those holding a minority view on a particular issue need to respect the chairs/facilitator's need to keep the meeting moving.

All WIRES manuals and training materials are living documents and subject to regular review. Some of what is "best practice" now may well be outdated material in four years' time. WIRES manuals as far as possible will be printed on demand so that reviews leading to changed manual material can be incorporated into the new manual.

In light of the above, the following guidelines are suggested to enable Management Teams to continue to feel that progress is being made.

## Decision Making:

- The teams must act reasonably and prudently in all matters relating to the organisation and must always consider the interests of the organisation as paramount.
- Team members should not allow their personal views to affect their conduct in regards to decision making, to the extent that it is a detriment to the organisation as a whole.
- Decisions should be made prudently, exercising the same degree of care as a person would exercise in making decisions about a business.
- Each member shares equal responsibility and accountability for the decisions and actions of the Team.
- Once the team decision is made, even if you personally disagree, you **MUST** support the decision.

## What is Competency?

WIRES uses competency-based training and assessments.

The broad concept of industry competency:

- Concerns the ability to perform particular tasks and duties to the standard of performance expected in the workplace;
- Requires the application of specified skills, knowledge and attitudes relevant to effective participation in an industry, industry sector or enterprise (WIRES)

Competency covers:

- All aspects of workplace performance
- Managing a range of different tasks
- Responding to contingencies/breakdowns
- Dealing with the responsibilities of the workplace
- Workplace competency requires the ability to apply relevant skills, knowledge and attitudes consistently over time and in the required workplace situations and environments



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- In line with this concept of competency, training packages focus on what is expected of a competent individual in the workplace as an outcome of learning, rather than focusing on the learning process.

The process when trainers design assessments tasks, they **MUST** be:

- Fair
- Valid
- Flexible
- Reliable

## Team Responsibilities and Functions

To produce and update, by the end of third year of the six-year term, the following resources:

- species specific policy
- a standard of care policy
- a manual covering the rescue, rehabilitation and release of the species / group of species
- a set of competency standards
- complete scientific research
- two training and assessment packages
  - Rescue Rehabilitation and Release Course
  - Refresher course
  - Relevant sections of the RICC

To:

- source, mentor and endorse new trainers;
- ensure that a rescue, rehabilitation and release course is provided at least once every three years within approximately 100km of the major population centre within each branch;
- assist the WIRES Inc. Training Team in identifying the areas requiring training;
- assist the WIRES Inc. Training Team in creating and maintaining an annual calendar;
- provide advice about care and facilities to all WIRES members as requested,
- assist the Board as required, including in the matter of complaints.

## Scope of Team Responsibilities

- The continuing development of standards, manuals and training materials and methods for branches in the area covered by the team. Relevant sections of the Rescue and Immediate Care Course, or its successor, will be the responsibility of the teams. All materials and documentation will remain the copyright of WIRES Inc.



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- Developing standards and manuals. The team's primary role is to develop standards of care and standards for facilities and produce manuals in collaboration with the WIRES Training Team. The manuals will contain guidelines consistent with the highest standards possible, reached by majority decision of the team, based on the best information available and backed wherever possible by tangible evidence and in line with NSW OEH Rehabilitation of Protected Fauna Policy and NSW OEH Code of Practice for Injured, Sick and Orphaned Protected Fauna. All material in manuals will be WIRES copyright.
- Reviewing and updating all materials, every three years.
- The development and publication of standards for animal husbandry and facilities for animals covered by the team.
- Developing training materials consistent with manuals and in collaboration with Training Support Officer.
- To ensure that WIRES courses will be conducted by recognised WIRES trainers (i.e. WIRES members who have prior recognition as trainers within WIRES and/or by the teams). Specialist courses within WIRES must be approved by the relevant management teams.
- Advising, inspecting and assessing members in the care of the species.
- If any WIRES branch member's standards of husbandry and/or facilities have given reasonable cause for concern, the Board has the discretion to appoint a sub-committee to make a fair and impartial assessment. The sub-committee will usually include a Team member from a branch not local to the area involved.
- Teams shall have the oversight of sufficient training courses to ensure members have reasonable access to training in the species covered by the team.
- Liaising with the Training Team (through the Training Liaison Coordinator) to introduce and develop Competency Based Training.
- Participation in the assessment of trainers for accreditation.

## Structure of Teams

All teams are permanent sub-committees of the Board, and are accountable to the Board. The tenure of teams is set at six years. All memberships of all teams will expire at the end of that time, regardless of when a member is appointed to the team. Members may reapply when the team is reconvened.

Teams will elect from its members the following positions:

- Chairperson: convene meetings, chair meetings, and liaise with other teams.
- Secretary: keep minutes of meetings (with assistance if appropriate), handle team correspondence.
- Training Liaison Coordinator: coordinating between the team and the WIRES Inc. Training Team



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- Review Officer: coordinating the reviewal of material
- Representative to WIRES State Council: represents the team on Council and presents any issues pertinent to the team.
- State Co-ordinator: liaise with carers in branches to ensure that animals coming to care are placed where their needs will be best met.

NOTE: State coordinators will be appointed at the Board's discretion.

Executive positions may be held for no longer than three years in any given six-year period, and a team members can only hold one executive position at a time.

None of the above positions implies any powers or rights over and above any other team members, or any independent decision making capacity without prior clear delegation by the team.

The WIRES Inc. Finance Officer on behalf of the Board will provide monthly financial reports to all teams. All team members must monitor the financial performance of the team and must act responsibly in the use of funds.

- The minimum number of team members is set at five WIRES members; the maximum number of the team is nine. The Board will call for EOIs in the event that the number of team members drops below 5

A maximum of 2 members from each branch will be appointed to any team.

Non-WIRES persons with relevant expertise in the area concerned may be co-opted to join teams as approved by the Board. If a non-WIRES person appointed to a team lives out of state and wishes to attend training, team meetings etc., WIRES Management Teams will not fund their travel costs but may pay the accommodation costs for training and/or meetings according to the current WIRES standards.

## Requirements to be a Team Members

A member should be able to demonstrate, in a few sentences on each dot point, the following:

- understanding of, and compliance with both WIRES and OEH current policies
- acceptable general behaviour to others in accordance with WIRES Code of Conduct
- a willingness and ability to work cooperatively within a team structure and adopt a team approach to decisions arrived at by majority vote, despite personal views.
- ability to maintain confidentiality, diplomacy and discretion in WIRES related matters
- ability to maintain the integrity of WIRES training in accordance with all WIRES approved training material
- an understanding of the ecological and biological needs of the relevant species as this applies to both care and release
- understanding of significant ages and developmental stages of the relevant species



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- documented experience with relevance to the species
- understanding of / experience with the common illness /injuries/treatment

The following matters will not necessarily disqualify you from holding a team position.

Please advise if you have any:

- any past or present unresolved animal care issues
- any documented sustained breach of WIRES Constitution, Code of Conduct or policies

Team members are expected to communicate with the other members in a timely manner by responding to issues or questions within 14 days. If lack of response or participation continues for 3 months without reasonable explanation or leave of absence, that team member will be required to leave the team and a new member may be appointed.

All team members are appointed on a provisional basis for the first 12 months. During which time this person may be dismissed from the team for any verifiable breach of conditions, or for general lack of involvement/commitment.

After the 12 month probationary period is over, members may still be removed in the case of properly verified serious or ongoing breaches of conditions.

## How to apply to join a team

- A member wishing to join a specific team must be nominated by a branch OR the WIRES State Council OR the WIRES Board OR by the team executive. All nominations will be subject to formal approval from the Board
- The member should provide the nomination form (attachment A), a supporting statement and all other documentation to the WIRES Secretary
- Provide two (2) written references
- A WIRES member can be a member of two Management Teams but if a person wishes to be on a third team, they must apply directly to the Board for permission.
- Successful applicants are required to support team decisions and/or positions once voted or decided by a team majority, regardless of personal views.
- Successful applicants are expected to communicate with the other members in a timely manner by responding to issues or questions within 14 days. If lack of response or participation continues for 3 months without reasonable explanation or leave of absence, that team member will be required to leave the team and a new member may be appointed.

## FAQs

- Do I have to be on a team to train? No.
- What qualifications do I need to be able to train? You will have to be approved by the teams and have completed WIRES Train the Trainer



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- Do I get paid? No, as Management Team members and trainers you will be eligible for a km allowance, and to be reimbursed for expenses as per the Expense Reimbursement Policy.
- Do I have to train if I'm on a team? No, only if you wish to and have been assessed as a WIRES Trainer

## Process to assess applications

This procedure has been developed to provide repeatable objective decisions based on suitability for the role and likelihood of the applicant meeting the team's objectives within the team environment.

Decisions regarding applicants should not be made on an emotional basis, and suitability must be determined by following this procedure to avoid perceived cronyism and to give fair and consistent outcomes. The principle should be that anyone meeting the requirements should be accepted unless there is a valid substantiated reason for refusal.

There are a maximum number of 9 members for each Team and applications will only be considered if there are vacancies.

To apply to be on a team, a member must supply an application on the required form (Appendix A) as well as supporting documents such as a statement of experience, member history, details of database records

In addition to the information provided by the member, following sources may be consulted for further information:

- Relevant Branch Coordinators
- Endorsing body e.g. BMC, WSC, Board, Team
- WIRES Chairperson

It may be that an application is received from a member who is deemed by the team to have insufficient experience with the species or within the WIRES organisation. That person should receive an explanation and a recommendation of how to improve their experience in order that they may re-apply the next time there is a vacancy.

## Management of Friction and Conflict within teams

Many of the interpersonal problems within WIRES occur over one person's view compared to another's on how something should be done. Conflict is often personal but manifests itself over:

- animals
- care
- facilities



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In most animal care organisations, including rehabilitation organisations, friction or conflict can be much reduced and easier to resolve if there are:

- clearly defined policies
- clearly defined and understood procedures
- minimum standards of care
- minimum standards for facilities
- minimum standards for training (Competency Based Training)

Opinions and emotions can cause conflict and disharmony. Each WIRES Species Management Team needs to be an effective cooperative, working for the dual benefits of the animal in particular and the organisation in general. If any existing member(s) of a Team causes or supports ongoing divisiveness or disruption it may become necessary for the good functioning of the Team to remove them.

The Team or WIRES Board may then request that the attached procedure (what attached procedure) be repeated and the outcomes assessed in light of the concerns expressed.

### **Process for removal or exclusion from team:**

This process can be carried out from outside the Team or Board, if necessary. In that case the Board will consider any recommendations and appoint three independent persons to consider the issue and report to Board.

- Applicants will not be excluded because they do not have e-mail. However it is desirable, as it is very useful for all team members to communicate this way.

### **Appeals Process:**

Should a member feel they have been unfairly excluded from a team when there is a vacancy and no other relevant criteria can be cited as reasons for exclusion, that member may submit a written appeal to the Board of WIRES for an assessment of their application process.

The Board will designate three neutral members of Council to review the process and give their determination to the Board, as to the validity of the appeal.

Once the matter has been reviewed, a recommendation will be made by the Board to Council, and that decision is final and binding upon all parties.



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## Attachment A – Specialist Team Nomination

Nominee for Species Management Team:	
Branch:	

Nominated by:	
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### Nominee

Name of applicant:	
Member ID:	
Address:	
Phone:	
Email:	

Is the nominee a currently financial member of the nominating Branch of WIRES?	<b>Yes / No</b>
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Please attach a brief summary of the nominee's experience relative to care of the relevant species group; also include two personal written references (max 500 words) relating to the nominees qualifications/experience.

A member should be able to demonstrate their experience/understanding of the following questions, in a few sentences. Please complete the table below:

<b>Supporting statements for each of the twelve (12) questions</b>
1.Understanding of, and compliance with both WIRES and OEH current Policies
2. Acceptable general behaviour to others in accordance with WIRES Code of Conduct
3. A willingness and ability to work cooperatively within a team structure and adopt a team approach to decisions arrived at by majority vote, despite personal views



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4. Ability to maintain confidentiality, diplomacy and discretion in WIRES related matters

5. Ability to maintain the integrity of WIRES training in accordance with all WIRES approved training material

6. An understanding of the ecological and biological needs of the relevant species as this applies to both care and release

7. Documented experience with relevance to the species / estimated number of animals cared for

8. Understanding of / experience with the common illness /injuries/treatment of the applicable species

9. List years of caring/rescuing the relevant species



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10. Year of most recent care of relevant species	
11. Coordinating experience	
12. Training experience	

Provide below a supporting statement on why you should be considered for a Species Management Team

Have you attended any training/workshops outside of WIRES in the last 2 years relevant to your species? List the name, place and date (other than any conducted by the nominee as a trainer):

Name of course	Date	Location
Last refresher course attended for all species (other than as a trainer) list:		



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### Flying-fox and Insectivorous Bat nominees only:

Last titre level recorded at Head Office:	
Year recorded:	

The following matters will not necessarily disqualify you from holding a team position.  
Please advise if you have any:

1. Any past or present unresolved animal care issues
2. Any documented sustained breach of WIRES Constitution, Code of Conduct or policies

**Please complete the tables above in full and send this document and any attachments to the WIRES Secretary at [secretary@wires.org.au](mailto:secretary@wires.org.au)**



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## APPENDIX C

NEW SOUTH WALES WILDLIFE INFORMATION RESCUE AND EDUCATION SERVICE INC.  
("WIRES")

Please return this completed form to:

WIRES  
Suite 39 & 41  
117 Old Pittwater Road  
Brookvale NSW 2100

or

WIRES  
PO Box 7276  
Warringah Mall  
Brookvale NSW 2100

Phone: 02 8977 3333

Fax: 02 8977 3399

Email: [info@WIRES.org.au](mailto:info@WIRES.org.au)

## INTELLECTUAL PROPERTY LICENCE AGREEMENT

File ref:	
I/we (the Licensor):	
Of (address):	
Phone:	
Fax:	
Email:	

Being the owner or licensee of copyright in the Works listed in the Schedule, hereby grant to WIRES a non-exclusive, perpetual, irrevocable, worldwide and royalty-free license to exploit all intellectual property in the Works (including the right to grant sub-licenses, reproduce, publish and communicate the Works to the public). The foregoing grant under this agreement (the License) includes the right to exploit all proprietary intellectual property rights, including but not limited to any copyright, trademark, design, patent, know-how and confidential information.

### Warranty

The Licensor warrants that it has the rights necessary to grant the License and that none of the rights granted to WIRES under this License will infringe another party's rights.



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## Indemnity

The Licensor indemnifies WIRES against all of WIRES' losses, liabilities and expenses arising directly as a result of or in connection with the Licensor's negligent acts or omissions and/or the Licensor's breach of this agreement.

## Modifications

The Licensor agrees that WIRES has the right to alter, adapt or modify the Works to meet its needs and that WIRES will own all intellectual property in any such alteration, modification or adaptation.

## Moral Rights

The Licensor expressly waives in favour of WIRES all moral rights and any similar rights which it may have or later acquire in respect of the Works and warrants that all the creators of the Works have done likewise. Licensor acknowledges that if it identifies the Creator of a Work in the Schedule, WIRES will use all reasonable efforts to appropriately attribute that Creator.

## Entire Agreement

This License is the entire agreement and understanding between the parties on everything connected with the subject matter of this License, and supersedes any prior agreement or understanding or anything connected with the subject matter.

## Governing Law

The law of New South Wales governs this License.

## SCHEDULE

Work 1	
Title	
Description	
Creator	

Work 2	
Title	
Description	
Creator	



## WIRES Species Management Team Handbook 2018

Signed for and on behalf of the Licensor:

Signature

Name

Position

Date

Signed for and on behalf of WIRES:

Signature

Name

Position

Date



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## APPENDIX D – 2.1 WIRES Code of Conduct

All WIRES Members are required to:

2.1.1	Behave honestly and with integrity in the course of all WIRES activities;
2.1.2	Act with care and diligence in the course of all WIRES activities;
2.1.3	When acting in the course of WIRES activities, treat everyone, regardless of ethnicity, disability, sexual orientation, socio-economic circumstance, political or religious beliefs, with respect, courtesy and without any form of harassment whether real or implied;
2.1.4	When acting in the course of all WIRES activities, comply with all applicable laws and NPWS/DECC license conditions;
2.1.5	Comply with WIRES Constitution and all Policies & Procedures;
2.1.6	Comply with all reasonable direction given by someone in WIRES who has authority to give the direction; e.g. Branch Animal/Species Coordinators;
2.1.7	Maintain appropriate confidentiality and discretion about dealings with all other wildlife carers, whether they are WIRES or non-WIRES;
2.1.8	Disclose, and take reasonable steps to avoid, any conflict of interest (real or apparent) in connection with WIRES activities and positions of office;
2.1.9	Use WIRES resources in a proper manner with due regard for the fact that they represent the expenditure of public money;
2.1.10	Not provide false or misleading information in response to a request for information that is made for official purposes in connection with the volunteer's membership or activities;
2.1.11	Not make improper use of any position, duties, status, power of authority, in order to gain or seek to gain, a benefit or advantage for the member or for any other person;
2.1.12	At all times behave in a way that upholds WIRES' values, integrity and good reputation;
2.1.13	Not make any public statement on behalf of WIRES without the approval of the Branch Management Committee or WIRES State Council/Board;
2.1.14	Recognize that majority decisions of properly constituted WIRES Management Committees and Board are binding on all members under the jurisdiction of those Committees.

Policy Adopted:	11 November 2006
Reviewed and amended:	29 November 2008
Adopted by Council:	13 December 2008



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## APPENDIX E

### CODE OF ETHICS

- A wildlife rehabilitator should strive to achieve high standards of care for native fauna through knowledge and an understanding of the field. Continuing efforts must be made to keep informed of current rehabilitation information, methods, and regulations.
- A wildlife rehabilitator should be responsible, conscientious, and dedicated, and should continuously work toward improving the quality of care given to native fauna undergoing rehabilitation.
- A wildlife rehabilitator must abide by local, state, and federal laws concerning wildlife, wildlife rehabilitation and associated activities.
- A wildlife rehabilitator should establish and maintain safe working habits and conditions.
- A wildlife rehabilitator should acknowledge limitations and enlist the assistance of a veterinarian, or other trained professional when appropriate.
- A wildlife rehabilitator should respect other rehabilitators and persons in related fields, sharing skills and knowledge in the spirit of cooperation for the welfare of native fauna.
- A wildlife rehabilitator should place optimum animal care above personal gain.
- A wildlife rehabilitator should strive to provide professional and humane care in all phases of wildlife rehabilitation, respecting the wildness and maintaining the dignity of each animal in life and in death. Releasable native fauna should be maintained in a wild condition and released as soon as appropriate. Non-releasable animals which are inappropriate for education, foster-parenting, or captive breeding have a right to euthanasia.
- A wildlife rehabilitator should encourage community support and involvement through volunteer training and public education. The common goal should be to promote a responsible concern for living beings and the welfare of the environment.
- A wildlife rehabilitator should work on the basis of sound ecological principles, incorporating appropriate conservation ethics and an attitude of stewardship. In particular, there must be a focus on the preservation of habitat for native fauna.
- A wildlife rehabilitator should conduct all business and activities in a professional manner, with honesty, integrity, compassion, and commitment, realising that an individual's conduct reflects on the entire field of wildlife rehabilitation.
- Based on the US National Wildlife Rehabilitation Association and International Wildlife Rehabilitation Council Code of Ethics.

Adopted by WIRES Inc:	1 September 2007
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# WIRES Species Management Team Handbook 2018

## Version control: WIRES Species Management Team Handbook 2018

The following is a record of the history of changes to this Policy:

Version	Date Issued	Description of change
V1.0	June 2017	Added version control
V2.0	April 2018	Amended title from WIRES Species Management Team Handbook 2016 to WIRES Species Management Team Handbook 2018 Included table of questions in Attachment A (nomination form)

Where changes to the Business Rules are:

- significant - the version number will be incremented by 1.0, or
- minor - the version number will be increased by 0.1