

Adelaide Quality Care

Policy 2

Human Resource Management Policy

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Human Resource Management Policy

PURPOSE AND SCOPE

Adelaide Quality Care's policy objective, is to safely and effectively manage our employees.

It is also Adelaide Quality Care's goal to create a structured, fair, safe and supportive environment that supports Adelaide Quality Care's staff to meet organisational requirements and to facilitate the delivery of a high level of participant service and satisfaction.

POLICY

Human resource management principles

- Only staff with appropriate qualifications, skills and competence are recruited.
- All staff are required to undertake and successfully pass the NDIS Worker Screening Check as well as State requirements.
- Adequate levels of staff are maintained to provide quality support that meets the assessed needs of participants and organisational requirements.
- Ongoing supervision and support with comprehensive training programs and annual performance reviews are provided to enhance the skills and competence of staff.
- All staff will have current, legislated work checks, professional registrations, licences, insurances and other employment requirements (as needed).
- Performance management will be undertaken, where there are poor performance and/or allegations of misconduct.
- Human resource management procedures are continually reviewed and improved.
- Expert external advice and information on human resource management is accessed by management when required.
- Working conditions for staff will comply with relevant legislation and be comparable with industry standards.
- Adelaide Quality Care will apply the following principles to all aspects of its relationship with staff:
 - Fairness and equity
 - Respect for individuals, their privacy and confidentiality

- Accountability for actions and performance
- Support and encouragement for professional development
- Understanding and workplace flexibility for personal needs

Management

All persons who influence the Adelaide Quality Care's governance are required to hold the relevant experience and knowledge to undertake their role. If person requires additional knowledge, then Adelaide Quality Care will arrange for this education.

Staff Recruitment

- Individuals are appointed based on their ability to meet criteria that are consistent with the role and position description.
- We have a range of staff to ensure that the organisation is effectively managed, and services meet the needs of participants. These are outlined in the organisational structure within the Adelaide Quality Care's— Corporate Governance Policy.
- All staff are recruited according to our Equal Employment Opportunity Policy (see below)
- All permanent vacancies are advertised externally and internally
- Managing Director is responsible for the recruitment of Support Workers and Administration staff.
- Only staff who successfully pass the NDIS worker screening will be employed.

Equal Opportunity Policy

Adelaide Quality Care commits to:

- Providing Equal Opportunity to all prospective and current staff.
- Promoting a fair and equitable work environment.
- Complying with all relevant anti-discrimination legislation.
- Creating and maintaining an environment in which diversity is valued, human dignity is respected, and people are treated with equity and tolerance.
- Ensuring staff and visitors are free from any forms of discrimination, harassment, or victimisation.

Our organisation chooses the best person for the job, regardless of:

- Race
- Nationality or ethnic origin
- Disability (physical, intellectual or psychological)
- Gender
- Age
- Sexual orientation
- Marital status
- Family status and responsibility; including pregnancy
- Religious or political beliefs, and
- Activities or practices.

Process for Filling a Vacant Position

-Review the Position

- Clarify the need for and the role of the position and develop or review the position description.
- Develop essential and desirable selection criteria e.g. the Recruitment and Selection Form.
- Determine how each of the selection criteria are assessed, e.g. written application and/or interview.

-Advertise the Position

- Positions are advertised internally and externally.

-Interview Applicants

- The interview will be conducted by the Human Resource Manager and Office Manager, with an appropriate Interview Form. All applicants are asked the same questions. The questions explore the applicant's relevant skills and experience to perform the duties.
- When all interviews have been completed the preferred applicant is selected.
- Recruitment decisions and reasons for decisions are documented.
- Pre- Employment/Reference Checks are conducted.

- The successful applicant will be notified, and feedback provided to unsuccessful applicants.
- An offer of employment is made to the successful applicant conditional on the following pre-employment checks:
 - Reference checks e.g. Telephone Reference Check Form, (if the position is a Risk Assessed Role)
 - Criminal record check and working with Children Check
 - Registration Check (as applicable to role).
 - Insurances (as applicable to role).
 - Licences (as applicable to role).
- An 'Offer of Employment' is sent to the applicant for signing; prior to commencing employment.

Procedure for New Staff

- The Administration Officer will complete an Orientation procedure with the new employee.
- An New Employee Onboard List (P2/H F001) will be completed by the new employee and signed off by the Administration Officer.
- All forms and documents signed by the employee are filed in the employee file with copies provided to the employee as appropriate.

Supervision of New Staff

- New staff are supervised and orientated to their position.
- Senior staff are mentored by the Consumer Care Coordinator.
- The duration of support is dependent on the new staff person's skills and experience but at least two support worker shifts are supervised by another support worker once general orientation is complete.

Position Descriptions

- All staff have a position description which specifies their roles and responsibilities.
- Position descriptions are reviewed and updated.

- Each staff person is provided with a copy of their position description prior to commencing employment and whenever their position description is changed.

Code of Conduct and Privacy and Confidentiality

- All staff are required to comply with the Code of Conduct, which encapsulates the respectful, safe and professional delivery of support to our participants, representatives, the community and any other stakeholders.
- Staff are required to sign a 'Code of Conduct' and a 'Privacy and Confidentiality Agreement' on commencement. Disciplinary action will be taken if staff do not abide by it.

CODE OF CONDUCT

- Act with respect for individual rights to freedom of expression, self-determination and decision-making in accordance with applicable laws and conventions.
- Respect the privacy of people with disability.
- Provide supports and services in a safe and competent manner, with care and skill.
- Act with integrity, honesty and transparency.
- Promptly take steps to raise and act on concerns about matters that may impact the quality and safety of supports and services provided to people with disability.
- Take all reasonable steps to prevent and respond to all forms of violence against, and exploitation, neglect and abuse of people with disability.
- Take all reasonable steps to prevent and respond to sexual misconduct.
- Abide by the philosophy of our organisation.
- Observe all the rules of our organisation.
- Provide supports in a safe and ethical manner with care and skill.
- Work in a safe and competent manner in accordance with the policies and procedures of our organisation.
- Respect the dignity and culture, values and beliefs of all individuals.
- Do not discriminate against any participant on any basis.
- Respond in innovative and flexible ways to support participant's decision making.
- Do not discuss confidential issues with people outside the organisation, regard all information provided to them by a participant as confidential and never disclose personal information to a participant.
- Do not harass other staff or members of our organisation.
- Do not alienate participants from their Family or representatives.

- Do not take illegal drugs or consume alcohol when on duty or on the organisation or participant's premises.
- Do not accept gifts or purchase any items from participants.
- Do not engage in sexual misconduct.
- Do not take participants to their (staff) homes or engage in a relationship with a participant outside of a professional relationship.
- Represent our organisation in a positive way.
- Wear suitable clothing.
- Adhere to all our record keeping and accounting procedures.
- Provide services to the best of their ability.

Staff Information

Adelaide Quality Care's policies and procedures contain key information that all staff need to know to complete their roles safely and effectively.

New staff are provided with time to read the policies and procedures and will be reminded at staff meetings and through communication with co-staff.

Staff Uniform

Staff who represent Adelaide Quality Care are required to wear our uniform. The uniform must be clean and neat prior to commencing work.

Record keeping

A staff personnel file is maintained for each employee. It includes:

- Application for Employment
- Criminal Record Check and Working with Children check
- Professional registrations
- Signed Offer of Employment
- Copy of driving licence, car registration/insurance (wherever applicable)
- Signed Code of Conduct
- Signed Privacy and Confidentiality Agreement
- Training offered

- Training provided
- Attendance at mandatory training
- Evaluation of training events

Employees are entitled to see their file at any suitable time arranged with the Administration Officer.

Adelaide Quality Care must not allow a person to become a staff member unless satisfied that regulatory checks are current and in place.

Staff Supervision and Support

- Supervision and support are important for ensuring that staff are supported in their work and that their work is carried out effectively. Additionally, supervision sessions provide an opportunity to follow-up on staff development issues noted in staff development reviews.
- Adelaide Quality Care to supervise performance issues both at Adelaide Quality Care offices, in the community and at participant's homes.
- Upon employment, all staff are provided with Adelaide Quality Care's contact details. The Administration Officer or Human Resource Manager is available for staff to contact over phone or email and to arrange a meeting where staff require time to discuss concerns.
- Staff's annual competency assessment, education and training, and performance appraisal also provide other avenues to support and supervise staff.
- All staff can attend meetings/care conferences, to ensure that they are aware of changes to support for participants and have an opportunity to provide input and feedback.

Performance Development Reviews

- Adelaide Quality Care is committed to supporting staff to improve their efficiency and effectiveness. Staff are expected to perform their duties to the best of their ability and to show a high level of personal commitment to provide a quality and professional service always.
- Performance development reviews are conducted annually in consultation with individual staff.

- Performance development reviews are based on position descriptions and agreed work plans.
- The aims of the review are:
 - To allow free and confidential discussions about work between the employee and a direct supervisor.
 - To discuss the employee's job performance in the context of their position description.
 - To discuss any work problems and search for solutions.
 - To discuss means of improving work performance including identification of training and development needs or changes to work practice.

Staff Education and Training

Adelaide Quality Care provides appropriate training and development opportunities for all employees. This includes:

- The identification of training needs through ongoing staff input, management input and annual performance development reviews.
- The provision of training to meet identified needs.
- Opportunities for all staff to attend training.
- Ongoing evaluation of training to ensure it meets staff needs and improves the operations and services.

Staff Development Opportunities

The training needs of staff are discussed with each staff person on recruitment, at the annual staff performance reviews and at supervision sessions.

Adelaide Quality Care utilises the following mechanisms to support staff development:

- Staff attendance for up to three (3) days per year at workshops, seminars and conferences.
- Flexibility of working hours to participate in an accredited course of study at a recognised educational institution.
- Purchasing resources such as videos and research literature.

PROCEDURE

Staff Performance Dispute Procedure

The following is the procedure to deal with a staff performance dispute not involving misconduct. Misconduct is an action by staff that results in instant dismissal. (see definition below).

Verbal Warning

The employee is told as soon as possible of any complaint concerning the performance of their work and is provided with an opportunity to discuss the complaint.

The Human Resource Manager, in consultation with the employee, outlines how the employee must improve their performance. Any assistance needed by the employee to improve their performance is identified and provided; wherever possible.

A date to review the employee's performance is set, while considering to provide adequate time for the person to resolve the issue and risk to the organisation.

First Written Warning

If the employee's performance is still unsatisfactory at the time of the review, there is further discussion with the employee. This will include the employee, a representative of their choice (optional) and the Human Resource Manager.

The complaint against the employee and plans for improvement are put in writing and a copy given to the employee, clearly stating that a lack of improvement by a given date will result in a final written warning.

Final Written Warning

If, at the date set, the employee's performance has not improved, there is further discussion with the employee. This includes the employee, a representative of their choice and the Managing Director.

The complaint against the employee and plans for improvement are recorded in writing and a copy is given to the employee clearly stating that a lack of improvement by a given date will result in termination.

Termination of Employment

- If the problem persists after the date set in the final written warning, the employee's employment may be terminated.
- The termination must be approved by the Managing Director.
- If the termination is not approved, an alternative process for managing the performance issue is developed.

Detailed notes of performance dispute management are recorded and kept in the individual employee's personnel file.

Staff Grievance Procedure

If an employee has a grievance related to their employment or concerning another staff person, the following process applies:

Discussion

The employee may approach the Human Resource Manager for discussion and advice on the issue. The discussion is confidential. The employee may put the issue in writing to a senior staff member and request that the issue be raised.

A decision on the issue and discussion with the employee, will occur within seven business days. If the employee considers that the discussion has not addressed their concerns adequately, they may seek external advice. This may be with their union representative or another independent body.

Misconduct

Misconduct includes very serious breaches of our policies and procedures or unacceptable behaviour that warrants the dismissal of an employee. Examples of misconduct include:

- Theft of property or funds from our organisation.
- Wilful damage of property belonging to our organisation.
- Intoxication through alcohol or other substances during working hours.
- Verbal or physical harassment or discrimination of any other employee or participant.
- The disclosure of confidential information regarding the organisation to any other party without prior permission.
- The disclosure of participant information other than information that is necessary to assist participants and to ensure their safety.
- Carrying on a private business from our premises or using the organisation's resources for private business without the permission.
- Falsification of any records belonging to the organisation.
- Failure to comply with the Code of Conduct.

Seek Advice

- The Human Resource Manager must be informed immediately following receipt of an allegation of misconduct via email or registered letter.
- If necessary, the Human Resource Manager will obtain external professional advice.
- Staff should consider seeking advice from their union and / or another independent body.

Suspension of Duties

The employee is told as soon as possible of any allegation of misconduct. The employee may be suspended with full pay pending an investigation of the allegation.

A letter outlining the time, date and alleged misconduct is given to them.

Leave

-Application for Leave

Any employee taking leave must complete a "Leave Request Form". If the Leave Request Form is not completed, payment will not be made for leave taken.

The application must be completed and approved before annual leave, long service leave, or if unpaid leave is taken.

Sick Leave

- A doctor's certificate is required for sick leave of more than two consecutive days.
- When sick leave is required, this should be communicated to the Administration Officer or Consumer Care Coordinator as soon as possible and at a minimum of at least two hours prior to the usual start time of the employee.
- An Application for Leave must be completed immediately after an employee returns to work after sick leave.
- The Continuity of Support Policy and Procedure will be implemented to support participants.

-Personal/Carer's Leave and Compassionate Leave

- Personal/Carer's Leave and Compassionate Leave is defined in the relevant award. (This only applies if staff are under an award.) To qualify for personal leave, an employee's reason for leave must meet the definition of Personal/Carer's Leave and Compassionate Leave within the Award.
- An Application for Leave must be completed immediately after an employee returns to work.
- When leave is required, this should be communicated to the Administration Officer or Consumer Care Coordinator as soon as possible and at a minimum of at least two hours prior to the usual start time of the employee.

-Recording Annual Leave

Annual leave taken and owing to staff is tracked on the Adelaide Quality Care.

Employee Exit Procedure

When an employee leaves Adelaide Quality Care, the following procedure applies:

- An exit interview is conducted by the Managing Director and this will provide useful feedback to the staff member and the organisation.
- The exit interview is to be documented.
- Completed documentation is relevant for review and consideration of improvements.

RELATED DOCUMENTS

- Application for Employment
- Application Interview Form
- Recruitment and Selection Form
- Telephone Reference Check Form
- New Employee Onboard List (P2 / H. F001)
- Offer of Employment (P2 / H. F002)
- Code of Conduct Form (P2 / H. F003)
- Privacy and Confidentiality Agreement (P2 / H. F004)
- Fair Work Information Statement (P2 / H. F005)
- Superannuation (Super) Standard Choice Form (P2 / H. F006)
- New Employee Onboard Process Flow Chart (P2 / H. G001)
- Employee Handbook (P2 / H. G002)
- Disciplinary Process Flow Chart (P2 / H. G003)
- Employee Information Form (P2 / A. F001)
- Leave Request Form (P2 / A. F004)

REFERENCES

- NDIS Practice Standards and Quality Indicators 2018
- NDIS (Code of Conduct) Rules 2018
- Work Health and Safety Act 2012
- Fair Work Act 2009
- Anti-Discrimination Act 1977
- Equal Opportunity Act 1984 (SA)
- Privacy Act 1988
- Aged Care Act 1997
- Aged Care Quality and Safety Commisive Act 2018
- Privacy and Personal Information Protection Act 1998
- Workplace Gender Equality Act 2012