



07. HUMAN RESOURCES : POLICY AND PROCEDURE

7. HUMAN RESOURCES

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7.1 OVERVIEW

7.1.1 CONSUMER OUTCOME¹

"I get quality care and services when I need them from people who are knowledgeable, capable and caring."

7.1.2 ORGANISATION STATEMENT²

Victoria Daly Regional Council Home Care ensures:

- There are sufficient skilled and qualified workforce to provide safe, respectful and quality care and services.

7.1.3 OUR POLICY³

- The workforce is planned and the number and mix of staff deployed enables the delivery and management of safe and quality care and services
- Workforce interactions with consumers are kind, caring and respectful of each consumer's identity, culture and diversity
- The workforce is competent and has the qualifications and knowledge to effectively perform their roles
- The workforce is recruited, trained, equipped and supported to deliver the outcomes required by these standards
- Each member of the workforce participates in regular assessment, monitoring and review of their performance.

7.1.4 RESPONSIBILITIES

- Management develops processes and practices that ensure the workforce delivers safe, respectful and quality care and services
- Staff follow policies and procedures, participate in development opportunities, and deliver services and care that is safe, respectful and of a high quality
- Consumers and/or their representatives with the support of Victoria Daly Regional Council Home Care advise us if any member of the workforce does not deliver safe, respectful and quality care and services.

7.1.5 MONITORING HUMAN RESOURCES

Human resource management processes and systems are regularly audited as part of our audit program and staff, consumers and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made (see 8.3.5 Corporate Calendar and 8.9 Continuous Improvement).

7.1.6 REFERENCES

- Australian Government Australian Aged Care Quality Agency *Aged Care Quality Standards Draft Guidance - Full suite 2018*

¹ Australian Government Department of Health Standard 7: Human Resources Aged Care Quality Standards June 2018

² Ibid

³ Based on the requirements for Standard 7: Human Resources Aged Care Quality Standards June 2018

- Australian Government [Australian Human Rights Commission](#) 2018
- Australian Government Department of Health [Aged Care Quality Standards](#) June 2018
- Australian Government Department of Health [Approved Provider Information](#) February 2017
- Australian Government Department of Health [Commonwealth Home Support Programme – Program Manual](#) 2018
- Australian Government Department of Health [Home Care Packages Programme Operational Manual](#) 2015
- Australian Government Department of Health [Police Certificate Guidelines](#) March 2017
- Australian Government [Fair Work Act 2009](#)
- Australian Government [Privacy Act 1988 and Privacy Amendment \(Enhancing Privacy Protection\) Act 2012](#)
- Government of Western Australia [Equal Opportunity Act 1984](#)
- Government of Western Australia Equal Opportunity Commission [EEO Factsheet](#) 2018
- Government of Western Australia [Occupational Safety and Health Act 1984](#) and the [Occupational Safety and Health Regulations 1996](#).

7.1.7 DEFINITIONS

1. Consumer refers to the consumer and their guardian and/or their representatives nominated by them.
2. Support Worker refers to unregulated healthcare workers.
3. Support Staff refers to all staff involved in delivering services and care to consumers.

7.2 WORKFORCE PLANNING

7.2.1 HUMAN RESOURCE SUPPORT

Victoria Daly Regional Council Home Care ensures the effective planning and management of human resources through accessing support and information from the following agencies:

- Aged Care Services WA (ACSWA)
- The Chamber of Commerce and Industry (CCI)
- Other specific human resource management consultants if required.

In addition, all staff involved in the recruitment and management of staff attend training in human resource management as required to their role.

7.2.2 PLANNING THE WORKFORCE

The focus of workforce planning is to ensure that there are the right number of people, with the right blend of skills, delivering care. This achieved through:

- Ensuring all staff providing support to consumers have as a minimum a Certificate III in Aged Care and are supported to obtain a Certificate IV. Staff providing assessment and reviews must have a Certificate IV in Aged Care
- All prospective staff, at their interview, are assessed on the questions of “Why do you think you are suitable to provide care and support to older people?” and “How do you show respect of a person’s identity, culture and diversity?”
- Employing a Registered Nurse qualified to provide nursing care and support to oversee clinical practice and to deliver services to consumers requiring clinical care as necessary and/or sourcing appropriate nursing services to deliver these services
- Ensuring there are adequate staff with the appropriate skills before offering services to new consumers. Where additional staff hours are required appropriate current staff are asked if they wish to increase their hours. If current staff are unable to provide more time agency staff may be utilised in the short term while additional staff resources are arranged either through current staff or the employment of new staff
- Determining the appropriate staff skill when considering offering new or innovative services
- Staff are asked to provide maximum notice of holidays or other known absences with at least three weeks’ notice required to ensure adequate time to make other arrangements
- In an emergency situation such as multiple staff falling ill, we use agency staff or liaise with other home care agencies in our area to identify other appropriately skilled staff who may be available
- Staff rosters are planned to meet the needs of staff and of consumers and are managed through our consumer management system
- The time required to deliver services to each consumer is based on the support plan and is reviewed in response to consumer or staff feedback and service reviews
- All staff have mobile phones that connect to the consumer management system and are advised of changes to their roster as soon as is known
- Volunteers are utilised, but only as drivers, assisting in the centre and outings, or for office tasks. Volunteer attendance is managed through the consumer management system
- Any issues relating to a shortage of staff are reported to and reviewed at relevant management meetings.

7.2.3 RETAINING STAFF

Victoria Daly Regional Council Home Care recognises that experienced staff with knowledge of the service and consumers are valuable and we are committed to retaining them. Strategies include:

- Ensuring staff are valued through welcoming their feedback and involvement in service management through staff meetings and the continuous improvement process (see 8.9 Continuous Improvement)
- Paying higher than award wages with annual increments that include a bonus for length of employment
- Providing staff development opportunities such as study leave for Certificate IV, in-house training, and external training
- Providing a structure that offers opportunities for acting in higher positions and advancement
- Balancing staff needs with our commitment to consumers to allow some flexibility in hours worked, such the need for staff to be home for children after school
- A grievance procedure which staff are encouraged to utilise if they feel they need to take up an issue
- Social functions where staff can meet other staff and Board of Management
- Similar strategies are implemented to retain volunteers, as appropriate.

7.2.4 WORKFORCE RISK MANAGEMENT

As part of Victoria Daly Regional Council Home Care risk management processes, we maintain a Workforce Register of Risks which is reviewed and updated every month through the Team Meetings and Service Management Meetings. (See 8.10 Risk Management and Table 8.3.1: Management Meetings, esp. Improvement Committee Meeting.)

In addition, staff and consumers are supported and encouraged to provide ongoing feedback on all aspects of their work or services which ensures any issues or risks that might make the workforce insufficient are identified early on. (See 8.9 Continuous Improvement.)

7.3 WORKFORCE RECRUITMENT

Victoria Daly Regional Council Home Care have a range of staff to ensure that the organisation is effectively managed and services meet the needs of consumers. These are outlined in the organisation structure chart. (See 8.3.1 Reporting Process and Figure 8.3.1: Management Structure).

7.3.1 RECRUITMENT POLICY

- All staff are recruited according to our Equal Employment Opportunity Policy (see 7.3.2 Equal Employment Opportunity)
- All permanent vacancies are advertised externally
- The Manager is responsible for the recruitment of service staff and delegates as appropriate
- The Board of Management is responsible for the recruitment of the Manager and the Coordinators.

7.3.2 EQUAL EMPLOYMENT OPPORTUNITY AND ANTI-DISCRIMINATION

Victoria Daly Regional Council Home Care chooses the best person for the job regardless of:

- Age
- Breastfeeding
- Family responsibility and family status
- Fines Enforcement Registrar's Website
- Gender history
- Impairment
- Marital status
- Pregnancy
- Race
- Religious or political conviction
- Sex
- Sexual orientation.⁴

Equal opportunity principles are followed in all areas of staff management. Individuals are appointed based on their ability to meet criteria that are consistent with the role and position description.

Information and training, when appropriate, on equal employment opportunity and staff recruitment processes is provided to all staff and Board members involved in staff recruitment.

7.3.3 SACS MODERN AWARD

Where appropriate we employ staff under the Social, Community, Home Care and Disability Services Industry Award 2010 (SACS Modern Award).

⁴ Government of Western Australia Equal Opportunity Commission [EEO Factsheet](#) 2018

7.3.4 PROCESS FOR FILLING A VACANT POSITION

i) 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. Determine how each of the selection criteria are assessed, e.g. written application or interview.

ii) Advertise the position

Positions are advertised in newspaper/s, employment agencies or the internet. Advertisements include:

- Information about Victoria Daly Regional Council Home Care
- Primary role of the vacant position
- Point of contact for further information
- How to apply
- Closing date.

A copy of the most recent advertisement for all positions is maintained by the Administration Team for use in developing new advertisements.

A copy of our Application for Employment and the position description are sent to all prospective applicants.

iii) Set up a selection panel

The selection panel is responsible for shortlisting, interviewing and selecting the successful applicant.

For the employment of the Manager the selection panel comprises of:

- The Chairperson, and
- Two other Board members or one other Board member and a person external to Victoria Daly Regional Council Home Care with appropriate expertise.

For the employment of the Coordinators the selection panel comprises of:

- The Chairperson
- The Manager and
- One other Board member or a person external to Victoria Daly Regional Council Home Care with appropriate expertise.

For the employment of other staff, the selection panel comprises of:

- The Manager or relevant Coordinator, and
- A Team Leader or other appropriate staff member.

One member of the selection panel is designated the chair and coordinates the panel and makes notes regarding the decisions of the panel.

iv) Shortlist applicants

The selection panel assesses all applications and shortlists applicants on their stated ability to meet the essential selection criteria. If necessary, further shortlisting is undertaken using desirable selection criteria.

Applicants who are shortlisted are offered the opportunity to attend an interview.

v) Interview applicants

The selection panel prepares interview questions prior to the interviews. All applicants are asked the same questions. The questions explore the applicant's relevant skills and experience to perform the duties and are based on the selection criteria.

All prospective staff, at their interview, are assessed on the questions of "Why do you think you are suitable to provide care and support to older people?" and "How do you show respect to a person's identity, culture and diversity?"

Immediately following each interview, a summary of the interview is recorded on the Summary of Interview form. The summary assists in the selection of the successful applicant and in providing feedback to unsuccessful applicants.

When all interviews have been completed the preferred applicant is selected by the selection panel. Recruitment decisions and reasons for them are documented by the chair of the panel.

vi) Conduct pre-employment checks

When a successful applicant has been identified an offer of employment is made conditional on the following pre-employment checks:

- Reference check
- Police check
- Registration check (as applicable to role).

Procedures are in place for conducting these checks (see 7.3.10 Employment Checks).

vii) Offer of employment

Advise the successful applicant by telephone and arrange a start date.

Immediately send the successful applicant an Offer of Employment specifying the key terms and conditions of employment for signing prior to commencing employment.

viii) Advise unsuccessful applicants

All unsuccessful applicants are informed by telephone (or in writing for more senior positions) of the outcome of their application immediately following the appointment of the successful applicant.

Unsuccessful applicants are advised that they may request feedback. This is provided by the Chair of the interview panel.

7.3.5 PROCEDURE FOR NEW STAFF

i) Orientation

Victoria Daly Regional Council Home Care ensures staff are aware of, and comply with, relevant legislation including, Work Health and Safety⁵, Equal Employment Opportunities⁶, Anti-discrimination and Anti-Harassment responsibilities⁷ and the provisions of the Privacy Act⁸. These items are covered in the staff/volunteer orientations.

Staff/volunteer orientation checklist

All items covered when a new employee commences are described in detail in the Staff/Volunteer Orientation Checklist. The Staff Volunteer Orientation Checklist can be completed over one or more sessions but is fully completed within 4 weeks of a person commencing employment. A follow up to the orientation is completed 6 to 9 months after the employee commenced. This involves clarifying relevant items on the Staff/Volunteer Orientation Checklist with other staff/volunteers as appropriate.

All forms and documents signed by the employee, including a copy of the signed Staff/Volunteer Orientation Checklist, are filed in the employee file with copies provided to the employee as appropriate.

The Chairperson or another Board member completes the Staff/Volunteer Orientation Checklist with a new Manager. The Manager completes the Staff Volunteer Orientation Checklist with Coordinators. The Coordinators or Team Leaders complete the Staff/Volunteer Orientation Checklist with other staff/volunteers as appropriate.

Meeting with consumers

Where practicable, staff are encouraged to participate in focus groups, meetings or other gatherings with consumers to hear their views on key aspects of service delivery such as working in partnership, consumer choice and control and input in the service.

ii) Supervision of new staff

New support staff are supervised and orientated to their position by a mentor or 'buddy' who is allocated by the Team Leader. Staff in more senior positions are mentored by other senior staff, such as Team Leaders and Coordinators. 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.

7.3.6 POSITION DESCRIPTIONS

All staff (paid and unpaid) have a position description which specifies their roles and responsibilities. A sample of position descriptions are available in the Forms folder/Position Descriptions.

⁵ Government of Western Australia Occupational Safety and Health Act 1984 and the Occupational Safety and Health Regulations 1996

⁶ Government of Western Australia Equal Opportunity Act 1984

⁷ This responsibility is set out in federal and state anti-discrimination laws, as well as the Australian Government Fair Work Act 2009. Taken together, they make certain types of workplace behaviour against the law. See Australian Government [Australian Human Rights Commission](#) 2018

⁸ Australian Government Privacy Act 1988 and Privacy Amendment (Enhancing Privacy Protection) Act 2012

Position descriptions are reviewed and updated when a staff member leaves and/or every two years to ensure that they are appropriate.

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

7.3.7 STAFF CODE OF BEHAVIOUR

All staff are required to comply with the Code of Behaviour for Staff and Volunteers which encapsulates the respectful, safe and professional delivery of support to our consumers, representatives, contractors, the community and any other stakeholders.

Staff (including volunteers) are required to sign a Code of Behaviour for Staff and Volunteers form on commencement. Disciplinary action may be taken if staff do not abide by it.

Staff/volunteers agree to:

- Abide by the philosophy of Victoria Daly Regional Council Home Care
- Observe all the rules of Victoria Daly Regional Council Home Care including those specified in the constitution and any others determined by the Board
- Adhere to all our accounting procedures
- Work in a safe and competent manner in accordance with the policies and procedures of Victoria Daly Regional Council Home Care
- Respect the dignity and culture, values and beliefs of all individuals
- Represent Victoria Daly Regional Council Home Care in a positive way
- Wear suitable clothing including closed in shoes, clean and discrete shirt and trousers/skirt (or shorts appropriate to role)
- Not discuss confidential issues with people outside the organisation, regard all information provided to them by a consumer as confidential and never disclose personal information to a consumer
- Not take illegal drugs or consume alcohol when on duty or on the premises
- Not accept gifts or purchase any items from consumers (except small gifts of home garden produce)
- Not have sexual relationships with consumers or take them to their (staff) homes or engage in a relationship with consumers outside of a professional relationship
- Follow any grievance procedures set down by the Board to try to resolve any conflicts with other staff or members of Victoria Daly Regional Council Home Care
- Not harass in any form consumers, other staff or members of Victoria Daly Regional Council Home Care
- Not abuse, physically or verbally, consumers, other staff or members of Victoria Daly Regional Council Home Care
- Not give advice to consumers or diagnose the condition of a consumer's health (except health promotion advice provided by a Registered Nurse). If requested by the family as to your thoughts regarding the condition of a consumer – refer them to their GP or hospital
- Not alienate consumers from their family
- Treat consumers with courtesy, respect and consideration, act on complaints and provide services to the best of their ability.

7.3.8 POLICIES AND PROCEDURES

The policies and procedures contain key information that all staff and volunteers need to know to complete their roles safely and effectively.

New staff and volunteers are provided with time to read the policies and procedures and these are reiterated at staff meetings and through communication with staff and volunteers.

7.3.9 STAFF FILES

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

- Application for Employment
- Police check information (sealed)
- Professional registrations
- Signed Offer of Employment
- Position description
- A completed Staff Volunteer Personal Details Record
- Signed Staff Volunteer Orientation Checklist
- Signed Code of Behaviour for Staff and Volunteers
- Record of Staff Counselling Interview, and
- Any other relevant paper-based information.

Employees are entitled to see their file at any suitable time arranged with the Coordinator or Manager as appropriate.

7.3.10 EMPLOYMENT CHECKS

An Employment Checks Register is maintained that includes information on police checks, driver's licence and insurance, and professional registration checks. It is maintained by the Clerical Assistant and updated as required.

i) Reference check

The chair of the interview panel for all new staff contacts one or more of the referees of the preferred applicant. Referees are asked to comment on the person's ability to carry out the duties of the position applied for. Referees comments are noted in writing on the Summary of Interview form.

ii) Police check⁹.

Definitions

See the Department of Health Police Certificate Guidelines March 2017 (pp 7-9) for definitions of staff, volunteers, non-staff members and contractors.

⁹ Victoria Daly Regional Council Home Care procedures for police checks are based on information in the Australian Government Department of Health Police Certificate Guidelines March 2017. Information on Police Certificate requirements is also included in Australian Government Department of Health Commonwealth Home Support Programme - Program Manual 2018 p 84

Staff and volunteers

Victoria Daly Regional Council Home Care requires all staff members who are reasonably likely to have access to consumers, supervised or unsupervised, and volunteers¹⁰ who have unsupervised access to consumers, to provide a Police Certificate not more than three years old.

Staff are to meet the cost of their police check. Volunteer police checks are available at a reduced cost from the WA Police for registered volunteer organisations. Applications are made online and are paid for by Victoria Daly Regional Council Home Care.

The following offences preclude a person from working in Victoria Daly Regional Council Home Care:

- A conviction for murder or sexual assault
- A conviction of, and sentenced to imprisonment for, any other form of assault
- Convicted for an indictable offence within the past 10 years¹¹.

A person with other convictions can be considered for employment by the Manager/Board of Victoria Daly Regional Council Home Care, taking into consideration their role and contact with consumers.

Subcontractors service delivery

The contract signed between Victoria Daly Regional Council Home Care and contractors who provide services to consumers on our behalf requires that they or their staff or sub-contractors have a current Police Clearance and professional registrations as appropriate. This is monitored by the Manager. (See 1.2.5 Subcontracting Service Delivery, for more details.)

Independent contractors

Police check requirements are not intended to extend to people engaged on an adhoc basis. Trades people engaged to provide a service at a date and time determined by the person providing the service generally do not require police checks.¹² These people are supervised by an Victoria Daly Regional Council Home Care staff person whilst they are in contact with consumers.

Statutory Declarations

New staff – commencing employment without a police check

Victoria Daly Regional Council Home Care requires all new staff members and volunteers to have a current police certificate before they start work. Where this is not possible and the circumstances are extenuating and require the person to commence work, we, under Section

¹⁰ The Australian Government Department of Health Police Certificate Guidelines March 2017 advises that service providers do not need to obtain a police check for CVS Volunteers provided by the CVS, as they have a police certificate and have been assessed as meeting the requirement. P 10. The Guidelines further state: "Community Visitors will provide approved providers with a 'Letter of Introduction' confirming the date of expiry of their police check and that they have made a statutory declaration if they have lived permanently overseas after they turned 16. Provided that the letter is current, the home is not required to view the original police certificate or statutory declaration. The home may keep a copy of the 'Letter of Introduction' to assist with compliance requirements. P 10

¹¹ The Australian Government Department of Health Home Care Packages Programme Operational Manual 2015 (p 43) specifies only the two points above. The Commonwealth Home Support Programme - Program Manual 2018 specifies the third point in addition to the first two (p 106)

¹² The Department of Health Police Certificate Guidelines March 2017 provide more information on contractors

49 of the Accountability Principles, allow a person to start work prior to obtaining a police certificate and pending an assessment of any criminal conviction subject to the following:

- The person provides a copy of the application for a police certificate showing that it was made before the date on which the person first became a staff member or volunteer
- It is clear that the care and other service to be provided is essential and cannot be provided in the absence of the staff person and this is documented
- The person is appropriately supervised until the police certificate is obtained
- It is clearly shown and documented how supervision occurs in a range of working conditions such as during night shifts and holiday periods when supervisory staff numbers may be limited
- The person makes a statutory declaration stating that they have never been:
 - convicted of murder or sexual assault, or
 - convicted of, and sentenced to imprisonment for, any other form of assault.

Staff and volunteers who have resided overseas

Staff members and volunteers who have been citizens or permanent residents of a country other than Australia at any time after turning 16 must make a statutory declaration before starting work in any aged care service, stating that they have never:

- Been convicted of murder or sexual assault, or
- Been convicted of, and sentenced to imprisonment for, any other form of assault.

This statutory declaration is in addition to a current national police certificate, as this reports only those convictions recorded in Australian jurisdictions.

Processing police checks and other documents

The Team Leader Administration processes the individual police check assessments for staff and volunteers. When the original or certified copy of the police clearance or other notification is received relevant information including the reference number and expiry date is entered into the Employment Checks Register.

The Police Certificate and other documents including statutory declarations are filed in a sealed envelope in the person's file which is only accessible to management staff.

The Employment Checks Register is checked at the start of each month by the Team Leader Administration, and three months prior to the police check expiring, each staff member or volunteer is advised that a new police certificate is required. When staff provide the updated certificate the information in the Employment Checks Register is updated. Staff taking leave may be provided with additional notice as necessary.

If staff do not provide an updated police certificate before the expiration of the existing certificate, they are not permitted to work until a valid police certificate is obtained.

Assessing offences

Where staff or volunteers have recorded an offence other than those specified above under Staff and Volunteers the Manager and a Board representative consider the offence/s against the criteria specified in the Department of Health Police Certificate Guidelines March 2017 (p 12). A previous conviction does not necessarily disqualify a person from employment.

Staff and volunteers are required to advise their Coordinator if they are convicted of any offence in the three-year period between obtaining and renewing their police clearance. Any offences are considered by the Manager and a Board representative. If the reviewers are satisfied on reasonable grounds that the offence makes the person unsuitable to work with our consumers and other staff, they are not permitted to continue as a staff member or volunteer. Notes are maintained on all considerations of police and other checks.

Key personnel

Victoria Daly Regional Council Home Care follows the requirements for key personnel stipulated on the Australian Government [Department of Health website](#).¹³ Police clearances and other checks of key personnel are managed by the Manager, if he/she has a current clearance. If a check is being conducted of the Manager, a board member manages it. The same process that applies to staff applies to key personnel but with the board deciding the action taken in the event of a non-disqualifying conviction.

Police certificates and other check documents are filed in a sealed envelope in the person's file which is only accessible to the Manager and the Board by request. Notes are maintained on all considerations of police and other checks.

Victoria Daly Regional Council Home Care makes sure that key personnel are not disqualified individuals through three yearly renewals of their police certificate and we advise the Department of any changes that affect our suitability to provide aged care.

iii) Drivers licence and vehicle registration checks

All staff who use their vehicle in their work are required to provide a copy of their valid driver's licence (and, if they transport consumers) a copy of their valid car registration and insurance certificates (identifying that the vehicle is used for work purposes) on commencement with the organisation. Staff are required to advise us if their licence or registration is revoked.

¹³ Australian Government Department of Health [Approved Provider Information](#) February 2017

7.4 STAFF DEVELOPMENT

7.4.1 STAFF SUPERVISION AND SUPPORT

Supervision and support are important for ensuring that staff are supported in their work and their work is carried out effectively. Additionally, supervision sessions provide an opportunity to follow up on staff development issues noted in staff development reviews.

The small number of staff working in Victoria Daly Regional Council Home Care means that ongoing supervision and support is continuously provided informally. To ensure that staff have an opportunity to address problems or issues the supervisor also provides staff with a formal supervision session annually through a performance development review (see 7.4.2 Performance Development Reviews).

Support workers and other staff have monthly meetings with their Team Leader to ensure that they are supported and are aware of changes to support for consumers and have an opportunity to provide input and feedback regarding operations. In addition, staff may be supervised by their Team Leader to validate their practices whilst in consumer's homes. These visits can be announced or unannounced and provide an opportunity for Team Leaders to review practices and meet with consumers in their home to gain feedback on services provided.

The line manager/supervisor of each staff position provides supervision and support as per the organisation structure in 8.3.1 Reporting Process (see Figure 8.3.1: Management Structure). Note: The Clerical Assistant is supervised by the Team Leader Administration.

7.4.2 PERFORMANCE DEVELOPMENT REVIEWS

Victoria Daly Regional Council Home 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 providing a quality, professional service at all times.

Performance development reviews are conducted annually in consultation with the staff person and their line manager/supervisor using the Performance Development Review form.

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 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 practices.

Particular performance issues are not left to the performance development review but are dealt with as they occur. These issues may, however; be raised in the review as part of the overall assessment of the employee's performance.

On completion of the performance development review both the employee and the supervisor sign the review form. The staff person and the supervisor are responsible for implementing any agreed actions (respectively) and recording these on the form and in the Training Spreadsheet (see 7.4.3 Staff Education and Training/viii) Staff training records).

The Performance Development Review cannot be closed out until all agreed actions have been implemented.

7.4.3 STAFF EDUCATION AND TRAINING

i) Education and training strategies

Appropriate training and development opportunities are provided for all employees and volunteers to ensure they have the skills and qualifications to competently deliver services to consumers. This includes:

- Annual reviews of all positions and position descriptions to ensure the skill levels required for each position reflect the responsibilities of the positions
- The identification of training needs through ongoing staff input, changes in the services and care delivered, identified changes in consumers' needs, management input and annual performance development reviews
- The provision of training to meet identified work role needs including formal training, staff meeting discussions and participation in consumer morning tea discussions
- Opportunities for all staff and volunteers to attend training
- Ongoing evaluation of training to ensure it meets staff and volunteer needs and improves the operations and services.

ii) Mandatory training

All staff and volunteers complete the following training:

- Orientation on commencement (see 7.3.5 Procedure for New Staff)
- Review of Consumer Handbook
- Fire and emergencies annually
- Fire drills at least twice yearly
- The Aged Care Quality Standards and achieving the outcomes for consumers
- Principles of service delivery including:
 - available services
 - the partnership approach
 - dignity and respect for consumers
 - delivering services within a wellness and reablement framework
 - fostering consumer choice and control
 - promoting consumer communication
 - promoting the maintenance of social connections
- Consumer rights and responsibilities
- Ensuring consumer privacy and confidentiality
- Delivering safe services including:
 - advocacy
 - promoting independence
 - feedback and complaints processes,
 - duty of care and legal responsibilities associated with work

- Maintaining a safe workplace (WHS)
- Manual handling annually for all staff directly involved with consumers
- Infection control annually for all staff directly involved with consumers
- Working with consumers living with dementia and cognitive impairment
- Working with people with special needs
- Equal employment opportunity and anti-discrimination.

Home support staff are also made aware of home-based safety requirements such as home fire safety, hygiene, and other home-related hazards which may put consumers or staff at risk.

iii) Non-mandatory training

Staff meetings - service delivery staff

Staff meetings include a discussion of a different topic each meeting. Key topics include:

- Consumers as partners
- Demonstrating dignity and respect
- Supporting consumer choice
- Encouraging consumer communication
- Consumer spiritual needs
- Consumer emotional and psychological needs
- Wellness, reablement and independence
- Consumer choice and risk
- Consumer inclusion in community
- Cultural safety
- Consumer Directed Care
- Consumer rights
- Consumer responsibilities
- Dealing with suspected elder abuse
- Handover: iSoBAR
- Working through a small section of the Policies and Procedures Manual at each meeting.

Consumer morning teas

Regular morning tea meetings (at least quarterly) are held with selected consumers to provide an opportunity for them to provide their opinions and ideas for improving services and care delivered through Victoria Daly Regional Council Home Care.

(See 8.9.7 Other Continuous Improvement Information Sources/ ii) Consumer meetings.)

iv) Competencies

Medication competencies

Support Workers who provide medication support to consumers are deemed competent by the Registered Nurse (see 3.3 Medication Management and especially 3.3.13 Staff Training for Medication Support).

Other competencies

Registered nurses work within the Nursing and Midwifery Board of Australia¹⁴ registration standards and continuing professional development requirements to ensure they are appropriately skilled and competent to perform as a registered nurse.

Each nurse is responsible for ensuring they are working within their scope of practice, and Victoria Daly Regional Council Home Care supports registered nurses to complete the appropriate education and training to work within their scope of practice. This includes providing education, training and professional development opportunities for registered nurses in areas such as wound care, continence care, dementia and cognitive impairment and other skills required by the registered nurse to provide consumer focused and contemporary clinical care.

Registered nurses provide education, training, information, supervision and competency assessment for unregulated care workers for tasks they are able to perform, such as continence aid management, supporting consumers with dementia and cognitive impairment, mobility assistance, personal care, etc. The registered nurse determines, within their scope of practice, the suitability for delegating tasks to unregulated care workers and ensures these staff have the knowledge and skills to provide the relevant tasks.

v) Food safety training

The Team Leader Meals and Transport, ensures all volunteers who deliver meals and staff who work in the Centre attend food safety training to ensure that they understand and implement the principles of safe food handling.

vi) Staff development opportunities

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

We support our staff in staff development, education and training activities which are relevant to, and benefit the organisation. Support may include:

- Staff attendance for up to three (3) days per year for 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.

Staff can provide feedback to their supervisor on any training activities that they have attended and the value of the activity to their work and to any issues identified in the Performance Development Review. Information relevant to the functions of the Board is presented at Board meetings.

¹⁴ <https://www.nursingmidwiferyboard.gov.au/>

Any staff wishing to participate in staff development opportunities can discuss this with their supervisor. An application to attend should be made to the Manager at least 14 days prior to the activity.

vii) First aid

Team Leaders must complete a Senior First Aid Certificate and ensure that updates are completed every two years (see 5.3.4 First Aid and Emergencies/i) First aid). Other staff can apply for funding to complete first aid training. The Coordinators review these applications.

viii) Staff training records

The Administration Team records the following information in the Staff Training Spreadsheet:

- Performance development reviews, including the date the review was completed, the outcome of the review and the date of the next review
- Training calendar
- Training provided
- Staff training attendances for mandatory and other training
- Evaluation of training events.

7.5 STAFF DISPUTES AND GRIEVANCES

7.5.1 STAFF PERFORMANCE DISPUTE PROCEDURE

The following is the procedure for supervisors to deal with a staff performance dispute not involving misconduct. Misconduct is action by staff that results in instant dismissal.

In this procedure the term employee refers to both staff and volunteers. Supervisor refers to the Team Leader, Coordinator, Manager or Board representative as appropriate.

Step 1: Seek Advice

Supervisors should seek advice from a senior staff person if unsure whether the issue with the staff person is a performance issue or are unsure of how to deal with it. If necessary obtain advice from the Chamber of Commerce and Industry.

Staff should consider seeking advice from their union or another independent body.

Unless advised to the contrary the following steps apply.

Step 2: 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 supervisor, 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 where possible.

A date to review the employee's performance is set giving consideration to providing adequate time for the person to resolve the issue and to the risk to the organisation of the issue.

Step 3: 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 includes the employee, a representative of their choice (optional) and the supervisor.

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.

Step 4: Final Written Warning

If at the date set in Step 2, 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 supervisor.

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

Step 5: Termination of Employment

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

Detailed notes of performance dispute management are recorded on a Record of Staff Counselling Interview form.

7.5.2 STAFF GRIEVANCE PROCEDURE

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

In this procedure the term employee refers to both staff and volunteers. Supervisor refers to the Team Leader, Coordinator, Manager or Board representative as appropriate

Step 1: Seek Advice

Supervisors should seek advice from a senior staff person if unsure about how to deal with a staff grievance.

Staff should consider seeking advice from their union or another independent body.

Unless advised to the contrary the following steps apply.

Step 2: Discussion

The employee may approach the supervisor for discussion and advice on the issue. The discussion is confidential.

Step 3: Management

If the employee considers that the discussion has not addressed their concerns adequately they may put the issue in writing to the supervisor and request that the issue be raised with senior management.

Senior management decide the issue and advise the employee within 7 days.

Step 4: Board of Management

If the employee considers the problem is not resolved in Step 3 they may request consideration of the issue by the Board.

The Board decides the issue and advises the employee of their decision within 7 days. The decision of the Board is final.

7.5.3 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:

- Elder abuse
- Theft of property or funds from Victoria Daly Regional Council Home Care

- Willful damage of property belonging to Victoria Daly Regional Council Home Care
- Intoxication through alcohol or other substances during working hours
- Verbal or physical harassment or discrimination of any other employee or consumer
- The disclosure of confidential information regarding the organisation to any other party without prior permission
- The disclosure of consumer information other than information that is necessary to assist consumers and to ensure their safety
- Carrying on a private business from Victoria Daly Regional Council Home Care premises or using Victoria Daly Regional Council Home Care resources for private business without the permission of the Board
- Falsification of any records belonging to Victoria Daly Regional Council Home Care
- Failure to comply with the Code of Behaviour for Staff and Volunteers.

The Manager deals with all issues relating to misconduct and ensures that there are two representatives from Victoria Daly Regional Council Home Care present at the meeting to discuss the misconduct.

The staff person involved is encouraged to bring another person with them for the interview. A Record of Staff Counselling Interview is completed and signed by all parties and a copy provided to the staff person and a copy filed in their personnel file. The Manager seeks external advice (if deemed necessary) and consults with the Board prior to terminating any staff person.

7.6 STAFF TIMESHEETS, LEAVE AND EXIT

7.6.1 STAFF TIMESHEETS

Each staff person is required to maintain up-to-date a Fortnightly Timesheet. This must be submitted to the Team Leader on the Wednesday of each pay week.

The Team Leader checks the timesheets (against the Consumer Management System for support workers) before forwarding them to the Administration Team for payment.

7.6.2 LEAVE

i) Application for leave

Any employee taking leave must complete an Application for Leave. If the application form is not completed, payment is not made for leave taken.

The application must be completed and approved before annual leave, long service leave, or unpaid leave is taken. All leave must be approved by the relevant Coordinator.

ii) Sick leave

A medical certificate is required for sick leave of more than two consecutive days.

When sick leave is required this should be communicated to the employee's supervisor as soon as possible and at a minimum by the usual start time of the employee.

An Application for Leave must be completed immediately after an employee returns to work after sick leave.

iii) Personal, carers and compassionate leave

If not completed beforehand, an Application for Leave must be completed immediately after an employee returns to work.

When leave is required this should be communicated to the employee's supervisor as soon as possible and at a minimum by the usual start time of the employee.

iv) Recording annual leave

Annual leave taken and owing to staff is tracked on the payroll system.

7.6.3 EMPLOYEE EXIT PROCEDURE

When an employee leaves Victoria Daly Regional Council Home Care, the following procedure applies:

- Arrange an exit interview
 - The exit interview is conducted by the employee's supervisor and provides useful feedback about us for use in planning and evaluation. The Exit Interview Record guides the interview and is used to record responses
 - Completed Exit Interview Records are forwarded to the Manager and Coordinators for review and consideration of improvements
- Prepare the employee's termination payment

- Calculate ordinary wages due or wages in lieu of notice
- Calculate annual leave due to the date of termination. This is paid at the employee's current rate of pay
- Check if the employee is entitled to pro-rata long service leave
- Check if any allowances are owing (e.g. travel, meals)
- Check if the employee owes us any monies and deduct these from the final payment
- Prepare a written statement showing the detailed calculation of all monies to be paid to the employee
- Make sure there is a letter of resignation from the employee if they resigned, or a letter of termination from the Manager or the Board if they were dismissed. (Copies of these letters are kept in staff files)
- If requested, prepare a written Statement of Employment detailing the period of employment and type of work performed. The Manager or Coordinators may provide a verbal reference to a prospective employer if requested
- Complete a Centrelink Employment Separation Certificate if requested by the employee and provide it to the employee.

7.7 WORKERS' COMPENSATION

When an employee suffers an injury or suffers from a disease and work is a substantial contributing factor to that illness or injury, Victoria Daly Regional Council Home Care ensures that financial benefits and other assistance are provided as required by the relevant State and Territory legislation and regulations.

7.7.1 NOTIFICATION OF INCIDENT/ACCIDENT

An injured worker must notify the Manager of a workplace injury as soon as possible after the injury occurs, by completing an Adverse Event Report (see 8.9.6 Continuous Improvement/v) Adverse event report).

7.7.2 CLAIMS

The following process applies to workers compensation claims:

- An injured worker must complete a Worker's Compensation Claim Form for submission to the insurer. Any supporting documentation such as statements from witnesses, medical reports or certificates should also be submitted
- Where an injured employee is unable to lodge a Worker's Compensation Claim Form, the Manager arranges for the form to be completed on their behalf by either a relative, a witness to the accident, or a suitable employee
- The Manager photocopies all documentation and keeps the copy in a Workers' Compensation file. Access to this file is restricted to the Manager and maintained in a locked filing cabinet
- A claimant must co-operate fully in respect of the claim with the insurer. In particular, the claimant must comply with any reasonable request by the insurer to provide information
- Medical certificates should state whether an injured worker's work was a substantial contributing factor to the personal injury or disease
- The Manager forwards all receipts, medical certificates etc. to the insurer within seven days of receipt
- Upon acceptance of the Workers' Compensation claim, the insurer advises the injured employee of the acceptance of their claim in writing. If an injured employee's claim is accepted and they have not ceased work as the result of an injury, the injured employee is reimbursed by the insurer for any relevant and necessary costs associated with the claim.

7.7 3 REHABILITATION AND RETURN-TO-WORK PROGRAMS

i) Overview

Staff who sustain an injury at work that prevents them from carrying out their normal duties are supported in a return to work programme that is appropriate to their injury and abilities and meets the needs of the organisation. A Coordinator liaises with the staff person in developing the most appropriate programme. The Coordinator is guided by the Medical Practitioner or Health Professional who is overseeing the staff person's recovery. External expert assistance is sought if required.

ii) Obligations

We recognise that whilst we strive to provide and maintain a safe and healthy working environment, occupational injuries and illnesses do occur. In the event of occupational injury or illness Victoria Daly Regional Council Home Care is committed to the process of Occupational Rehabilitation.

We are committed to:

- Ensuring that the process of occupational rehabilitation is commenced within 3 working days of being notified of a significant injury or illness. An injury management plan is developed for all injured workers who sustain a significant injury in a manner consistent with medical judgement
- Providing suitable duties where practicable for an injured or ill worker as an integral part of the rehabilitation process
- Consulting and involving injured workers, nominated treating doctor, other treating professionals, other relevant parties and their representatives (where appropriate) in the rehabilitation process
- Ensuring that participation in a rehabilitation program does not, in itself, prejudice the injured worker
- Treating all rehabilitation records confidentially.

iii) Board of management/manager responsibilities

When there is an injury at work, the employer must provide the injured worker with:

- First aid and/or transport to medical treatment
- The name of the insurer
- The service name and employer contact details
- A claim form, if requested by the worker
- Suitable duties
- Any assistance that helps the worker to recover and return-to-work quickly.

The employer must also inform the Workers Compensation Insurer within 48 hours of a work-related injury occurring.

iv) Employee responsibilities

When there is an injury at work, the injured worker must:

- Seek medical attention
- Notify the employer as soon as possible
- Complete a Staff Accident Incident report, Workers Compensation forms and any other relevant documentation
- Participate and cooperate with the development and implementation of an injury management plan
- Comply with requests made by the insurance company with regard to their claim
- Make all efforts to return to work as soon as possible.

Before resuming pre-injury duties, the injured worker must obtain a final medical certificate stating that they are fit for pre-injury duties.

7.8 VOLUNTEERS AND TEMPORARY STAFF

7.8.1 VOLUNTEERS

i) Volunteer policy

Victoria Daly Regional Council Home Care recognises the valuable contribution to the service made by volunteers and actively encourages their participation. Through volunteers we:

- Enhance the range of services available through Victoria Daly Regional Council Home Care, and
- Allow for wider community participation in the service.

Volunteers are not used to replace paid workers in the service and currently provide driving support for the meals and transport services and assist in the office.

All volunteers are recruited according to our Equal Employment Opportunity Policy (see 7.3.2 Equal Employment Opportunity).

The Coordinator CHSP is responsible for the recruitment of volunteers.

ii) Volunteer management

The same procedures relating to staff recruitment, supervision and support, training, performance disputes, grievances, misconduct and staff files apply to volunteers with appropriate variations. Each volunteer completes a Volunteer Agreement on commencement and is provided with a Volunteer Driver Position Description.

Volunteers are managed by an assigned supervisor in their work area.

iii) Reimbursement of costs

Volunteers are reimbursed for the cost of mileage if they use their own vehicle. Volunteers are responsible for recording their mileage, submitting their mileage claims on a Vehicle Log Sheet and ensuring that their vehicles are insured appropriately. Volunteer vehicle registration expiry, driver's license expiry and insurance details are recorded in the Employment Checks Register.

7.8.2 TEMPORARY STAFF

The Team Leaders manage staffing for the services delivered. Staff are rostered to meet the planned support needs for consumers specified in their agreed support plans. Support is provided by suitably skilled Support Workers who follow the Support Plans.

i) Temporary staff shortages

The following process applies for consumers whose support has been rescheduled or who have had support cancelled due to staff shortages:

- The consumer is advised by telephone and provided with an explanation as to why there is a need to cancel a support visit. Every effort is made to reschedule the support, but this is not always possible
- A case note is made in the Consumer Management System
- Changes to support workers' jobs and allocation to consumers are amended in the Consumer Management System.
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ii) Agency staff

Sometimes agency staff are used to replace support workers and other staff as necessary to ensure ongoing service delivery. The Team Leader orientates the agency staff person prior to consumer allocation. The Team Leader ensures that the agency staff person is familiar with Victoria Daly Regional Council Home Care's processes and approaches to service delivery relevant to the support they are required to deliver including:

- Providing them with the contact number and details of the supervisor they should contact for support
- A handover of the consumers they are supporting, ensuring the staff member has the opportunity to ask questions regarding the care and the supervisor is clear on the staff member's skills are appropriate to the scheduled care
- Work health and safety guidelines, including infection prevention and control requirements (and the provision of appropriate personal protective equipment).

iii) Staff access to support

All support workers have access to support, information and advice via telephone to our office. Team leaders and other office staff can provide support as necessary.