

Policy:

Human resources are managed to ensure alignment of staff objectives and performance with the vision, mission, values, strategic and operational plans.

Human resource management practices are implemented based on a risk management approach, regulatory requirements and contemporary practices.

Appointment of staff and volunteers occurs following employment screening, including checking of references and criminal records. Police checks occur 3 yearly following appointments however; staff or volunteers who are convicted of a crime within the 3 year period shall report the circumstances to the Senior Manager. Continuance of employment is according to regulatory requirements and the risk related to ongoing employment.

A supportive work environment is created through the provision of effective management and leadership, the provision of staff amenities, responsible rostering, adequate equipment that is fit for purpose, adequate supplies for safe work practices and documented systems to guide work practices.

A learning environment encourages and supports staff to contribute to their full potential and to develop the knowledge and skills for their position. The staff development program includes, a formalised organisational and departmental orientation program, an annual training needs analysis, staff appraisal, knowledge and skills competency assessment and ongoing education and in-service.

Staff and volunteers treated with respect and provided feedback related to their work performance, and are shown appreciation for their contribution. Opportunity for personal growth and advancement is supported. Staff and volunteers are encouraged to use their skills and to make work related decisions within their scope of practice and their competence.

Quality improvement activities involve staff in decisions that affect them. Open communication systems provide staff with the opportunity for input and to receive information and feedback.

A comments, suggestions and complaints system is in place to identify and follow up on issues raised by staff. Where a staff member feels aggrieved or there are concerns related to staff performance or behaviour a formalized grievance and or disciplinary procedure is followed.

Staff's wellbeing is taken into consideration during changes in their family circumstances e.g., shift times are able to be modified to suit. Under special family circumstances annual leave will be granted at short notice to accommodate staff personal needs this may also include leave without pay.

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Steps**Method**

- | Steps | Method |
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| A. HUMAN RESOURCE PLANNING | <ul style="list-style-type: none"> • A Staffing Plan (5.0.1) is documented to determine effective full time positions, appropriate number and skills mix required to provide care and service for current residents, and to meet the strategic and operational plans. • The projected salary and wages are calculated using the plan. • This plan is reviewed annually, or in response to changing needs of residents, new services, changes in industry or regulatory requirements. • A roster reflecting the staffing plan is documented and posted 14 days / 28 days in advance <i>via Time Target (electronic Rostering & Timesheets system)</i>. Following the roster being posted a change of shift may also be considered by completing a Change of Shift Form (5.0.2) however, there must be appropriate levels of staff and skills mix to meet resident requirements. • A master copy of the roster is kept <i>in Time Target</i>. • Volunteers who are unpaid staff play an important role to assist the organisation to provide an increased range of opportunities for residents' enjoyment of life. <ul style="list-style-type: none"> • Volunteers are not used to replace staff but rather to benefit: <ul style="list-style-type: none"> • The volunteer • The residents/representatives • Paid staff. • Volunteers are not to be exploited or be expected to carry out tasks/duties of paid staff.¹ • Refer also to the Volunteer Program (5.6). |
| B. POSITION DESCRIPTIONS | <ul style="list-style-type: none"> • Documented Positions Descriptions (5.0.3) are available for each position designated on the organisational chart |
| C. DUTY STATEMENTS | <ul style="list-style-type: none"> • Daily/Shift duties are documented within procedures to guide staff work practices and Duty Statements (5.0.4) have been documented for each team to assist with time management. |
| D. RECRUITMENT, SELECTION AND APPOINTMENT | <ul style="list-style-type: none"> • New staff are recruited, selected and appointed according to the Recruitment, Selection and Appointment (5.1). |
| E. STAFF HANDBOOK | <ul style="list-style-type: none"> • The Staff Handbook provides information related to key areas of importance and expected standards of practice and behaviour. More detailed guidelines are provided in the associated policies and procedures. |

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- F. PERSONNEL FILES
- Personnel files are maintained for each individual staff member and volunteers in a locked filing cabinet and in the computer system with password access.
 - Staff personnel files contain;
 - job applications
 - interview details
 - Curriculum Vitae
 - evidence of qualifications and if applicable annual renewal of registration
 - contract/s of employment
 - a copy of position description/s
 - orientation check lists
 - applications for leave
 - all correspondence
 - grievance and disciplinary documentation
 - copy of incident forms/work cover and return to work plans or rehabilitation details
 - pay roll details, sick leave certificates and
 - annual performance appraisals.
 - Information in paper based personnel files is divided into sections using coloured dividers and the [Personnel File Colour Coding System \(5.0.5\)](#).
 - Access is limited to the Executive Officer, Executive Secretary and Receptionist.
 - Staff and volunteers may access their own file by written request to the Executive Officer.
 - Generally the staff member or volunteer may view the file in the presence of the Executive Secretary and photocopies made of contents by the Executive Secretary.
 - There may be some circumstances where refusal of access may be required such as; legal proceedings. In such cases a subpoena may be served. The file should be photocopied prior to providing the file to the relevant legal representative.
 - Otherwise **personnel files should not leave the premises.**
 - Refer also to [Administration and Information Management \(4.0\)](#) related to privacy.
- G. CONTACT LISTS
- A Staff Contact List is generated through TCMS and kept for reference.
 - Staff contact details must not be given out to anyone outside of *Holloway Aged Care Services*.

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H. CULTURAL DIVERSITY	<ul style="list-style-type: none"> • The cultural diversity of staff <i>and volunteers</i> are embraced and encouraged with a team approach to providing integrated, flexible culturally appropriate care and services to residents. • Discrimination of any kind during employment will not be tolerated. This includes behaviour or language that demonstrates cultural insensitivity or prejudice. Refer also to Workplace Bullying (21.4). • Safety instructions are provided in other languages or using diagrams / pictures, as required, for staff <i>and volunteers</i> with low English Literacy.
I. COMMUNICATION & PARTICIPATION	<ul style="list-style-type: none"> • Open communication is encouraged between management and staff. • Staff forums/committees are scheduled to provide feedback and seek feedback from staff on all aspects of service provision. These forums also provide staff an opportunity to be involved in decision making processes and review of quality plans. • Memos provide staff with details of changes or new requirements or important information. Refer also to Office Administration (4.1). • A newsletter provides staff with information about the progress and outcomes of quality improvement activities and items of interest to staff.
J. VOLUNTEER PROGRAM	<ul style="list-style-type: none"> • <i>The Volunteer Program (5.6) assists Holloway to provide an increased range of opportunities for residents' enjoyment of life.</i>
K. HEALTH & SAFETY	<ul style="list-style-type: none"> • Management, <i>staff and volunteers</i> work together to provide an effective Occupational Health and Safety Program (21.0-23.0) to ensure a safe working environment for staff <i>and volunteers</i>.
L. STAFF ASSISTANCE PROGRAM	<ul style="list-style-type: none"> • A range of assistance and support is provided for staff including: <ul style="list-style-type: none"> • Salary packaging • A 24 hour confidential counselling and debriefing by an external counselling service for traumatic events and situations. Refer also to Emergency Procedures 22.0.
M. STAFF DEVELOPMENT PROGRAM	<ul style="list-style-type: none"> • A Staff Development Program (5.4) is planned, documented, implemented and evaluated. • The program assists staff to develop the knowledge and skills for their position.

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N. INDUSTRIAL MATTERS	<ul style="list-style-type: none"> • <i>Holloway Aged Care Services</i> engages an Industrial Adviser for industrial and award matters. Management work with staff and union representatives to meet <i>Holloway's</i> regulatory obligations with respect to industrial matters.
O. GRIEVANCE & DISCIPLINARY PROCEDURES	<ul style="list-style-type: none"> • Management seeks to resolve grievances by negotiation and discussion according to the relevant award or enterprise agreement. • A copy of the relevant award/s or enterprise agreement/s are located in the staff room and on the intranet • Where disciplinary action is necessary the process will proceed according to the relevant award or enterprise agreement/s requirements, in consultation with <i>Holloway's</i> industrial advisor. • Refer also to the Grievance and Disciplinary Procedures (5.3) and Incident Reporting (21.1) for mandatory notification of health professional "notifiable conduct".
P. WAGES AND CONDITIONS	<ul style="list-style-type: none"> • Wages and conditions are per the relevant award or enterprise agreement. • Timesheets are completed by each staff member each shift <i>via Time Target's Vein Scanner</i>. • Overtime is not paid unless it has been approved by Executive Office or <i>Care Manager</i>. Where ever possible time in lieu is provided instead of overtime payments. • Timesheets are verified as correct by the Executive Officer / Executive Secretary. • Staff are paid fortnightly on Thursday by direct credit into their nominated bank account. Pay slips are placed in staff mail boxes
Q. LEAVE APPLICATION	<ul style="list-style-type: none"> • Staff may apply for leave according to the relevant award/ Enterprise Agreement and through mutual agreement to meet staff, resident and organisational requirements. • A Leave Application Form (External Document) is completed and submitted to Executive Secretary for approval. • The Leave Application Form is used for applying for all types of leave such as; <ul style="list-style-type: none"> • Annual leave • Sick leave • Education leave • Leave without pay • Compassionate leave • Maternity/paternity leave • Long service leave

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- Jury service
 - The [Events Calendar \(1.0.7\)](#) or a year planner is used to assist in planning staff leave. There must be sufficient staff to meet care and service requirements.
- R. STUDENTS
- From time to time *Holloway* has work experience students and or students on placement.
 - Students who are older than 18 years of age must undergo a police check and complete a Statutory Declaration prior to commencement. Refer to [Police Check \(5.5\)](#).
 - All students are provided an orientation to *Holloway* and their role. Orientation includes at least;
 - A welcome and a tour
 - Emergency procedures
 - Departmental policy, procedure and equipment relevant to their role.
 - Students on placement must only be allocated tasks for which they have been trained and meet the purpose of their placement. Assessments are completed by the students' work place assessor.
 - Work experience students must only be delegated tasks that will provide them with a positive experience and that are safe for residents. Work experience students must be provided with clear instructions and must be supervised at all times
 - Residents must also be asked for their consent for students to perform tasks.
 - Feedback is provided to the student coordinator during and upon completion of work experience or placement.
- S. TERMINATION OF EMPLOYMENT
- Termination of employment can occur under the following circumstances;
 - Expiry of a fixed term contract
 - Resignation. Notice must be given according to the relevant award or Enterprise Agreement.
 - Retirement. Notice must be given according to the relevant award or Enterprise Agreement.
 - Redundancy where a position is no longer required following a restructure
 - Dismissal. Refer also to [Grievance and Disciplinary Procedure \(5.3\)](#).
 - The manager uses the template letter, [Acknowledgement of Resignation and Termination of Employment](#) to acknowledge a staff member's resignation or intent to retire.
 - Exit interviews using the [Exit Interview Form \(5.0.6\)](#) are conducted to identify opportunities to improve. The

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[Improvement Form \(2.0.1B\)](#) is used to follow up on issues raised.

- A certificate of Service is provided to all staff.
- Statistics are maintained on staff resignation to calculate staff turnover rate and reason for leaving to assist human resource planning.

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$$\text{Staff Turnover Rate} = \frac{\text{Staff leaving}}{\text{Total number of staff}} \times 100 = \%$$

Expected Result/s

Appropriate number and skills mix of staff are available to meet resident care and service requirements. Staff have contemporary knowledge and skills to provide care and service to residents. Organisational behaviour is aligned to organisational values and objectives. Resident surveys demonstrate satisfaction with care and service provided.

References

¹Nobel, J., Rogers, L. and Fryar, A., 2003, *Volunteer Management, An Essential Guide*, 2nd Edn; Volunteering SA Inc., Adelaide.

Further References:

Australian Nursing Council 1995, *Code of Professional Conduct for Nurses in Australia*. ANCI, Canberra.

ANCI 1998, *National Competency Standards for the Registered Nurse and the Enrolled Nurse*, ANCI, Canberra.

Cole, K. 2001, *Supervision – The Theory and Practice of Frontline Management*, 2nd edn., Prentice Hall Australia, Frenchs Forest, pp. 246-8,416-7, 768-783.

DHFS 1998, *Standards and Guidelines for Residential Aged Care*, St. 1.3,1.4,1.5,1.6,2.3,3.3,4.3.

Megginson et al. 1992, *Management concepts and applications*, 4th edn, Harper & Row, New York, p.339.

Partner in Culturally Appropriate Aged Care – Victoria (PICCVIC), 2000, *Cultural Diversity Workbook*, DoHA, Melbourne, pp.40-1.

Stone, R.J. 1995, *Human Resource Management*, 2nd edn, Jacaranda Wiley Ltd, Milton, pp.13-23.