



# Staffing

## POLICY STATEMENT

Abbotsford Community Centre (ACC) believes that Staff are the most valuable asset to the quality of care provided and that employing and keeping high quality staff is imperative. We aim to employ the best possible staff and ensure they are fit and proper for employment in our Centre. A flexible, harmonious working environment is maintained, which ensures the rights of employees are met at all times with staff employed under the appropriate awards and conditions. An orientation process is conducted for all employees to ensure they are aware of the values and practices of the Centre. Staff receive clear guidelines regarding the expectations for their conduct and are encouraged and supported to further their skills via professional development opportunities. Grievances are addressed quickly and effectively with the highest standards of confidentiality practiced. All staff, volunteers, students and visitors will be informed of their expectations and requirements related to safety and the proper care of children. All practices will be in accordance with the OSHC Code of Professional Standards. We will encourage positive and open communication between all parties involved. (National Quality Standards 4.2, 7.1. 7.2)

## PROCEDURES

### STAFF SELECTION

#### Qualifications:

##### Director

- Desirable, minimum 3 years' experience in a relevant field and demonstrated ability to work with children and staff.
- Has a current Certificate IV or Diploma in Children's Services or is willing to obtain.
- Holds a current Working with Children Check
- Holds a current first aid certificate, current approved anaphylaxis management training and current approved emergency asthma management training.
- Holds a current child protection certificate or willing to undergo training.
- A person of good character, who can be entrusted with providing adequate care for the welfare of the children.
- Awareness of child protection responsibilities.
- Has an interest and desire to work with children.
- Has an ability to communicate with adults, children, staff and Management Committee
- An ability to supervise and support staff.

##### Assistant Director

- Desirable, minimum 3 years' experience in a relevant field and demonstrated ability to work with children and staff.
- Has a current Certificate IV or Diploma in Children's Services or willing to



obtain.

- Holds a current working with Children Check
- Holds a current first aid certificate, current approved anaphylaxis management training and current approved emergency asthma management training.
- Holds a current child protection certificate or willing to undergo training.
- A person of good character, who can be entrusted with providing adequate care for the welfare of the children.
- Awareness of child protection laws and responsibilities.
- Has an interest and desire to work with children.
- Has an ability to communicate with parents, staff and children and Management Committee

#### Staff and Operations Manager

- Desirable, minimum 3 years' experience in a relevant field and demonstrated ability to work with children and staff.
- Holds a current Working with Children Check
- Desirable, holds a current first aid certificate, current approved anaphylaxis management training and current approved emergency asthma management training.
- Holds a current child protection certificate or willing to undergo training.
- A person of good character, who can be entrusted with providing adequate care for the welfare of the children.
- Awareness of child protection responsibilities.
- Has an interest and desire to work with children.
- Has an ability to communicate with adults, children, staff and Management Committee
- An ability to supervise and support staff.

#### Recruitment: Selection Panel

- When the position is for the outgoing Director becomes available:
  - The Management Committee will appoint a panel to conduct the selection process.
    - At least three people will be on the panel; two members of the Management Committee (usually office holders), and the Abbotsford Public School Principal. The current Director may also sit on the panel, or a staff representative if the panel chooses to do so.
  - A second-round interview will be conducted by the same panel with the inclusion of the President if they weren't involved in the first round.
- Where the position is for the Assistant Director:
  - The Director and the Staff and Operations Manager will sit on the panel for the first interview
  - The Director and a representative from the Management Committee (usually an office holder) will conduct the second-round interview.
- Where the Position is for the Staff and Operations Manager:
  - A first round of interview will be conducted by two members of the Management Committee



- A second round interview may be conducted by a member of the Management Committee and the Director
- Where the position for an Educator or Cook is available
  - A single round interview process will be conducted by the Staff and Operations Manager and either the Director or Assistant Director

The panel will:

- Approve the job description and select criteria for the position.
- Determine the method and placement of advertising and place the advertisement including notification of the Working with Children Check (WWCC).
- Ask applicants to consent to screening.
- Short-list the applicants.
- Arrange interview questions, date and time.
- Contact the applicants for interview.
- Conduct the interviews.
- Arrange and conduct second round interviews.
- Arrange for the WWCC to be conducted on the preferred applicant.
  - Ensure that approval for selected educator has been approved under WWCC.
  - Decide on a suitable applicant, which is put before management for final approval.
  - Offer the position to the successful applicant and contact the unsuccessful applicants after the position has been accepted.
  - Set date for the commencement of employment and orientation of the new person.
- Prepare letter of employment and contract.

#### Recruitment: Advertisements

- Advertisements may be placed online, in the local papers, on social media, and/or by referral
- Advertisements are to include:
  - Job title.
  - Specific employment information, including hours of work and Award rate.
  - Include that a WWCC, First Aid, child protection is re
  - Advice to applicants to include their contact telephone numbers, a resume, a minimum of (2) referees with at least one a work reference, and full contact details.
  - Closing date and application submission instructions
  - Contact name and number where the applicant can obtain more information.

#### Recruitment: Interview

- The selection panel will draw up suitable interview questions, which relate to all aspects of the position and ensure equal opportunity guidelines are followed. The panel will decide who will ask each question.



- The panel shall draw up a list of essential requirements for each answer.
- No longer than 5 days after the closing date the panel will meet to discuss the applications, develop a short list and decide on the interview date and times.
- An appropriate time frame (approximately 1 hour) will be allocated to each interview, with a short break between, for discussion.
- A nominated person on the selection panel will contact the applicants to determine the time and date of interview.
- Each applicant will be given a copy of the job description before the interview.
- Each applicant will be asked the same questions with their answers recorded.
- The panel can use a rating scale to evaluate each applicant's answers.
- Management Committee will discuss each applicant and their suitability for the position based on their answers, qualifications and experience, comments from referees, and the selection criteria drawn up by the panel.
- The process above will be used for all interview rounds
- Management Committee will then decide on the applicant for the job according to the selection criteria. The preferred applicant's referees will be contacted to confirm applicant's suitability and checked with the approved screening agency before offering the applicant the position.
- Should the applicant decline the position, Management Committee will either make a second choice from the other applicants or if none are suitable, re-advertise the position.

#### Recruitment: Notification

- Applicants will be given an approximate time that they will be contacted regarding their success for the position.
- A person on the selection panel will notify the successful applicant and negotiate a starting date. Preferably offers of employment will not be made until the screening check has been completed. If this is not reasonably practical, the employment is to be offered subject to the check being completed. Applicants are to be notified of this condition.
- A letter of confirmation will be sent to successful applicant requesting acceptance in writing.
- After the appointment has been made and accepted the other applicants will be notified that the position has been filled.

#### Recruitment: Equal Employment Opportunities

- All staff positions will be advertised according to Equal Opportunity Legislation.
- No one will be discriminated against based on their cultural background, religion, sex, disability, marital status or income.
- All applicants and referees will be asked the same questions.
- All applicants will be selected according to equal opportunity guidelines.
- Selection will be based only on suitability for the position based on the selection criteria, which have been drawn up by the panel. The criteria will cover issues such as qualifications and experience, appropriate knowledge to meet the children's needs, good communication skills, and



demonstration in being a fit and proper person for the job, including Working with Children Check and appropriate answers to the interview questions.

## CONDITIONS OF EMPLOYMENT

- All relevant conditions set down by the award will apply to all employees.
- This includes personal leave, annual leave, rostered days off, overtime, carers leave, and compassionate leave.
- Management Committee will ensure they are aware of the appropriate conditions and keep up to date in relation to any changes in the Award.
- Staff are encouraged to remain up to date with their appropriate conditions and inform management of any changes.
- New staff will undergo a 3-6 month probation.
- Appraisals will then be conducted on an 6 monthly basis.
- All staff will maintain professional behaviour always.
- All grievance issues are to follow the appropriate procedures as outlined in the grievance and discipline and dismissal policies.
- Staff will be paid weekly into a nominated bank account.
- Annual leave will be taken as negotiated with management.
- Annual Leave when necessary will be rostered to ensure the required staffing levels are maintained always.
- Applications for leave must have 2 weeks prior notice, in writing and be approved by management.
- Management, based on everyone's request, will determine applications for leave without pay.
- Each staff will supply and record their full name, address, date of birth, evidence of any qualifications they hold including first aid and child protection and the identifying number of the employees Working with Children Check.

## STAFF ORIENTATION

- The Director or Assistant Director will conduct the orientation process as soon as possible after the applicant has accepted the position.
- The orientation process will include:
  - Introductions to existing staff and management
  - Guided tour of the service
  - Being shown where all relevant records are kept
  - Discussion about working arrangements and expectations, including professional code of conduct and duty of care
  - Information about the review and appraisal system
  - Opportunity to ask any questions regarding the Centre or expectations.
  - The new staff member will be provided with the following information:
    - Centre operation and hours.
    - The Centre philosophy and policies.
    - Staff handbook.
    - Centre's code of conduct.



- Job description.
- Emergency procedure.
- List of current staff, management and their positions.
- Terms and conditions of employment.
- Union membership information.
- Superannuation information and forms.
- Taxation forms.
- Probation period, review and appraisal procedure.
- Appropriate lines of communication with staff and management.
- Code of professional standards.
- Fair Work information
- After the period of one month, management will sit down with the new employee to address any further issues they may have once they have been in the Centre.

## STAFF PROFESSIONALISM

- The OSHC Code of Professional Standards, the ECA Code of Conduct, duty of care and expectations will be discussed in the initial orientation process of all new staff.
  - Staff will be made aware of their duty of care and their responsibility in relation to supervision, health and safety of the children.
- Professional behaviour in all areas will be reviewed as part of the ongoing employment of all staff.
- Management, in conjunction with the Director, will immediately address any breach in the professional expectations outlined. If the concern involves the Director, two representatives from management committee, will conduct the discussion.
- All discussions will be recorded and standard of behaviour and expectations clearly explained.
- Any further problems will be addressed as per the discipline procedure.
- Staff will be made aware of the Centre philosophy and policies and will be expected to follow these. Should staff have any concerns with the policies, they are to raise this with the Director or management committee staff liaison officer.
- Staff will be expected to know, understand and perform their duties as per their job description.
- Staff will be expected to maintain and improve their skills through participation in training and development opportunities. Management Committee will ensure that finances are made available in the budget for training.
- Staff will be expected to start duties on time.
- Staff will be expected to dress appropriately for their duties.
- Staff must not attend work under the influence of drugs or alcohol.
- Staff should not attend work when they are unfit to do so due to injury or sickness and must inform the Centre as soon as possible.
- Staff will use only suitable language that is not offensive to other staff, families and children.
- Staff will be expected to follow all confidentiality guidelines



- The Centre is a smoke free zone. Staff may not smoke in or around the building, or in the sight of the children.
- Staff will be expected to know and follow the child protection policies.
- The quality of the Centre and positive working environment are dependent on good staff and parent relationships. Staff will follow proper communication procedures as outlined in the appropriate policies and procedures.
- The maintenance of good teamwork will be an expectation outlined in all job descriptions.
- Any conflicts that arise must be addressed as outlined in the grievance procedure.

## IN SERVICE TRAINING AND DEVELOPMENT

- Management will ensure that sufficient funds are made available in the budget for all in-service training and development.
- The Director will inform management of any specific training and development needs of the staff.
- Appraisals and the Centre requirements will be used to ascertain further training needs.
- The Director, in conjunction with the management committee, will access all training available and determine what will be attended and by whom.
- Where possible a yearly plan of training will be made, including dates, staff attending, and costs.
- Where practical and available, all staff will be given the opportunity to be involved in some form of training throughout the year.
- All staff will be given opportunities to upgrade their qualifications in line with the National Quality Framework.
- A variety of training methods will be used including:
  - Internal workshops, which can be conducted by staff or outside presenters.
  - External meetings with other service to exchange ideas.
  - Time allocation made to staff to review any new resources that may be of value.
  - External workshops, conferences and seminars.
  - Accredited short courses provided by registered training organisations.
- Staff are encouraged to share relevant skills and knowledge they obtained from any training with the other staff in staff meetings or where more time is required in an internal workshop.
- All staff will be at work for the duration of any training activity they attend for the Centre, unless agreed upon by both parties.
- The Centre will cover the costs of all authorised training. The individual however will cover tertiary study costs unless an educational expense agreement is developed. The Centre however, is under no obligation to offer one.
- If offered, the Centre will cover the cost of weekend conferences but will not cover the cost of time.



## REVIEW AND APPRAISALS

- All staff will be informed of the appraisal system on acceptance of the position and given details in the orientation process.
- An initial review will be undertaken after a period of 3-6 months in the position.
- Appraisals will then be conducted on a 6 monthly basis.
- Staff and management will agree with the format of the appraisal system, which may be updated to more suitable systems after review, discussion and endorsement by management and staff.
- All staff will be given at least two weeks notification of an upcoming appraisal and a convenient time arranged for both parties.
- The appraisal system shall clearly state the expectations for each position and identify clear performance measures.
- The appraisal system shall ensure two-way communication is maintained and is used as a positive avenue for improving staff performance.
- The appraisal system can be used, as a tool to identify future training needs of the staff.
- At the completion of the appraisal an action plan will be developed identifying areas of training, and action to be taken and goals set for each staff member. This will be agreed to and signed by both parties.
- Where it is identified that the staff member is not meeting the required performance measures then the following will be undertaken:
  - Action plan developed to identify areas for improvement. This will include a time frame for further review.
  - Training areas identified and put into place as soon as possible.
  - Support and guidance given to the staff member to help them through the process and assist them in achieving the required standards.
  - The support can be given through the Director or the management liaison officer.
  - A record made of the above, dated and signed by both parties.
  - Should no improvement be made by the next review then further action will be taken.
- If the staff member is still dissatisfied, then they should put their concern in writing asking for the decision to be reviewed or that they wish to pursue the issue further through other avenues. These could include the union or mediation.

## GRIEVANCE PROCEDURES

### General Grievance Procedure

- On commencement, all staff and management members will be given the guidelines for grievance procedure.
- The Staff and Operations Manager in conjunction with the Director will facilitate communication between staff and the Management Committee
- All persons involved in the grievance should attempt to resolve the issue



through informal discussion.

- Persons directly involved in a legitimate grievance process will be expected to continue to conduct themselves at and around the Centre in a professional manner.
- Malicious or vexatious claims will not be tolerated and will be the subject of disciplinary action where appropriate.
- Any problem, complaint or concern arising between staff or between the Management Committee should be dealt with by the persons concerned as close to the event as possible to avoid an escalation of the issue.
- Meetings of staff and/or the Management Committee provide regular opportunities to raise and discuss general issues or concerns about the Centre. All discussions will be conducted in a confidential manner and involve only relevant persons. Only when all parties agree there is a benefit, should the discussion broaden to involve children and/or parents as appropriate.
- Either party may withdraw their grievance at any time. However, where the grievance identifies other issues of concern, management may decide to investigate those other issues.

#### Formal Grievance Procedure

- Where the resolution of a grievance has not been satisfactorily achieved through the informal procedure, then a more formal approach should be taken.
- Grievance between staff:
  - As appropriate, the Director, and the Staff and Operations Manager should be briefed about the grievance and its status.
- Grievance between committee members:
  - The whole committee should be briefed.
  - The grievance(s) will firstly be investigated by the Director or the Management Committee as appropriate.
- The investigation will involve:
  - Interviews with both parties and/or witnesses
  - Assessment of relevant documentation e.g. job descriptions, policies etc.
  - Preparation of a clear description of the issue
  - Arranging a formal meeting between parties
- A meeting will be mediated by a neutral third person. This person will manage the conduct of the meeting, be impartial having no input to the content of the meeting and will prepare a written record of the outcome(s) of the meeting.
- Where the Centre cannot identify a suitably impartial person, the Management Committee will agree to invite a qualified mediator to assist.
- The meeting will:
  - Identify the issue(s) of concern and persons who are involved
  - Arrange all parties to be involved and to put forward their views
  - Identify alternative solutions
  - Attempt to reach a mutually satisfactory resolution of the issue(s).
- At formal grievance resolution meetings, all parties are entitled to invite a support person to attend. This person does not provide input to the



meeting but may offer support and advice to their party during the meeting.

- A confidential written record of the outcome of the meeting will be given to all participants who are to acknowledge their agreement by signing the record. A signed copy will be kept with the staff member's files.
- The neutral party will inform the Management Committee and the Director of the meeting's outcome(s).
- The Management Committee will ensure that outcomes are included in job descriptions or service policies are reviewed as appropriate.
- If one party remains dissatisfied with the meeting's outcome(s) then this should be put in writing to the Management Committee asking that the process be reviewed or stating that they intend to pursue the grievance further through other suitable avenues.
- Where the issue of grievance is between management committee and staff and concerns standard of work performance or work practice, then the discipline procedure will be followed.

## DISCIPLINARY ACTION

- It is important that the staff are fully aware of their expectations as an employee in the Centre and that clear guidelines are given regarding staff duties, code of conduct and professionalism.
- Management Committee will ensure that all staff are given clear job descriptions and orientation into the position with opportunity to clarify any issues.
- Staff are responsible to address any concerns and clarify any issues in the job description or expectations that they are unsure of.
- Staff are encouraged to maintain good working relationships and have a commitment to maintaining a quality standard of work.
- Staff will be given clear notification should their standard of work or conduct fall below what is expected and outlined in their job description.
- Staff have the right to appeal against any allegation and the right to speak on their behalf or to have a union representative appear on their behalf.
- The following steps will be followed to deal with poor work performance or conduct. There may not be the need to go through all the steps when the issue is resolved however staff should be aware of the whole process.
- Should staff fall below clearly identified standards then the Director or Management Committee will:

### Step 1: Verbal Warning

1. Give a verbal warning as soon as possible indicating the specific problem regarding the performance of their work or conduct. The issues must clearly relate to the job description.
2. Indicate what should happen to improve the situation and how the staff can improve their performance.
3. Identify any support needed to assist the staff member to make the changes and take steps to implement these.
4. Indicate how the improvements will be measured, and when a review



will take place. (1-4 weeks depending on the circumstances)

5. Give an opportunity for the staff member to respond to the concerns and seek union representation if required.

If this resolves the issue, then there is no need to go any further.

### Step 2: Written Warning

1. Where the problem continues to occur the staff member will be given written notice of the complaints against them.

2. A formal documented interview with the Management Committee will take place. The staff member should attend and has the right to reply and discuss any complaints against them, or to be represented by a union member or other representative of their choice.

3. The staff member will be given at least 48 hours' notice of the meeting.

4. Minutes will be taken of the meeting and copy put on the staff members file and given to the staff member. The staff member may attach a written reply to the minutes.

5. The aim of the meeting is to negotiate how the situation may be improved.

6. The staff member will again be given specific indication of where their performance standards are not being met, indicate where changes are required and ways of achieving these, and told the method and date of review of their performance.

7. The staff member will be granted another probationary period.

8. The staff member will be informed at this stage that termination will be considered if no changes occur.

If this resolves the issue, then there is no need to go any further.

### Step 3: Final Written Warning

1. If the problem persists another meeting of the Management Committee should be called, and the staff member given notice to attend.

2. The matter should be discussed as per the first meeting and further action considered.

3. At this stage the staff member will be given a "final written warning".

4. Again the staff member has the right of reply and can discuss the situation. They also have the right to have a union representative or person of their choice attend the meeting.

If an incident is of a serious breach of duties resulting in the harm, or potential harm of a child or other staff member, the disciplinary proceedings can start at this step

If this resolves the issue, then there is no need to go any further.

### Step 4: Termination of Employment

1. If the problem continues after the 3 warnings, another special meeting of management committee will be called, and a decision made as to the employment of the staff member.

2. If management committee believes that the staff member performance is unlikely to improve then the staff member will be dismissed.

3. A written notice will be given indicating date of dismissal (1 week from notice) and reasons for dismissal.



4. The staff member may be paid out in lieu of such notice. In the result of a termination, a meeting will be held with the Director, Staff and Operations Manager, and a representative of the Management Committee

Procedure for dealing with serious unacceptable behaviour:

- Where a Staff member in the workplace:
  - Intentionally endangers life.
  - Is found stealing.
  - Reports to work under the influence of drugs or alcohol.
  - Inflicts or threatens physical or sexual abuse or harassment.
- The Director or Management Committee will suspend the employee without loss of pay pending an investigation.
- The investigation is to be completed within 72 hours and an interview date determined.
- If the employee is a union member the union representative will be informed.
- The interview is to be attended by the Director, the Staff and Operations Manager, a nominated representative of the Management Committee, the person reporting the unacceptable behaviour and the union representative if desired. The employee is to be advised formally of the findings of the investigation and the action being taken.
- When immediate termination is required, a dismissal notice is prepared at the interview. When continued employment is recommended a final warning letter will be issued.
- All the relevant records will be recorded on the employees file.
- If the employee is vindicated of the accusation, all relevant formal documentation is to stay with their file but with a clear assessment of the outcome clearing their name.

## VOLUNTEERS, STUDENTS, AND VISITORS

### Volunteers

- All volunteers must be interviewed by the Staff and Operations Manager and Director or Assistant Director and provide two suitable referees and where possible references, before they will be able to work in the Centre. All volunteers will be required to comply with the WWCC guidelines.
- A job description will be drawn up for volunteers, clearly outlining their duties and expectations of the Centre.
- A senior member of staff will provide a modified induction to the Centre, which will include a tour of the Centre, introductions to staff, job description for volunteers and code of conduct. The Director will ensure that they are fully aware of their duties and the Centre expectations.
- All volunteers will be required to sign on and off.
- Volunteers will be given a copy of relevant policies such as behaviour management.
- Volunteers are not to discuss children's development or other issues with



parents.

- Volunteers must adhere to all areas of confidentiality.
- Volunteers should never be left alone with or in charge of any children.
- Volunteers will not perform tasks that the employed staff normally do.
- Volunteers will be supernumerary when calculating basic educator: child ratios, except on excursions.
- Volunteers will be invited to take part in social activities at the Centre.

## Students

- Placements will be offered to high school students who wish to gain work experience as part of a school program.
- The participating school must initiate the work experience, identify the student's suitability and work with the Director in relation to times and expectations.
- The school must provide written authorisation for the student and a copy of their insurance. This will be kept on file.
- Students attending other registered training organisations and studying a relevant field, such as childcare, teaching, recreation or community services. The training organisation must initiate the placement, identify the student's suitability and work with the Director in relation to times and expectations. The training organisation must provide written authorisation for the student and a copy of their insurance. This will be kept on file.
- All placements will be negotiated through the Director and placement be only accepted on the discretion of the Director based on issues such as staff ability to supervise and be available to help the students.
- After the Director sees the placement as worthy they will seek approval for the placement from management at the next meeting or if unable to do so prior to the meeting, get approval from the executive committee or other delegated management members.
- Students will be provided with guidelines identifying their responsibilities, expectations and code of conduct while at the Centre.
- Students should be made aware of relevant policies such as behaviour management.
- Students are not to discuss a child's development or other issues with the parents.
- Students should adhere to all policies concerning confidentiality.
- Students should never be left alone with or in charge of any children.
- Students will not perform tasks that the employed staff normally do.

## Visitors

- Visitors may be invited to the Centre to enhance the children's program.
- Visitors could include local people or parents with a skill or ability to share with the children and staff or local community resources such as police, fire brigade etc.
- All other visitors must make an appointment to see the Director at a convenient time.
- Professional access to the Centre will be at the discretion of the Director



- or management or when required by law to do so.
- Professionals include, union representatives, State and Federal Government Departmental Officers, Occupational Health and Safety inspectors, building inspectors and police officers.
- Any unwelcome visitor will be asked to leave the Centre. If they refuse, the Director or staff directed by the Director, Assistant Director, Staff and Operations Manager or in their absence, the Responsible Person will call the police for removal.
  - No staff member is to attempt to physically remove the unwelcome person

## EDUCATOR:CHILD RATIOS

- The educator: child ratios as outlined in the National Standards will be met at all times.
  - There will be a maximum of 15 children to 1 educator.
    - The Centre aims for a 10 children to 1 educator ratio
- As recommended by the National Quality Standard, the Centre will endeavor to supply
  - A maximum of 8 children to 1 educator for excursions.
  - A maximum of 5 children to 1 educator for water-based activities / swimming.
- There will be a minimum of 2 educators present at all times.
- When staff members are sick or unable to attend work, appropriate relief educators will be employed to meet the standards.
- For an emergency or if an educator becomes sick, a replacement should be obtained where possible before the educator leaves the service.
- If a relief educator is unable to be obtained, suitable volunteers may be employed on a casual basis to cover the numbers.
- Volunteers will only be counted on excursions to make up the higher number of educators required, or when temporarily employed.
- Students will not be counted as part of the educator: child ratio, at any time.

## COMMUNICATION

### Educators/Management

- Staff and management are to treat each other with respect, courtesy and understanding.
- Appropriate language is to be maintained at all times.
- The Director and Staff and Operations Manager are the main line of communication between the staff and the Management Committee.
- Staff can raise any issues with the Management Committee through the Director or Staff and Operations Manager. The Director will ensure that this is drawn to the Management Committee's attention through the monthly report.



- Where necessary, staff will be invited to management committee meetings to discuss their concerns.
- Where the matter is urgent, the Director may raise the issue with management prior to the meeting and discuss if there is a need for immediate action to be taken at that time.
- If staff have an issue they do not wish to address with the Director, they may personally write to the management committee identifying the problem and asking for their help. A copy of this letter must be given to the Director.
- The issue should be raised at the next management committee meeting. The staff member involved will be asked to attend the meeting to personally discuss the issue.
- Where there is a distinct conflict between a staff member and management committee, the staff member or management committee member can act on this as per the grievance procedures. A mediator or union representative can be brought in to discuss any concerns that have not been able to be resolved by the normal procedures.

### Staff/Families

- Staff will create a safe and supportive environment for families and strive for open communication and good relations.
- Staff and families will treat each other with respect, courtesy and understanding.
- Appropriate language is to be maintained always.
- Staff will respect the family's need to use childcare.
- Staff will accept family's individual differences in raising their children and all cultural issues.
- Staff will ensure families are greeted and fare welled in all sessions.
- Staff will maintain regular, open communication with families.
- Staff will inform families personally about anything relating to their children as an ongoing process. This could be praise about the child's day or activities, any problems the child might have had in the day, issues of behaviour that may have been a concern and so on.
- Staff will regularly talk to families about the child's interests or activities and respond to suggestions from the families.
- Staff will regularly talk to families about the child's cultural needs and celebrations and respond to these.
- When family members contact the Centre to see how a child is settling in, staff will provide them with information regarding the child's participation and wellbeing.
- Conversations will be maintained at a positive level.
- Communication with families will be maintained in a variety of ways such as:
  - Greeting and farewelling
  - Personal conversations
  - Notice boards
  - Parent handbooks
  - Newsletters



- Information from management committee
- Staff will ensure that families are fully aware of all lines of communication and ensure these are followed.
- Staff will be aware of their limitations in relation to family's problems and ensure they are referred to the appropriate people when required.
- Families and staff are requested to maintain confidentiality always.

#### Staff/Children

- Staff and children are to treat each other with respect, courtesy and understanding.
- Staff will respect children's opinions and encourage their participation in the planning of the program and in establishing a code of behaviour for the Centre.
- Appropriate language is to be maintained always.
- Staff will use appropriate voice tone and level when talking to children. Shouting will be avoided.
- Staff will be supportive and encouraging and communicate to children in a friendly positive and courteous manner.
- Staff will greet and farewell children each session.
- Staff will initiate conversations with all children and develop an understanding of the child and their interests.
- Staff will give positive feedback to the children as often as possible.
- Staff will form friendly and warm relationships with the children in their care.
- When communicating with children, staff will ensure that they are understood and to communicate at the child's level.
- Children will never be singled out or made to feel inadequate at any time.
- Staff will not threaten or verbally abuse the children in any way.

#### Staff Members:

- Staff members are to treat each other with respect, courtesy and empathy.
- Appropriate language is to be used always.
- Staff are expected to work together as a team and be supportive of each other in the workplace.
- Staff meetings are appropriate times to raise matters of interest or concern to other staff members. The Director will arrange for staff contributions to be placed on the meeting Agenda.
- Staff are expected to read minutes of meetings and to take notice of changes to Centre policy and procedures.
- Staff are to read the daily communication book prior to the commencement of each roster.
- Staff will familiarise themselves with the content of all notices.
- A staff member with concerns about the work practices or standards of another staff member will firstly approach that person to discuss the matter. If the matter remains unresolved, then the grievance



procedures will be followed.

- Staff should not unnecessarily involve families or other staff members in their matters of grievance or complaint.

## STAFFING ARRANGEMENTS

- The service's Nominated Supervisor will be responsible for the Centre always regardless of their attendance at the service.
- In the absence of the Nominated Supervisor at any Centre, a Responsible Person will be selected to oversee the daily operation of the service. This person will not adopt the Nominated Supervisor's responsibilities during this time. The Centre will display the details of the Nominated Supervisor and Responsible Person at all times the Centre is in operation.
- The Centre will appoint an Educational Leader and display the name of this person for families should they wish to discuss the Centre programming practices.
- At all times the centre is operating, there will be at least one staff member who holds a current approved first aid, anaphylaxis and asthma management qualification.
- Staff will record their name and the hours they have worked directly with children each time they are working at the Centre. This record will also include the name of the Responsible Person, the Educational Leader, and the names of any students and visitors.

## CONSIDERATIONS

Education and Care Services National Law & Regulations	National Quality Standards & Elements	Links to other Service Policies	Other Documentation/ Evidence
R82, 83, 84, 117, 118, 136, 146, 147, 148, 149, 150, 151, 155, 156, 168, 170, 173, 176, 181.	Standards 4.1 & 4.2  Elements 4.1.1, 4.1.2, 4.2.1, 4.2.2	<ul style="list-style-type: none"> <li>- Determining the Responsible Person Policy</li> <li>- Providing a Child Safe Environment Policy.</li> <li>- Interactions with Children Policy.</li> <li>- Governance and Management Policy</li> <li>- Confidentiality Policy.</li> <li>- Supervision Policy</li> </ul>	<ul style="list-style-type: none"> <li>- Child Protection Legislation.</li> <li>- Workplace Health and Safety Legislation.</li> <li>- My Time, Our Place.</li> <li>- Children's Services Award 2010.</li> <li>- OSHC Code of Professional Standards.</li> <li>- ECA Code of Conduct</li> <li>- Staff Handbook</li> </ul>



## ENDORSEMENT BY THE SERVICE

**Approval date: Aug 2022** \_\_\_\_\_

**Date for Review: Dec 2023** \_\_\_\_\_