



MANAGING OUR PEOPLE POLICY AND PROCEDURE

Continuum Consulting Australia Pty. Ltd.

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PURPOSE

Continuum Consulting is committed to maintaining a positive workplace that values people and a person-centred culture.

Continuum Consulting people must behave in a manner that supports and safeguards the rights of the people we support, the public and the organisations values with the following actions:

- Actively participate in team meetings.
- Contribute constructively to discussions.
- Support a team environment free of discrimination, harassment and conflict.
- Show respect and co-operate with other team members.
- Comply with the organisations code of conduct, policies, procedures and reasonable directions.
- Comply with all relevant legislation, regulations and standards of care.
- Perform their duties in a professional and responsible manner.
- Treat colleagues, people we support, and the public with respect, fairly and consistently, and in a non-discriminatory manner with proper regard to their rights.
- Act with courtesy and sensitivity, and a general concern for others.
- Identify and report problems in the work environment and work constructively to have these resolved.
- Be accountable for themselves, their workplace and the decisions within their scope of responsibility.

SCOPE

This procedure applies to all Continuum Consulting People. Any further developments of this procedure may require and must not contravene any other organisational requirements or stipulations.

DEFINITIONS

- *Continuum Consulting People*

Continuum Consulting people includes all paid and unpaid staff including the Director and managers; all direct service delivery, administration; contractors; volunteers; students on placement at Continuum Consulting.

- *Induction*

Introduces the job and organisation to the new employee and them to the organisation. It involves orientation and training of the employee in the culture of the organisation and shows how the employee is interconnected to everyone else in the organisation.

- *Child Safe Organisation*

A Child Safe Organisation is an organisation that commits to creating an environment that ensures children are kept safe within its operations. Child Safe Organisations have policies and procedures that focus on the prevention, identification of and response to, child protection risks and issues. Child Safe Organisations ensure that staff, both paid and volunteer, are educated in child safe practices and also meet requirements relating to working with children.

- *Formal Training*

Involves structured training, which has clear goals, objectives and outcomes for the participant. Formal Training includes specialist industry courses, computer courses, management courses.

- *Informal Training*

There are a large number of informal training methods. Many of the methods are so common that they are probably not viewed as training methods at all. Some examples include: mentoring from a more experienced employee; ad hoc training sessions by staff members; group briefings by guest speakers; seminars; using the intranet/internet; web based training and computer tutorials; books and periodicals.

PROCEDURE

Induction

- Induction will occur over a new employee's initial period of employment.
- Local induction and orientation provide information about the workplace including systems, policies, procedures, protocols, teams, equipment and facilities that employees need to know to function in their new role. It is helpful to provide a support person to help induct new starters into the local work environment.
- A Continuum Consulting Induction checklist will be completed for all new employees

Probation

Duration

The probationary period will allow sufficient time for a staff member to demonstrate competence in the position.

The duration of any probationary period is 3 (three) months. The period will be specified in the offer of employment and cannot be extended.

Process

The probation procedure is a two-way process to support the new employee and allow for feedback to raise any issues or concerns and/or to clarify objectives. It is the responsibility of both parties to ensure regular meetings take place.

The probation process will include:

- An induction meeting and orientation - to ensure the new staff member is made to feel welcome and is provided with sufficient information and support necessary to undertake their role.
- Supervision meetings – regular meetings which support the new employee's development and assists in the clear establishment and understanding of the expectations and objectives of the role.
- If there are any concerns identified at this point with the staff member's performance, they should be raised directly with the employee and recorded (a work plan may be utilised), supporting the staff member to address these concerns and improve their performance within clearly defined timeframes.
- Agreed work plans and objectives must be clearly documented and signed by both the employee and their supervisor to show mutual agreement.

A final review (no less than one month before the end of the probationary period). If concerns regarding the employee's performance and suitability are or have been identified, the supervisor should also discuss their concerns with their manager who will assist in ensuring that the probation process is properly managed, including adequate information being provided to the employee.

Employment will either be confirmed or terminated before the end of the probationary period.

Where an individual's employment is recommended to be terminated during the probation period, the relevant supervisor will seek further advice from their senior manager. Sufficient documentation must be available in order to finalise this decision.

During the probationary period, either party may terminate the employment arrangement. This notice period is to be negotiated and mutually agreeable to both parties then may be less than the specified period.

Supervision

The following principles underpin Continuum Consulting approach to supervision, and it is our aim that they be incorporated into the process wherever and whenever possible:

- The best interests of the client must always be prioritised
- All staff require regular and uninterrupted supervision.
- Supervision is a shared responsibility.
- Supervision promotes competent, accountable and empowered practice.
- Supervision promotes anti-discriminatory practice.
- Where practicable Continuum Consulting supports supervision standards as set by professional associations for individual staff members. This may include utilising appropriate internal or external professionals.
- All staff are responsible for their own learning and professional development with the support of their supervisor.

Functions of Supervision

The four main functions of supervision are:

- Management = to ensure that the work for which the supervisee may be held accountable is carried out to a satisfactory standard
- Learning and Development - to encourage and assist staff in reflecting on their own performance, identify their own learning and development needs and develop plans or identify opportunities to address those needs.
- Support - from time to time, supervisees may require support to carry out their role; this may be because of particular situations, specific incidents or personal issues that may temporarily impact on their work performance. By offering support within the supervision context, employees should be given the opportunity to reflect on the impact of the work upon them and prevent issues adversely affecting them and their work.
- Connection - to ensure that the relationship between the employee, their team, the organisation and other agencies with whom they work are effective and respectful.

These four functions are interdependent, that is, one function cannot be effectively performed without the others. Each function is described in detail below.

Supervision methods

This procedure is concerned primarily with one to one supervision that takes place in private at a pre-arranged time with an agreed agenda and preparation on behalf of both parties. It is recognised, however,

that supervision is much more than this one to one session; it is an on-going process that takes place in many different settings and in many different ways. The two main methods, other than formal one to one session, are outlined below; they have a place but cannot and should not replace planned, formal, one to one session.

Group Supervision

This can be used to complement individual supervision. It will involve a group of staff, all involved in the same task, meeting with a supervisor to discuss issues about their work or the way they work together as a team. This may be done in the context of a regular team meeting or as a separate session to look at specific issues.

Unplanned or 'ad-hoc' Supervision

Staff and supervisors communicate regularly about work issues, problems arising, changes in policies or procedures outside the formal supervision sessions. These unplanned supervision discussions are an acceptable part of managing the normal work-related issues.

There are two points to be kept in mind when considering unplanned or ad-hoc supervision:

- Any significant decisions made with regard to a service user should be clearly recorded on the service user's file or elsewhere as appropriate.
- Where supervisees and supervisors work closely together this does not negate the need for private one to one time together on a regular basis. The focus of these sessions is wholly on the individual, their development, performance and any issues arising from their work that do not arise on a day-to-day basis.

External Supervision

Where requested by a senior manager and approved by the Director, an external supervisor may be utilised for specific roles for the technical/specialist reflective practice aspect of the supervision process.

Supervision records

The Supervision Records template is used for recording details of each supervision session. The recording of these sessions is a responsibility shared between the supervisor and supervisee. Each may complete their own records. The records of the supervisor will be kept on file and may be referred to for performance management purposes; a photocopy will also be available to the staff member on request.

Complaints or Concerns Regarding Supervision

Any concerns, complaints or dissatisfaction that arises regarding supervision should, in the first instance, be raised with the other Supervision party with the aim to reach an agreement within the normal supervision process.

If the concern, complaint or matter of dissatisfaction cannot be resolved through this level of discussion between the supervisor and supervisee, the issue should be raised with the supervisor's manager followed by the relevant senior manager if necessary.

Screening requirements

Continuum Consulting requires that all employees, students, volunteers, contractors and any other person engaged in Continuum Consulting programs obtain the appropriate screening checks prior to any confirmation of engagement or appointment.

DEFINITIONS

- *Employment Checks*

Mandatory employment screening checks will be defined as National Police Clearance (NPC) and Working with Children Check (WWCC). Both checks are a mandatory requirement for every person engaged on behalf of Continuum Consulting. Either and/or both checks will be completed with a result returned prior to any person starting with Continuum Consulting.

- *Good Character*

A fit and proper person who is of good character and is not considered a risk for working with vulnerable people in the sector, industry or community.

- *Identification*

The true identity of the applicant will be confirmed and sighted by Continuum Consulting. We must be able to verify 100 points of identification (either original copies or certified photocopies).

- *Inherent Requirement*

An inherent requirement is defined as something that is essential to the position rather than incidental, peripheral or accidental. An inherent requirement will be determined by reference to the specific job, including the nature of the business and the way the business is conducted.

- *Right to Work in Australia*

All people employed by Continuum Consulting must have and continue to hold the right to work Australia. Australian and New Zealand citizens automatically have the right to work in Australia, as well as Australian Permanent Residents. Everyone else is required to hold a current visa with work rights to gain employment in Australia.

It is illegal for Continuum Consulting to employ or pay a person who does not have the right to work in Australia. Applicants will be required to provide the right to work documentation otherwise Continuum Consulting will not consider the application for employment. Non-compliance can result in Continuum Consulting facing significant sanctions and fines, including withdrawal of the right to sponsor people. Managers are also personally liable and can face significant monetary fines, as well as possible imprisonment, if found to be non-compliant

- *Vulnerable Person*

Continuum Consulting supports people with a disability and acknowledge a person can be more vulnerable to abuse, neglect, and exploitation than other members of the community. For the purposes of this policy a vulnerable person is anyone who is:

A child under the age of 18.

An adult with serious physical illness or with a physical disability or a mental disability which includes intellectual disability, mental impairment, mental dysfunction or mental illness.

An adult who suffers social or financial hardship who may be vulnerable to exploitation as a result of this hardship. Social hardship includes a wide range of situations and experiences including homelessness, a history of domestic or family violence, of bullying, sexual abuse, racial abuse, problem gambling or drug and alcohol abuse and torture or trauma.

An adult who cannot communicate, or who has difficulty communicating in English.

- *National Police Clearance (NPC)*

A National Police Clearance (NPC) identifies and releases relevant criminal history information relating to convictions, findings of guilt or pending court proceedings. In some jurisdictions, however, due to spent conviction/non-disclosure legislation and information release policies, there are limitations on the information a Police Check can provide. Crimes which incur more than two years imprisonment, or a \$5,000 fine may never be 'spent'.

- *Paid Staff*

A paid staff member is defined as a person who has turned 16 years of age; is employed, hired, retained and or contracted by Continuum Consulting to provide support, care or other services under the control of the approved provider; and has, or is reasonably likely to have, access to people we support including children and young people.

- *Unpaid staff – including volunteers and students*

A volunteer is defined as a person who is not a staff member; offers their services to Continuum Consulting; and provides support or other services on the invitation of Continuum Consulting and not solely on the express or implied invitation of a person we support; has turned and/or 16 years of age or, if the person is a full-time student, has turned 18 years of age.

- *New employees*

All new starters to Continuum Consulting will be required to complete a National Police Clearance and in some cases a Working with Children Check before starting in any capacity. Continuum Consulting will not allow a person to commence work without a clear match outcome being returned and confirmed. In particular, until the outcome of the police certificate is obtained the person will not, in any capacity be able to commence their role either paid or unpaid until such time an outcome has been provided.

- *Child related sector*

If the work (paid or unpaid) involves face-to-face contact with children in one of the following sectors, the individual will need a Working with Children Check:

child development and family welfare services
child protection, justice centres or youth workers
child health services
clubs or other bodies providing services for children
disability, residential or religious services
early education, childcare or education
entertainment for children
transport services for children

- *Child related roles*

If the person will be engaged in a 'child related role' and their usual duties of the work involve, or are likely to involve, contact with a child in connection with will require a Working With Children Check, however only on this basis.

- *Contact*

If the 'child related work' includes contact this will be any form of physical contact, verbal communication, whether face to face, by telephone or otherwise or electronic communication. This does not include

contact in the normal course of duties between the employer and employee (including less than 18 years) or between employees of the same employer.

- *Reference Checks*

When an employer contacts a candidate's previous employers, schools, tertiary institutions and other sources to learn more about his or her employment history, educational background and qualifications for a job.

- *Continuum Consulting team members*

Staff, students and volunteers, on-site contractors, consultants and visitors

PROCEDURE

- **National Criminal History Checks**

National Criminal History Checks will be provided by the employee to management prior to commencing with Continuum Consulting.

These checks are maintained in the secure personnel file accessed only by the Director and HR/Payroll.

- **Working with Children Checks**

All individuals engaged in child related work or activities will need to maintain a current WWCC card. All costs associated with obtaining and renewing working with children checks will be the responsibility of the person applying for the check.

Working with Children Checks are to be treated as strictly confidential and must not be stored on personnel files. Employee verification WWCC records will be kept securely.

Personnel Files are maintained separately with the employee WWCC numbers, expiry dates and applicants date of birth. These files are maintained on a secure electronic drive accessed only by the Director and HR/Payroll.

- **Adverse WWCC Outcomes**

Continuum Consulting will not permit or authorise a person to work with children or complete child-related work (paid or unpaid) if the outcome of their online verification is a bar, interim bar or not found.

If, Continuum Consulting receives notification a current employee has become barred (or has an interim bar) the person will be immediately contacted by an appropriate and authorised delegate to remove the individual from child-related work. It doesn't matter whether they are paid or unpaid; supervised or unsupervised.

Continuum Consulting will then take necessary steps to make a recommendation to decide the most appropriate course of action including:

- Transfer the person to a non-child-related role (although Continuum Consulting is not obligated to find an alternate position for a barred worker).
- Stand down / suspend the person from child-related work pending the outcome of an appeal.
- Recommend ceasing the contract of employment through our Discipline and Termination policy.

➤ Application Procedure

Continuum Consulting will utilise the online portal to verify a WWCC held by a person and is recognised as the only accurate report of a person's clearance status. Continuum Consulting is not able to accept or permit paper verification as proof of clearance in New South Wales. The card number will be verified and confirmed.

The following can be outcomes of a WWCC:

- **Application in progress:** A Working with Children Check application is being processed and the applicant may work with children. If the applicant becomes barred, the Commission will contact and advise of what to do next.
- **Cleared:** This applicant has a Working with Children Check clearance that is valid until the listed expiry date.
- **Barred:** The applicant has been barred from working with children and it is an offence to engage this person in child-related work or child-related roles.
- **Interim barred:** The applicant has been barred from working with children during the course of a risk assessment. It is an offence to engage this person in child-related work or child-related roles.
- **Not found:** The database cannot find a matching Working with Children Check for any one of these reasons:
 - The data entered for verification (name, date of birth and Working with Children Check number or application number) has errors.
 - The person's application has been withdrawn or terminated without an outcome.
 - The person has not completed an application for a Working with Children Check (filled in the online form, presented proof of identity and paid any applicable fee). It is an offence to engage this person in child-related work or child-related roles.
 - If the outcome is cleared, the check will be confirmed as valid and demonstrates the individual has meet the criteria to work in New South Wales for the period nominated, from July 2013 it will be 5 years. Individuals who are cleared will be subject to ongoing monitoring and relevant new records may lead to a bar against working with children. If this occurs, Continuum Consulting will be notified using information supplied during the online verification process, if a person is linked to more than one employer, each employer will be notified. Continuum Consulting will receive a notification outlining the legal implications of a barred status and the action required by Continuum Consulting.

• **National NDIS Checks**

A National NDIS check will be completed and clearance received by each employee providing NDIS services prior to the commencement of the service provision.

These checks are maintained in the secure personnel file accessed only by the Director and HR/Payroll.

RESPONSIBILITIES

Continuum Consulting People

- Participate in the induction process
- Access induction materials as provided and/or relevant to their role
- Ask questions to clarify understanding and discuss any additional needs with supervisor
- Sign the Continuum Consulting Induction Checklist when the process is complete
- Complete training within assigned timeframes
- To attend all mandatory training as detailed above

Managers, and the Director

- Are authorised to initiate disciplinary action in accordance with this procedure and the procedures outlined
- All new employees are inducted as per this procedure including attending a Orientation session within the first three months of employment, except in exceptional or unforeseen circumstances
- Identify training needs
- must authorise disciplinary action involving termination of employment.

RELATED POLICIES, PROCEDURES AND OTHER KEY DOCUMENTS

External Documents

Anti-Discrimination Board

AS 4269 (1995), Australian Standard on Complaints Handling

Australian Human Rights Commission

Child Protection (Working with Children) Act 2012 (NSW)

Children and Young Persons (Care and Protection) Regulation 2000

Community Services (Complaints, Reviews and Monitoring) Act 1993

Community Services (Complaints, Reviews and Monitoring) Act 1993 (CS-CRAM)

Disability Act 2006

Equal Opportunity Commission

Fair Work Act 2009

Modern Award – Social, Community, Home Care and Disability Services Industry Award 2010

National Employment Standards 2010

NSW Disability Service Standards

NSW Disability Services Act 1993 – AS/ISO 10002-2006

NSW Out-of-Home Care Standards

Privacy Act 2000 (Commonwealth)

Standards Australia on Complaints Handling, AS 4269 (1995)

Working with Vulnerable People (Background Checking) Act 2011(ACT)