

Human Resources Management

Checklist

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Centres who plan their Human Resource Management will ensure they not only maintain required staff:child ratios but also ensure continuity and consistency in their service, supporting the needs of individual staff and the staff team as well as supporting the needs of children and parents that use the service. Staff are the most precious resource in children's services, so it is vital that you plan to retain and support them.

What do we mean by Human Resource Management?

Human Resource management covers every aspect of staff management including:

- Recruitment and employment processes
- Operational planning including rostering; scheduling program planning; planning for annual leave, long service leave and maternity leave; contingency planning; record keeping etc.
- Team building
- Performance management & career planning
- Professional development and training
- Occupational Safety & Health
- Long Term Strategic Planning

Tasks	Areas for improvement	Who is responsible	✓
Effective recruitment strategies			
Maintain up to date copies of relevant Industrial Awards or Workplace Agreements			
Provide appropriate pay and conditions of employment to all staff			
Ensure all staff have current and relevant Job Descriptions for the position they are employed in			
Regularly review Job Descriptions to confirm their continuing relevance			
Advertise for all vacant staff positions			
Invite appropriately qualified and experienced staff from within the team to apply for promotion into a vacant position			
Forward Selection Criteria related to the advertised position to job applicants to be addressed in their applications			
Shortlist applicants against the relevant Selection Criteria			
Ensure the interviewing panel comprises of people who understand the job i.e. Operator, Director/Supervisor; qualified staff member - the panel to assess which applicant best meets the Selection Criteria			
Sight original qualifications, certificates and clearances			
Contact referees prior to an offer of employment being made			
Provide a written contract of employment which clearly states the terms and conditions of employment			
Advise unsuccessful applicants of the outcome of their application			

Tasks	Areas for improvement	Who is responsible	✓
Orienting new staff to the service			
Use an orientation checklist to ensure all relevant information is provided to the new employee on their first day of employment			
Introduce new staff members to all other staff and to the families and children. A photo collage of all staff, placed in the foyer, is an effective way of introducing staff to parents.			
Develop a staff handbook to provide staff with an overview of information about the service and their role within the service. highlight key aspects such as confidentiality, code of conduct, occupational safety and health, where centre documents are kept etc. Review on a regular basis.			
All new staff are required to read all sections of the staff handbook within 2 weeks of starting work, and clarify aspects with senior staff			
Clearly explain the centre's grievance process to all new staff and gain their agreement to address any problems in accordance with the policy			
Discuss when and how the new employee will be evaluated. Set a date and time 3 months ahead, and provide written documentation about the appraisal process			
Arrange for the new employee to work with and be monitored by an experienced staff member during their first few weeks at the service to maintain continuity of care and clarify specific children's needs			
Hold a follow-up meeting with the new employee 4 weeks into their employment to find out how they are settling into the new job, clarify any outstanding issues and determine what further support they need			
Staff rostering			
Staff rostering is as stable as possible to support the need for continuity of care for children and allow staff to develop close relationships with families			
The service reviews any proposed staffing and roster changes to determine the possible effects on all children, families and other staff members			
Staff members health needs, own family needs, commitments and preferences are taken into account when setting rosters			
Staff are given sufficient notice of changes to rosters			
Rosters ensure equality in sharing the unpopular tasks or shifts			
Staff are encouraged to take over from each other when staff are sick or on annual leave			

Tasks	Areas for improvement	Who is responsible	✓
Programming			
Time is allocated for staff to plan the program of activities for children in their care. In LDC appropriate contact relief staff are rostered on during program planning times where needed			
The Director/Supervisor regularly reviews programs with staff to provide feedback and positive assessment			
When planning excursions or special activities the Director/Supervisor will organise additional contact staff members or volunteers to meet regulatory standards			
Planning staff leave			
Annual leave is planned to ensure required staffing levels are maintained and minimal disruption to the children. Every effort is made to support staff who need to fulfil family responsibilities			
Staff are required to give in writing at least 2 weeks notice of wishing to take leave, except in emergency or unforeseen circumstances			
Management ensures staff are informed about their current leave status i.e. How much leave they have accrued; how much leave they can accumulate before they must take it.			
Approved staff leave is noted on a Leave Calendar which is displayed in the staff room to facilitate sharing of this information between colleagues			
Management has developed a policy, with input from staff, about how many staff may be on leave at one time			
Relief staff who know the children are contacted first when planning relief for holiday leave			
Parents are informed about staff members planned leave so they can prepare their child			
Staff are asked to advise management of their wish to take maternity leave as early as possible so that a suitable replacement can be found.			
Planning for staff to take Long Service Leave is reviewed on an annual basis and steps are taken to find a suitable replacement when a staff member's leave is due during that year			
Staff from within the service will be offered to increase their hours to full time or take a temporary promotion to cover a staff member's absence to maintain greater continuity for the children. If a suitably qualified staff member is not available the position will be advertised or filled by a suitable relief staff			
Staff are required to inform the service as early as possible if they are unable to report to work so that relief staff can be arranged. Out of hours contact numbers are given to staff to use in the case of emergencies.			

Tasks	Areas for improvement	Who is responsible	✓
Staff Records			
An employment file is kept for each employee			
Staff records are treated confidentially and may only be accessed by authorised personnel. Employees have access to their own files.			
A system is in place to ensure staff qualifications and clearances are updated as required and kept on staff files			
Relief staff			
The Director/Supervisor will maintain a list of relief staff and regularly contact each person on the list to confirm their continuing availability			
The centre regularly advertises for new relief staff			
New relief staff are oriented to the service and closely supervised by regular staff wherever possible			
Experienced staff support and oversee relief staff to ensure continuity of the centre's practices and standards			
The Director/Supervisor develops relationships with other locally situated services and/or a reputable recruitment agency to access additional relief staff when required			
Managing staff changes			
Staff who leave the service are asked to complete a Staff Exit Survey to identify the reasons for their leaving.			
Areas of dissatisfaction, or suggestions for improvements that can be made in the support of staff are acted upon to prevent problems reoccurring			
Staff changes are reviewed for their possible effect on the children, and strategies to minimise stress for the children, their families and the staff team are identified and implemented			
Contingency Planning			
Unqualified staff are encouraged to achieve qualification so they can move into qualified positions within the service as they become available			
Qualified staff are encouraged to apply to become a PAPO (Person to act in place of the Supervising Officer- Licensing)			
Assistant Director/2IC learns the Director/ Supervisors role and is able to act in place when required			

Tasks	Areas for improvement	Who is responsible	✓
Team Building			
The Director/Supervisor provides positive role modelling and supportive supervision and mentoring for all staff			
Staff are encouraged to provide feedback about their work and ideas for improvement of their job satisfaction			
Staff complete a job satisfaction survey annually to inform management of areas that may require improvement			
All staff know who they are directly answerable to and whether their duties require them to be responsible for the supervision of other staff			
Staff meetings are held monthly to keep staff informed, review health & safety and quality assurance issues, discuss issues raised by management, gain staff input into decisions for the centre, provide staff with an opportunity to raise issues or concerns they may have, and to share skills and knowledge			
The Operator consults with staff to plan team building events that include leisure activities outside normal work hours.			
Conflicts within the team are dealt with promptly in a manner consistent with centre policy			
The centre celebrates the achievements of the staff team			
Performance Management			
The Director/Supervisor ensures they are aware of how staff are feeling, gives positive feedback about their performance and addresses areas of concern before they become entrenched			
Formal staff appraisals are a regularly planned process within the service			
Staff appraisals are used to provide constructive feedback to staff on their performance and to identify training and development needs of the individual staff member			
A professional development plan for each employee which details agreed training and development strategies based on the employee's professional strengths and goals, and the needs of the children in their care and the service as a whole, is devised jointly by the employer and the employee			

Tasks	Areas for improvement	Who is responsible	✓
Planning professional development (PD) and training			
The Director/Supervisor organises whole team and individual PD opportunities based on performance appraisal outcomes and quality assurance needs of the service			
The centre Training Plan is displayed on the staff noticeboard in the staff room, or in the area where staff meet			
The Director/Supervisor delegates appropriate tasks to staff to help them to achieve their professional goals and extend their skills			
Staff are made aware of forthcoming PD and in-service training opportunities. Information is discussed at staff meetings and staff are encouraged to attend relevant training			
Staff who attend training are recognised at staff meetings, given opportunities to feedback what they learned to their colleagues, and supported to implement new ideas			
Staff network with staff from other services to exchange specific expertise and effective work practices			
The Operator supports staff to access a wide range of resources including professional newsletters, magazines, books, videos, to enhance their professional role in the service			
Regular team leader meetings are held with qualified staff, the Director/Supervisor and the Operator to discuss programming and operational issues and plans.			
Qualified staff mentor unqualified staff members, share their experiences and skills gained through training, and encourage unqualified staff to further develop their own skills and knowledge			
The Operator will take up opportunities for Traineeships relevant to child care and encourage staff to undertake Certificate and Diploma level training.			

Tasks	Areas for improvement	Who is responsible	✓
Occupational Safety & Health			
Staff are well informed about their own responsibilities for OS&H and understand the procedures for identifying, reporting and controlling hazards			
Daily Checklists are used by staff to identify hazards			
Appropriate support and supervision is provided to new and inexperienced staff			
Recurring incidents, illnesses and injuries are analysed and appropriate action taken to minimise contributing factors			
Staff are trained in safe manual handling techniques and follow centre procedures that provide guidance in completing tasks safely			
The centre has a policy on staff immunisations and all staff are encouraged to become immunised against infectious diseases identified by the National Health and Medical Research Council			
All staff are familiar with and implement the service's infection control policies and procedures			
The Operator ensures an appropriate environment is maintained to support employees' health and safety			
The Operator regularly consults with staff regarding OS&H issues			
Long term strategic planning			
On an annual basis staff participate in a Strategic Planning Day with management, to discuss future plans for the service.			
Service and team goals are agreed during the strategic planning process			
The Operator regularly asks staff for input on issues and decisions that need to be made, and delegates responsibilities for decision making where appropriate			
Strategies to provide long term continuity of care are identified within the strategic planning process			

Further Resources on Human Resources Management

This Checklist provides you with an overview of the areas of your Human Resources Management responsibilities. Further more detailed information can be found in the following resources and training course:

- **Staff Recruitment and Evaluation Guides** for Child Care Centres and Outside School Hours Care by Sandy Morton, available from PSCWA 1800 783 768
- **Let's Discuss—Effective Staff Meetings** by Christine Cross and Sandy Morton, CCSM Consultancy, available for free download from PSCWA website www.pscwa.org.au
- **Let's Discuss—Effective Communication** by Christine Cross and Sandy Morton, CCSM Consultancy, available for free download from PSCWA website www.pscwa.org.au
- **Supporting the Staff Team—Stepping Up to the Challenge Course** written by Christine Cross and Sandy Morton, CCSM Consultancy—course available through PSCWA 1800 783 768
- **Policies to Go By Manuals** for Child Care Centres; Outside School Hours Care, and Family Day Care by Sandy Morton, available from PSCWA 1800 783 768
Provide model policies on:
 - Conditions of Employment
 - Grievance Procedures—Staff
 - Managing Pregnancy within Child Care
 - Staff Appraisal, Training & Development
 - Staff babysitting children who attend the centre
 - Staff Dress Code
 - Staff Immunisation
 - Staff Orientation
 - Staff Selection
 - Staff use of Alcohol and other Drugs



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