

HUMAN RESOURCE POLICY

INTRODUCTION

Northern Occupational Support Service Inc (NOSS) is an equal opportunity employer with a positive awareness of the spirit and intent of the Equal Opportunity and Anti-Discrimination laws.

NOSS recognises the direct link between staff competency and motivation and the quality of service delivery and, as such, supports and promotes the professional development of its staff.

NOSS also recognises the value of a proactive performance management process in the provision of a quality service and as such the NOSS performance management is a two way process between management and employees focussing on regular feedback and review.

Training and performance management for workcrew members are detailed in the NOSS Individual Needs Policy.

STAFF SELECTION

1. Advertising

- All positions for new staff will be advertised externally.
- The following information will be sent to all applicants:
 - Position description
 - Selection criteria
 - Authority to Check References
- Applications addressing selection criteria, and including the signed Authority to Check References, are to be submitted by the closing date for applications stated in the advertisement
- All unsuccessful applicants will be advised within two weeks of the closing date for applications.

2. Interviews

- Interviews will be held within two weeks of the closing date for applications and will be conducted by the General Manager and two other panelists selected from:
 - Community Access Manager, Office Manager or Bluegum Manager
 - Member of the Board of Management or
 - Person from another disability related organisation
- The panel will individually evaluate each applicant based on their presentation, interpersonal skills and responses to the interview questions. A minimum of two referee/reference checks will be carried out using Reference Check Form.
- All interviewees will provide a National Police Clearance and details of his/her drivers licence
- All interviewees will be required to sign a declaration to the effect that they have no convictions or actions recorded or taken against them involving abuse, assault or neglect.

- All successful and unsuccessful interviewees will be advised within seven days of their interview.

3. Probation period

All successful applicants for permanent positions will serve a probationary period of three months or twenty shifts, whichever is the greater, during which time, monthly written assessments will be undertaken by his/her supervisor.

4. Matching staff and clients

To ensure positive outcomes for both clients and staff, great care is taken in matching support workers with clients.

When selecting staff to support a new client and/or fill a vacancy, the following criteria are to be carefully considered:

- Common interests
- Personalities
- Communication skills
- Behaviour management skills
- Relevant medical condition

It may, at times, be more beneficial for both clients and support workers to have different support workers working with a particular client on different days of the week.

If an existing employee fits the criteria for supporting a particular client, that support may be offered to that employee. If no existing employee is suitable, the position must be advertised in accordance with this Policy.

If, as a result of staff or client needs, changes are necessary, staff will be notified prior to implementation of those changes with as much notice as possible. At the end of each year, the staff/client roster will be reviewed and staff asked for their input. Although staff input will be considered, client needs will be given priority when determining staff/client matches.

All new members of staff will undertake an Orientation process prior to commencement of work (see below).

STAFF DEVELOPMENT

1. Orientation

All new members of staff will participate in an Orientation process prior to commencement of work.

The Community Access Manager will be responsible for conducting Orientation sessions which will include:

- Service Philosophy
- Employment Conditions
- Working with Clients
- Related Services
- Policies

2. Training

Training will be provided on both an organisational and individual needs basis and cover areas such as

- administration of medication
- manual handling
- first aid
- report writing
- food safety
- challenging behaviour
- autism

The Community Access Manager and Bluegum Training Officer are responsible for:

- arranging and/or conducting specific training sessions including internal/external workshops, conferences, meetings, videos etc.
- maintaining confidential training records for individual recipients.

3. Performance Appraisals

All staff are required to attend annual performance appraisal meetings (see below).

PERFORMANCE MANAGEMENT

NOSS aims to:

- motivate and empower employees to perform their work roles effectively.
- provide an effective channel for individual consultation between employees and Management.
- identify and resolve any employee and/or management concerns, to identify training needs and to discuss job satisfaction in an atmosphere of mutual respect and trust.

2. Supervision

- Management will meet with employees as soon as possible to resolve any issues.
- The Community Access Manager or Workcrew Manager will, on a regular basis, visit employees during the course of their work in order to offer support and guidance and address any concerns.

3. Performance Appraisals

All staff are required to attend annual performance appraisal meetings to discuss their work performance, training needs and job satisfaction in an atmosphere of mutual respect and trust.

- Performance Appraisal meetings will take place on an annual basis (or as directed by the General Manager) as follows:
 - Employees will complete the Employee Response section of a Performance Appraisal Form and return it to the Community Access Manager or Workcrew Manager one week prior to the Performance Review meeting.

- Office Manager, Community Access Manager or Workcrew Manager will complete the Appraisal Form prior to the Performance Review meeting.
 - Performance Appraisal meeting will be held between the employee, General Manager and Community Access Manager, Office Manager or Workcrew Manager.
 - Specific performance goals will be mutually agreed between management and employee including timelines and review dates.
 - Employees are required to sign the record of the Performance Appraisal meeting.
 - Job descriptions are reviewed and signed off by the employee.
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- Performance management is a confidential process and as such strict confidentiality will be maintained except in cases where maintaining silence would be harmful to clients or employees. This decision will be at the sole and absolute discretion of the General Manager.
 - Completed documentation is kept in a locked filing cabinet. Employees will be provided with a copy of the record of their Performance Appraisal meeting on request.
 - It is the responsibility of both management and the employee to ensure that work performance objectives are achieved and reviewed as appropriate.
 - When necessary, additional Performance Appraisal meetings can be arranged at the request of either the employee or management.
 - Attendance at Performance Review meetings is compulsory
 - If the Performance Appraisal meeting is conducted outside the employee's normal working hours, remuneration will be at the employee's normal rate of pay.

Related Policies: Orientation Manual
 Individual Needs Policy
 Counselling & Discipline Policy