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7.1 HUMAN RESOURCES GUIDE

7.1.1 CONSUMER OUTCOME¹

“I get quality care and services when I need them from people who are knowledgeable, capable and caring.”

7.1.2 ORGANISATION STATEMENT²

CHNC ensures:

- There are sufficient skilled and qualified workforce to provide safe, respectful and quality care and services.

7.1.3 OUR POLICY³

- The workforce is planned and the number and mix of staff deployed enables the delivery and management of safe and quality care and services
- Workforce interactions with consumers are kind, caring and respectful of each consumer’s identity, culture and diversity
- The workforce is competent and has the qualifications and knowledge to effectively perform their roles
- The workforce is recruited, trained, equipped and supported to deliver the outcomes required by these standards
- Each member of the workforce participates in regular assessment, monitoring and review of their performance.

7.1.4 RESPONSIBILITIES

- Management develops processes and practices that ensure the workforce delivers safe, respectful and quality care and services in line with the [National Employment Standards](#) (NES)⁴ and other relevant legislation
- Staff follow policies and procedures, participate in development opportunities, and deliver services and care that is safe, respectful and of a high quality
- Consumers and/or their representatives with the support of CHNC advise us if any member of the workforce does not deliver safe, respectful and quality care and services.

7.1.5 MONITORING HUMAN RESOURCES

Human resource management processes and systems are regularly audited as part of our audit program and staff, consumers and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made (see [Corporate Calendar](#) in Forms/Governance Documents and 8.9 Continuous Improvement).

¹ Australian Government Aged Care Quality and Safety Commission, [Guidance and resources for providers to support the Aged Care Quality Standards](#) (September 2022). Website accessed May 2023

² Ibid., p.118. Note that Ibid means ‘in the same source last referenced in the footnote above.’

³ Ibid., p.118.

⁴ Fair Work Ombudsman <https://www.fairwork.gov.au/employment-conditions/national-employment-standards> Accessed August 2023. The National Employment Standards (NES) are 11 minimum employment entitlements that have to be provided to all employees.

7.2 WORKFORCE PLANNING

7.2.1 HUMAN RESOURCE SUPPORT

CHNC ensures the effective planning and management of human resources through accessing support and information from the following agencies:

- Aged and Community Services Australia (ACSA)
- Jobs Australia
- Other specific human resource management consultants as required.

In addition, all staff involved in the recruitment and management of staff access staff development and training in human resource management as required to their role.

7.2.2 PLANNING THE WORKFORCE

The focus of workforce planning is to ensure that there are the right number of people, with the right blend of skills, delivering care. This is achieved through the development of a Workforce Plan that addresses the following:

- Ensuring all staff providing support to consumers have as a minimum a Certificate III in Aged Care and are supported to obtain a Certificate IV, or are appropriately trained.
- Assessing all prospective staff at their interview, by asking questions similar to; “Why do you think you are suitable to provide care and support to older people?” and “How do you show dignity and respect of a person’s identity, culture and diversity?”
- Employing/subcontracting Registered Nurses and allied health professionals qualified to provide nursing and clinical care and support to oversee clinical practice and to deliver services to consumers requiring clinical care as necessary and/or sourcing appropriate nursing/allied health professional services to deliver these services
- Ensuring there are adequate staff with the appropriate skills to provide services to consumers. Where additional staff hours are required appropriate current staff are asked if they wish to increase their hours. If current staff are unable to provide more time, casual staff may be utilised in the short term while additional staff resources are arranged either through current staff or the employment of new staff
- Determining the appropriate staff skill when considering offering new or innovative services
- Staff are asked to provide maximum notice of holidays or other known absences with at least three weeks’ notice required to ensure adequate time to make other arrangements
- Replacing staff when they are on leave and providing opportunities for staff to act in more senior roles
- In an emergency such as multiple staff falling ill, we use casual staff or liaise with other agencies in our area to identify other appropriately skilled staff who may be available
- Staff rosters are planned to meet the needs of consumers with consideration to staff availability
- The time required to deliver services to each consumer is based on the support plan and is reviewed in response to consumer or staff feedback and service reviews e.g. the provision of additional services when consumers are unwell
- Volunteers are utilised, assisting in the centre and outings, or for office tasks. Volunteer attendance is managed by the Aged Care Programs Coordinator
- Any issues relating to a shortage of staff are reported to and reviewed at relevant management meetings.

7.2.3 RETAINING STAFF

CHNC recognises that experienced staff with knowledge of the service and consumers are valuable and we are committed to retaining them. Strategies include:

- Ensuring staff are valued through welcoming their feedback and involvement in service management through staff meetings and the Continuous Improvement process (see 8.9 Continuous Improvement)



- Providing staff development opportunities such as study leave for Certificate IV, in-house training, and external training and staff development
- Encouraging staff to utilise benefits such as salary packaging if they are full-time employees
- Providing a structure that offers opportunities for acting in higher positions and advancement
- Balancing staff needs with our commitment to consumers to allow some flexibility in hours worked, such the need for staff to be home for children after school
- A grievance procedure that staff are encouraged to utilise if required
- Similar strategies are implemented to retain volunteers, as appropriate.

7.2.4 WORKFORCE RISK MANAGEMENT

As part of CHNC risk management processes, we maintain in a Risk Management Plan which is reviewed and updated when necessary through Management Committee Meetings. (See 8.10.3 Risk Management Plans.)

In addition, staff and consumers are supported and encouraged to provide ongoing feedback on all aspects of their work or services which ensures any issues or risks that might make the workforce insufficient are identified. (See 8.9 Continuous Improvement.)

We are aware of the Australian Work Health and Safety Strategy 2012-2022⁵ and support our workers by following the principles underpinning the strategy including:

- Upholding the right of workers to a healthy and safe work environment and
- The provision of a well-designed, healthy and safe workplace to allow workers to have more productive working lives.

We manage worker and workplace risks by:

- Preventing and reducing the number and severity of injuries and illnesses and associated costs by analysing incidents, near misses and workplace monitoring
- Promoting worker health, wellbeing and capacity to work through consultation with workers at meetings, forums and reviews
- Fostering innovation, quality and efficiency through continuous improvement through involvement of workers from a range of roles in governance and local team meetings to identify improvements.

⁵ Australian Government Safe Work Australia 2012 [Australian Work Health and Safety Strategy 2012-2022](#) accessed January 2023

7.3 WORKFORCE RECRUITMENT

CHNC have a range of staff to ensure that the organisation is effectively managed, and services meet the needs of consumers. These are outlined in the organisation's Organisation Structure.

7.3.1 RECRUITMENT POLICY

- All staff are recruited according to our Equal Employment Opportunity Policy (see Equal Employment Opportunity and Anti-discrimination below)
- All permanent vacancies are advertised externally
- The relevant Manager is responsible for the recruitment of service staff and delegates as appropriate
- The Board of Management is responsible for the recruitment of the Manager.

7.3.2 EQUAL EMPLOYMENT OPPORTUNITY AND ANTI-DISCRIMINATION

CHNC chooses the best person for the job regardless of their:

- Sex (including pregnancy and breastfeeding)
- Race, colour, ethnic or ethno-religious background, descent or nationality
- Marital or domestic status
- Disability (including physical, intellectual, psychiatric learning or cognitive disabilities, and any virus or bacteria that can cause disease, such as HIV. It also includes any disability a person had in the past, has now, or may have in the future)
- Homosexuality (male or female, actual or presumed)
- Age (including not forcing people to retire at any particular age)
- Transgender (transsexual) status and
- Carers' responsibilities
- It is also unlawful for employers to discriminate against or harass employees because of the sex, race, marital or domestic status, disability, homosexuality, age, transgender status or carers' responsibilities of any of their relatives, friends, associates or work colleagues.

Equal opportunity principles are followed in all areas of staff management. Individuals are appointed based on their ability to meet criteria that are consistent with the role and position description.

Information and training, when appropriate, on equal employment opportunity and staff recruitment processes is provided to all staff and Board members involved in staff recruitment.

We endeavour to prevent discrimination and sexual and other harassment by:⁶

- Creating and maintaining clear policies that promote a safe working environment and equality of opportunity for all staff
- Ensuring clear support and promotion of these policies by senior management.
- Providing ongoing training of new and existing staff on the policies related to EEO and harassment
- Providing fair, transparent, quick, simple and effective internal complaints mechanisms to address any breaches of the policies
- Ensuring staff have access to confidential and impartial information about the policies and complaint processes
- Ensuring continuous and consistent review and evolution of policies, training and complaints mechanisms.

⁶ These points are taken from: Queensland Human Rights Commission [Preventing Discrimination and Harassment](#) Website May 2023. These points are presented as good practice that may be applicable to all jurisdictions.



(See also 7.5.3 Workplace bullying and sexual harassment and 8.10.8 Abuse and neglect.)

7.3.3 AWARDS

Where appropriate we employ staff under the Social, Community, Home Care and Disability Services Industry Award 2010 (SCHDS Modern Award).

7.3.4 PROCESS FOR FILLING A VACANT POSITION

Review the position

Clarify the need for and the role of the position and develop or review the position description. Develop essential and desirable selection criteria. Determine how each of the selection criteria are assessed, e.g. written application or interview.

Advertise the position

Positions are advertised in newspaper/s, employment agencies or the internet. Advertisements include:

- Information about CHNC
- Primary role of the vacant position
- Point of contact for further information
- How to apply
- Closing date.

A copy of the most recent advertisement for all positions is maintained by the Aged Care Programs Coordinator for use in developing new advertisements.

A copy of our Application for Employment and the position description are sent to all prospective applicants.

Set up a selection panel

The selection panel is responsible for shortlisting, interviewing and selecting the successful applicant. In setting up a selection panel consideration is given to gender balance.

For the employment of the Manager the selection panel comprises of:

- The Chairperson, and
- Two other Board members or one other Board member and a person external to CHNC with appropriate expertise.

For the employment of the Coordinators the selection panel comprises of:

- The Manager
- One other Board member or a person external to CHNC with appropriate expertise.

For the employment of other staff, the selection panel comprises of:

- The Manager
- Aged Care Programs Coordinator

One member of the selection panel is designated the chair and coordinates the panel and makes notes regarding the decisions of the panel.



Shortlist applicants

The selection panel assesses all applications and shortlists applicants on their stated ability to meet the essential selection criteria. If necessary, further shortlisting is undertaken using desirable selection criteria.

Applicants who are shortlisted are offered the opportunity to attend an interview.

Interview applicants

The selection panel prepares interview questions prior to the interviews. All applicants are asked the same questions. The questions explore the applicant's relevant knowledge, skills and experience to perform the duties and are based on the selection criteria.

Staff, if relevant to their role, are assessed at their interview on the questions of "Why do you think you are suitable to provide care and support to older people?" and "How do you show respect to a person's identity, culture and diversity?"

Immediately following each interview, a summary of the interview is recorded on the Summary of Interview form. The summary assists in the selection of the successful applicant and in providing feedback to unsuccessful applicants.

When all interviews have been completed the preferred applicant is selected by the selection panel. Recruitment decisions and reasons for them are documented by the chair of the panel or his/her nominee.

Conduct pre-employment checks

When a successful applicant has been identified an offer of employment is made conditional on the following pre-employment checks:

- Reference check
- Police check
- Registration check (as applicable to role).

Procedures are in place for conducting these checks (see 7.3.10 Employment Checks).

Offer of employment

Advise the successful applicant by telephone and arrange a start date.

Immediately send the successful applicant an Offer of Employment specifying the key terms and conditions of employment for signing prior to commencing employment.

Advise unsuccessful applicants

All unsuccessful applicants are informed by telephone (or in writing for more senior positions) of the outcome of their application immediately following the appointment of the successful applicant.

Unsuccessful applicants are advised that they may request feedback. This is provided by the Chair of the interview panel.

7.3.5 PROCEDURE FOR NEW STAFF

Orientation

CHNC are aware of and ensure staff are aware of, and comply with relevant legislation including, Work Health and Safety⁷, Equal Employment Opportunities⁸, bullying, Anti-discrimination and Anti-Harassment responsibilities⁹ and the provisions of the Privacy Act¹⁰. These items are covered in the staff/volunteer orientations.

Staff/volunteer orientation checklist

All items covered when a new employee commences are described in detail in the Staff/Volunteer Orientation Checklist. The Staff Volunteer Orientation Checklist can be completed over one or more sessions but is fully completed within 4 weeks of a person commencing employment. A follow up to the orientation is completed 3 months after the employee commenced. This involves clarifying relevant items on the Staff/Volunteer Orientation Checklist with other staff/volunteers as appropriate.

All forms and documents signed by the employee, including a copy of the signed Staff/Volunteer Orientation Checklist, are filed in the employee file with copies provided to the employee.

The Chairperson or another Board member completes the Staff/Volunteer Orientation Checklist with a new Manager. The relevant Manager completes the Staff Volunteer Orientation Checklist with other staff/volunteers as appropriate.

Meeting with consumers

Where practicable, staff are encouraged to participate in focus groups, meetings or other gatherings with consumers to hear their views on key aspects of service delivery such as working in partnership, consumer choice and control and input in the service.

Supervision of new staff

New support staff are supervised and orientated to their position by a mentor or 'buddy' who is allocated by the Aged Care Programs Coordinator. Staff in more senior positions are mentored by other senior staff, such as Team Leaders and Coordinators. The duration of support is dependent on the new staff person's skills and experience but at least two support worker shifts are supervised by another support worker once general orientation is complete.

7.3.6 POSITION DESCRIPTIONS

All staff and volunteers have a position description which specifies their roles and responsibilities.

Position descriptions are reviewed and updated when a staff member leaves and/or every two years to ensure that they are appropriate.

Each staff person is provided with a copy of their position description prior to commencing employment and whenever their position description is changed.

⁷ NSW: NSW Government [SafeWork NSW](#), [Work Health and Safety Act 2011](#) and the [Work Health and Safety Regulation 2017](#)
All States: See also Australian Government [Safe Work Australia](#)

⁸ NSW: NSW Government Anti-Discrimination Act 1977

All States: Other applicable Acts are the five Commonwealth Acts: the Racial Discrimination Act 1975, the Sex Discrimination Act 1984, the Human Rights and Equal Opportunity Commission Act 1987, the Disability Discrimination Act 1992 and the Age Discrimination Act 2004

⁹ This responsibility is set out in federal and state anti-discrimination laws, as well as the Australian Government Fair Work Act 2009. Taken together, they make certain types of workplace behaviour against the law. See Australian Government [Australian Human Rights Commission](#) 2018

¹⁰ Australian Government Privacy Act 1988 and Privacy Amendment (Enhancing Privacy Protection) Act 2012

7.3.7 CODE OF CONDUCT AND BANNING ORDERS STAFF AND VOLUNTEERS

Codes of conduct

Staff and volunteers are required to sign and comply with the Staff and Volunteer Code of Conduct. The code of conduct includes our CHNC Code of Conduct and the Aged Care Quality and Safety Commission (ACQSC) Aged Care Code of Conduct¹¹. Together, these encapsulate the respectful, safe and professional delivery of support to our consumers, representatives, contractors, the community and any other stakeholders.

Banning orders

Action may be taken if personnel do not abide by the Code of Conduct. Additionally, breaches of the ACQSC Aged Care Code of Conduct may result in a banning order.

See 8.2.12 Code of Conduct and Banning Orders, for more detailed information including requirements for approved providers and CHSP.

7.3.8 POLICIES AND PROCEDURES

The policies and procedures contain key information that all staff and volunteers need to know to complete their roles safely and effectively.

New staff and volunteers are provided with time to read the policies and procedures and these are reiterated at staff meetings and through communication with staff and volunteers.

7.3.9 STAFF FILES

A staff personnel file is maintained for each employee. It includes:

- Application for Employment
- Police check information (sealed)
- Banning order search result
- Professional registrations
- Signed Offer of Employment
- Position description
- A completed Staff Volunteer Personal Details Record
- Signed Staff Volunteer Orientation Checklist
- Signed Code of Conduct for Staff and Volunteers
- Record of Staff Counselling Interview, and
- Any other relevant paper-based information.

Staff are required to advise us of any change in their contact details within three days after they change.

Staff are entitled to see their file at any suitable time arranged with the Coordinator or Manager as appropriate.

¹¹ Australian Government Aged Care Quality and Safety Commission Amendment [Exposure Draft \(Code of Conduct and Banning Orders\) Rules 2022](#). Note The code is to be effective from 1 December 2022. Note also, that as an Exposure Draft it is not yet legislated and could change. GGJ will provide an update if changes are made

7.3.10 EMPLOYMENT CHECKS

An Employment Checks Register is maintained that includes information on police checks, banning order checks, driver's licence and insurance, and professional registration checks. It is maintained the Accounts Team and Police Check staff and updated as required.

Reference check

The chair of the interview panel for all new staff contacts one or more of the referees of the preferred applicant. Referees are asked to comment on the person's ability to carry out the duties of the position applied for, strengths and areas for development. Referees comments are noted in writing on the Summary of Interview form.

Banning order check

A Banning Order Check is made of all applicants before employing, engaging, extending or renewing a contract or agreement of a staff member, volunteer or key personnel/ executive decision-maker.

The check is made on the [Aged Care Register of Banning Orders](#).

If a current Banning Order is in place the person is not engaged.

Police check¹²

Definitions

See the Department of Health Police Certificate Guidelines March 2017 (pp 7-9) for definitions of staff, volunteers, non-staff members and contractors.

Staff and volunteers

CHNC requires all staff members who are reasonably likely to have access to consumers, supervised or unsupervised, and volunteers¹³ who have unsupervised access to consumers, to provide a Police Certificate not more than three years old.

CHNC pay the cost of their police check. Volunteer police checks are available at a reduced cost from the NSW Police for registered volunteer organisations. Applications are made online and are paid for by CHNC. CHNC also requires all staff and volunteers to have a clear Working with Children's Check.

The following offences preclude a person from working in CHNC:

- A conviction for murder or sexual assault
- A conviction of, and sentenced to imprisonment for, any other form of assault
- Convicted for an indictable offence within the past 10 years¹⁴.

¹² Procedures for police checks are based on information in the: Australian Government Department of Health and Aged Care [Commonwealth Home Support Programme \(CHSP\) Manual](#) 2023-2024 Published 10 July 2023, Appendix D – Commonwealth Home Support Programme Police Certificate Guidelines; the Australian Government Department of Health and Aged Care Commonwealth Home Support Programme - Program Manual 2023-2024 Appendix D – Commonwealth Home Support Programme Police Certificate Guidelines and the Australian Government Department of Health and Aged Care [Aged Care Worker Screening Guidelines](#)

¹³ The Australian Government Department of Health and Aged Care [Aged Care Worker Screening Guidelines](#) advises that service providers do not need to obtain a police check for CVS Volunteers provided by the CVS, as they have a police certificate and have been assessed as meeting the requirement. P 13. The Guidelines further state: "Community Visitors will provide approved providers with a 'Letter of Introduction' confirming the date of expiry of their police check and that they have made a statutory declaration if they have lived permanently overseas after they turned 16. Provided that the letter is current, the home is not required to view the original police certificate or statutory declaration. The home may keep a copy of the 'Letter of Introduction' to assist with compliance requirements. P 13

¹⁴ The Australian Government Department of Health and Aged Care [Commonwealth Home Support Programme \(CHSP\) Manual](#) 2023-2024 Published 10 July 2023, Appendix D – Commonwealth Home Support Programme Police Certificate Guidelines

A person with other convictions can be considered for employment by the relevant manager in consultation with human resources taking into consideration their role and contact with consumers.

Approved Providers¹⁵ and NDIS Worker Screening¹⁶

Whilst CHNC is not an NDIS provider, we can accept the following for our aged care workers:

- Evidence of a NDIS worker screening clearance, not more than 5 years old, or
- A police certificate not more than 3 years old.

Subcontractors service delivery

The contract signed between CHNC and contractors who provide services to consumers on our behalf requires that they or their staff or sub-contractors have a current Police Clearance and professional registrations as appropriate. This is monitored by the Aged Care Programs Coordinator. (See 5.4.2 Subcontracting Service Delivery.)

Independent contractors

Police check requirements are not intended to extend to people engaged on an ad-hoc basis. Trades people engaged to provide a service at a date and time determined by the person providing the service generally do not require police checks.¹⁷ These people are supervised by an CHNC staff person whilst they are in contact with consumers.

Statutory Declarations

New staff – commencing employment without a police check

CHNC requires all new staff members and volunteers to have a current police certificate before they start work. Where this is not possible and the circumstances are extenuating and require the person to commence work, we, under Section 49 of the Accountability Principles, allow a person to start work prior to obtaining a police certificate and pending an assessment of any criminal conviction subject to the following:

- The person provides a copy of the application for a police certificate showing that it was made before the date on which the person first became a staff member or volunteer
- It is clear the care and other services to be provided are essential and cannot be provided in the absence of the staff person and this is documented
- The person is appropriately supervised until the police certificate is obtained
- It is clearly shown and documented how supervision occurs in a range of working conditions such as during night shifts and holiday periods when supervisory staff numbers may be limited
- The person makes a statutory declaration stating that they have never been:
 - convicted of murder or sexual assault, or
 - convicted of, and sentenced to imprisonment for, any other form of assault.

Staff and volunteers who have resided overseas

Staff members and volunteers who have been citizens or permanent residents of a country other than Australia at any time after turning 16 must make a statutory declaration before starting work in any aged care service, stating that they have never:

- Been convicted of murder or sexual assault, or
- Been convicted of, and sentenced to imprisonment for, any other form of assault.

¹⁵ Approved providers include providers who deliver Home Care Packages or residential care.

¹⁶ Australian Government Department of Health and Aged Care [Aged Care Worker Screening Guidelines](#) July 2021 4 NDIS Worker Screening Clearances p.7. It is recommended that providers read this document in full

¹⁷ The Australian Government Department of Health and Aged Care [Aged Care Worker Screening Guidelines July 2021](#) provide more information on contractors

This statutory declaration is in addition to a current national police certificate, as this reports only those convictions recorded in Australian jurisdictions.

Processing police checks and other documents

The relevant team member processes the individual police check assessments for staff and volunteers. When the original or certified copy of the police clearance or other notification is received relevant information including the reference number and expiry date is entered in the Employment Checks Register.

The Police Certificate and other documents including statutory declarations are filed in a sealed envelope in the person's file which is only accessible to management staff.

The Employment Checks Register is checked at the start of each month by the team member, and three months prior to the police check expiring, each staff member or volunteer is advised that a new police certificate is required. When staff provide the updated certificate the information in the Employment Checks Register is updated. Staff taking leave may be provided with additional notice as necessary.

If staff do not provide an updated police certificate before the expiration of the existing certificate, they are not permitted to work until a valid police certificate is obtained.

Assessing offences

Where staff or volunteers have recorded an offence other than those specified above under Staff and Volunteers the relevant manager considers the offence/s against the criteria specified in the Department of Health Police Certificate Guidelines March 2017 (p 12). A previous conviction does not necessarily disqualify a person from employment.

Staff and volunteers are required to advise their Coordinator if they are convicted of any offence in the three-year period between obtaining and renewing their police clearance. Any offences are considered by the Manager and a Board representative. If the reviewers are satisfied on reasonable grounds that the offence makes the person unsuitable to work with our consumers and other staff, they are not permitted to continue as a staff member or volunteer. Notes are maintained on all considerations of police and other checks.

Key personnel/executive decision makers¹⁸

CHNC follows the requirements for key personnel/executive decision makers stipulated by the Australian Government Department of Health and Aged Care.¹⁹ Police clearances and other checks of key personnel are managed by the Manager, if he/she has a current clearance. If a check is being conducted of the Manager, a board member manages it. The same process that applies to staff applies to key personnel but with the board deciding the action taken in the event of a non-disqualifying conviction.

Police certificates and other check documents are filed in a sealed envelope in the person's file which is only accessible to the relevant manager. Notes are maintained on all considerations of police and other checks.

CHNC makes sure that key personnel are not disqualified individuals through three yearly renewals of their police certificate. We advise the Department of any changes that affect our suitability to provide aged care.

(See also 8.2.11 Approved Provider Responsibilities/Key personnel.)

¹⁸ The HCP program refers to key personnel and the CHSP programme refers to executive decision makers. Both groups have the same role. Key personnel/executive decision makers include: directors, board members, executive staff, the nurse responsible for nursing services and any person who is responsible for the day-to-day operations of the aged care service See 8.2.11 Key personnel

¹⁹ Australian Government Department of Health and Aged Care [Home Care Packages Program Operational Manual A Guide For Home Care Providers](#) Version 1.4 – August 2023, 15.1.2 Material changes to suitability. This information can be applied to all programs



Drivers licence and vehicle registration checks

All staff who use their vehicle in their work are required to provide a copy of their valid driver's licence (and, if they transport consumers) a copy of their valid car registration and insurance certificates (identifying that the vehicle is used for work purposes) on commencement with the organisation. Staff are required to advise us if their licence or registration is revoked.

7.4 STAFF DEVELOPMENT

7.4.1 STAFF SUPERVISION AND SUPPORT

Supervision and support are important for ensuring that staff are supported in their work and their work is carried out effectively. Additionally, supervision sessions provide an opportunity to follow up on staff development issues.

Staff in CHNC receive ongoing formal and informal supervision and support. To ensure that staff have an opportunity to address problems or issues the supervisor provides staff with a formal supervision session annually through a performance development review (see 7.4.2 Performance Development Reviews).

Support workers and other staff have regular meetings with Aged Care Programs Coordinator to ensure that they are supported and are aware of changes to support for consumers and have an opportunity to provide input and feedback regarding operations. In addition, staff may be supervised by their Coordinator to validate their practices whilst in consumer's homes. These visits can be announced or unannounced and provide an opportunity for the Coordinator to review practices and meet with consumers in their home to gain feedback on services provided.

The line Manager/Coordinator of each staff position provides supervision and support as per the Organisation Structure.

7.4.2 PERFORMANCE DEVELOPMENT REVIEWS

CHNC is committed to supporting staff to improve their efficiency and effectiveness. Staff are expected to perform their duties to the best of their ability and to show a high level of personal commitment to providing a quality, professional service always.

Performance development reviews are based on position descriptions and agreed work plans. The aims of the review are:

- To allow free and confidential discussions about work between the employee and supervisor
- To discuss the employee's job performance in the context of their position description
- To discuss any work problems and search for solutions
- To discuss means of improving work performance including identification of training and development needs or changes to work practices.

Ongoing performance issues are not left to the performance development review but are dealt with as they occur. These issues may, however; be raised in the review as part of the overall assessment of the employee's performance.

On completion of the performance development review both the employee and the supervisor sign the review form. The staff person and the supervisor are responsible for implementing any agreed actions (respectively) and recording these on the form and in the Training Spreadsheet (see 7.4.3 Staff Education and Training/ Staff training records). The Performance Development Review cannot be closed out until all agreed actions have been implemented.

7.4.3 STAFF EDUCATION AND TRAINING

Education and training strategies

Appropriate training and development opportunities are provided for all employees and volunteers to ensure they have the skills and qualifications to competently deliver services to consumers. This includes:

- Annual reviews of all positions and position descriptions to ensure the skill levels required for each position reflect the responsibilities of the positions
- The identification of training needs through ongoing staff input, changes in the services and care delivered, identified changes in consumers' needs, management input and annual performance development reviews
- The provision of training to meet identified work role needs including formal training, staff meeting discussions and informal meetings
- Opportunities for all staff and volunteers to attend training

- Ongoing evaluation of training to ensure it meets staff and volunteer needs and improves the operations and services.

Mandatory training

All staff and volunteers complete the following training (and/or are provided with information to support their practice):

- Orientation on commencement (see 7.3.5 Procedure for New Staff)

Consumer centric training

- Review of Consumer Handbook
- Principles of service delivery (refreshed annually) including:
 - available services
 - the partnership approach
 - dignity and respect for consumers
 - delivering services within a wellness and reablement framework²⁰
 - supporting quality and safety in service delivery
 - antimicrobial stewardship
 - fostering consumer choice and control
 - promoting consumer communication
 - open disclosure
 - promoting the maintenance of social connections
 - working with people with special needs
 - working with consumers living with dementia and cognitive impairment
 - identifying and preventing elder abuse
 - deterioration and escalation of care.
- Consumer rights and responsibilities
- Ensuring consumer privacy and confidentiality
- Delivering safe services including:
 - ensuring supports and services are free from all forms of violence, discrimination, exploitation, neglect and abuse, and sexual misconduct.
 - being alert to abuse and neglect
 - advocacy
 - promoting independence
 - feedback and complaints processes
 - duty of care and legal responsibilities associated with work
 - reportable assaults
- 8.10.9 SIRS Incident Management
- Whistleblower policy

²⁰ We use the Wellness and Reablement online training modules to help support workers, allied health professionals and team leaders to embed wellness and reablement into everyday service delivery approaches. eLearning modules are available on the [My Aged Care Learning Environment \(MACLE\)](#) website accessed August 2023. Training is free to CHSP providers. (Note applies to CHSP but may be useful to HCP and Residential Care)

Keeping safe

- Fire and emergencies annually
- Fire drills at least twice yearly
- Maintaining a safe workplace (WHS) including hazard and risk identification
- Equal employment opportunity and anti-discrimination
- Manual handling annually for all staff directly involved with consumers (see 7.4.3 Staff Education and Training/Work health and safety training/Manual handling training. See also Falls Prevention and Management Practice)
- Infection prevention and control strategies annually for all staff directly involved with consumers.

Promoting improvement

- The Aged Care Quality Standards and achieving the outcomes for consumers
- Policy and procedures review
- The continuous improvement processes.

Home support staff are also made aware of home-based safety requirements such as home fire safety, hygiene, and other home-related hazards which may put consumers or staff at risk.

Non-mandatory training

Staff meetings - service delivery staff

Staff meetings include a discussion of a different topic each meeting. Key topics include:

- Consumers as partners
- Demonstrating dignity and respect
- Supporting consumer choice
- Encouraging consumer communication
- Consumer spiritual needs
- Consumer emotional and psychological needs
- Wellness, reablement and independence
- Consumer choice and risk
- Consumer inclusion in community
- Cultural safety
- Consumer Directed Care
- Consumer rights
- Consumer responsibilities
- Conducting Service Commencement Meetings
- Open disclosure
- Handover: iSoBAR
- Working through a small section of the Policies and Procedures at each meeting (see 8.9.7 Other Continuous Improvement Information Sources/Staff review of policies and procedures).

Food safety training

The Manager ensures all kitchen staff, volunteers who deliver meals and staff who work in food services attend food safety training to ensure that they understand and implement the principles of safe food handling.

Work health and safety training

As noted above, all CHNC staff receive mandatory training in delivering safe services and keeping and keeping themselves and the workplace safe. This includes an overview of occupational health and safety requirements in NSW including employer and employee responsibilities.²¹ (See 8.8.6 Work Health and Safety.)

We also utilise a range of resources/toolkits from Safe Work Australia to inform our staff training program. These are shared with staff at training sessions, team meetings and through staff newsletters periodically throughout the year.

Manual handling training

All staff likely to physically assist consumers receive manual handling training appropriate to their role on commencement with us and a refresher once a year.

Our manual handling training includes, as appropriate to roles:

- An overview of manual handling legislation
- Manual handling risk factors and how injuries can happen
- How to use mechanical aids
- How to carry out safe manual handling, including good handling techniques in the wide variety of situations our staff work in
- Systems of work relevant to the worker's tasks and environment.

Our manual handling training is provided by a contractor in classes held in our premises. This ensures new staff can access training easily and that annual refresher training can be provided flexibly and covers all aspects of safe service delivery for both consumers and staff.

First aid

CHSP²²

All CHSP staff and volunteers in direct care roles must complete accredited first aid training and certification appropriate to their role as soon as practicable.

Updates are completed every two years and training costs are met by CHNC.

To ensure the safe delivery of services to consumers the level and appropriateness of first aid training is factored into our risk management plan giving consideration to the specific needs of consumers and any additional risk factors they may present (e.g. dementia; falls risk; other disabilities, health problems or co-morbidities).

HCP

The Aged Care Programs Coordinator must complete a First Aid Certificate and ensure that updates are completed every two years (see 5.3.6 First Aid and Emergencies). Other staff can apply for funding to complete first aid training. The relevant team member reviews these applications.

²¹ NSW Government Safe Work NSW [Health care and social assistance](#) Website Accessed September 2023

²² Australian Government Department of Health and Aged Care [Commonwealth Home Support Programme \(CHSP\) Manual](#) 2023-2024 Published 10 July 2023, 6.1.4 Staff and training/First Aid Training



Staff training records

The Aged Care Programs Assistant records the following information:

- Performance development reviews, including the date the review was completed, the outcome of the review and the date of the next review
- Training calendar
- Training provided
- Staff training attendances for mandatory and other training
- Evaluation of training events.

7.5 STAFF PERFORMANCE MANAGEMENT AND DISPUTES

7.5.1 STAFF UNDERPERFORMANCE²³

What is underperformance?

CHNC follows the procedures recommended by the Fair Work Ombudsman. Fair Work defines underperformance, or poor performance as an employee not doing their job properly or behaving in an unacceptable way at work. It includes:

- Not carrying out their work to the required standard or not doing their job at all
- Not following workplace policies, rules or procedures
- Unacceptable behaviour at work, e.g. telling inappropriate jokes
- Disruptive or negative behaviour at work, e.g. constantly speaking negatively about the company.

CHNC endeavours to prevent underperformance by:

- Listing behavioural and outcome expectations in position descriptions
- Addressing any issues as soon as possible
- Having regular performance reviews to outline expectations from the beginning
- Encouraging employees to talk to a manager or employer if they have any questions or concerns.

Process for dealing with underperformance

Where there is underperformance by employees CHNC follows the procedures are completed;

- Managing underperformance – the ‘initial steps’ checklist
 - Step 1: Identify the issue
 - Step 2: Assess the issue
 - Step 3: Meet with your employee
 - Step 4: Jointly devise a solution
 - Step 5: Monitor performance
 - Step 6: Keep records.
- Managing underperformance – the ‘formal steps’ checklist for a formal underperformance meeting with the employee. This covers the steps:
 - Before the meeting
 - During the meeting and
 - After the meeting.

7.5.2 EMPLOYER/EMPLOYEE DISPUTE PROCEDURE

If an employee or volunteer has a grievance related to their employment or concerning another employee, the Fair Work Ombudsman Effective Dispute Resolution Process and Checklist is followed.²⁴

The typical process is shown in the diagram below.

In this process the term employee refers to both staff and volunteers. Supervisor refers to the employee’s immediate manager.

²³ Australian Government Fair Work Ombudsman [Managing Performance and Warnings](#) Web site accessed November 2020

²⁴ Ibid. [Effective Dispute Resolution](#)

7.5.3 WORKPLACE BULLYING²⁵ AND SEXUAL HARASSMENT²⁶

CHNC recognises that workplace bullying and workplace sexual harassment are a risk to the health and safety of our workforce and our organisation and that these behaviours can occur wherever people work together. We take steps to prevent them from occurring and respond quickly if they do occur as we recognise that the longer the bullying behaviour or sexual harassment continues, the more difficult they are to address and the harder it becomes to repair working relationships.

What is workplace bullying?²⁷

Workplace bullying is repeated, and unreasonable behaviour directed towards a worker or a group of workers that creates a risk to health and safety. It includes communication through email, text messaging and social media.

Examples of bullying behaviour include verbal abuse, belittling or humiliating comments, victimisation, practical jokes, spreading misinformation or rumours, isolation, deliberately inconveniencing. If bullying behaviour involves violence it is reported to the police.

What is sexual harassment?²⁸

CHNC has a positive duty under the [model WHS laws](#) to do all that we reasonably can to eliminate or minimise the risk of sexual harassment at work. This includes sexual harassment between workers, and from other people at the workplace, like contactors, consumers and visitors.

Sexual harassment is unwelcome conduct of a sexual nature which makes a person feel offended, humiliated, or intimidated, where that reaction is reasonable in the circumstances. Sexual harassment can happen at a worker's usual workplace or in other places where they work, such as a client's home. It can also happen during a work-related activity such as a work trip, conference or an event.

Sexual harassment can include unwelcome touching or physical contact, suggestive comments/jokes, unwanted invitations for dates or sex, sexually offensive pictures, emails, texts.

Preventing and responding to workplace bullying and sexual harassment

We follow the Safe Work Australia Guides for Preventing and Responding to [Workplace Bullying](#) and [Sexual Harassment](#) and have implemented the following strategies:

- We consult with staff on strategies to identify and manage workplace bullying and sexual harassment including the development of policies and procedures, education and risk management
- Board members and staff are required to provide a Police Certificate before commencing with us, and every three years
- We provide information (this policy and SafeWork Australia information booklets) on workplace bullying and sexual harassment to staff and management at orientation and ongoing training
- Senior staff and management are required to model respectful behaviours at all times
- We take reports of bullying and sexual harassment seriously and ensure they are properly investigated
- We deal with unreasonable behaviour as soon as we become aware of it
- We encourage staff and management to report any experienced or observed workplace bullying and sexual harassment as soon as possible and we immediately ensure that they are safe from these behaviors

²⁵ Safe Work Australia [Guide for preventing and responding to workplace bullying](#) Published 2016. Website accessed May 2023

²⁶ Australian Government Safe Work Australia [Workplace sexual harassment](#). Website accessed May 2023

²⁷ Safe Work Australia [Guide for preventing and responding to workplace bullying](#) Published 2016. Website accessed May 2023

²⁸ Australian Government Safe Work Australia [What is Workplace Sexual Harassment](#) November 2021. Website accessed May 2023

- We continuously review our strategies and risk management plan in line with our continuous improvement processes and Safe Work Australia information on monitoring and reviewing policies²⁹.

Resources for staff and management

- Safe Work Australia [Dealing with Workplace Bullying - A Worker's Guide](#)³⁰
- Safe Work Australia [Workplace Sexual Harassment – Advice for Workers](#)
- Safe Work Australia [Preventing Workplace Sexual Harassment National Guidance material](#)³¹

Reporting workplace bullying and sexual harassment.

Every person has a right to go about their work in an environment free from bullying or sexual harassment. Any person experiencing workplace bullying or sexual harassment can feel confident that their report will be taken seriously by CHNC. We have adopted the following reporting process to ensure the safety and privacy of anyone who wishes to report bullying or sexual harassment. You can withdraw your report at any time.

1. You can report events to your supervisor, or any other senior staff person not involved in the incident.
2. If you or your representative report to CHNC the person you report to will assist you to complete an Incident Report. This will need to detail the bullying or sexual harassment and will record all future action in relation to the event/s. Immediate assistance or protection will also be arranged as soon as possible. If appropriate and you agree, the Police may be informed.
3. The Incident Report is immediately forwarded to the most senior staff person not involved in the incident. If an incident involves the Manager, it will be managed by the Board, other external agency.
4. The senior staff person will want to talk to you and will run through any options available to you. Options may include an investigation, the involvement of Police if appropriate, a referral to relevant agencies, time off. You decide what options to go ahead with. You will also be allocated a support person, if you wish, for the duration of the reporting process.
5. The senior staff person investigates the incident/s. Investigation principles include impartiality, confidentiality, transparency and timeliness. Meetings are held with yourself, and the other person/s involved as required and if you agree. This may include talking to other staff about what they have observed or experienced in relation to the event/s.
6. If the investigation confirms that bullying or sexual harassment has occurred action will be taken to ensure it does not occur again. This may include for the perpetrator a report to the Police, dismissal, suspension, probation, counselling, supervision, demotion, job change, an apology to you, or other options. These will be discussed with you beforehand to assess the impact of different options on you.
7. The investigation will also review work processes including staff recruitment, staff education, environmental factors and personnel factors.
8. You will be kept informed about any follow-up action that occurs. If you are unhappy with the reporting process, you are encouraged to let the senior staff person know so that we can review and improve the process.
9. If you are not satisfied with the outcome, you can request the Board to review it. If you are still not satisfied you can contact Fair Work Australia, the Fair Work Commission, your union or a legal practitioner for advice on further action.
10. When the issue is finalised, your support person will work with you to make sure that you feel comfortable continuing to work with us and to obtain feedback on the reporting process.
11. The report is closed out following evaluation of the process. Evaluation includes the accessibility of the process for staff, documentation of the actions taken, your satisfaction with the outcome and validation that appropriate education, training and staff support processes have been implemented to prevent the issue recurring.

²⁹ Safe Work Australia [Guide for preventing and responding to workplace bullying](#) Published 2016, 2.3 Monitoring and Reviewing. Website accessed May 2023

³⁰ Safe Work Australia [Dealing with Workplace Bullying - A Worker's Guide](#) Published May 2016. Website accessed May 2023

³¹ Safe Work Australia [Preventing Workplace Sexual Harassment National Guidance Material](#) Published January 2021. Website accessed May 2023



7.5.4 SERIOUS MISCONDUCT

Serious misconduct is when an employee:

- Causes serious and imminent risk to the health and safety of another person or to the reputation or profits of their employer's business or
- Deliberately behaves in a way that's inconsistent with continuing their employment.³²

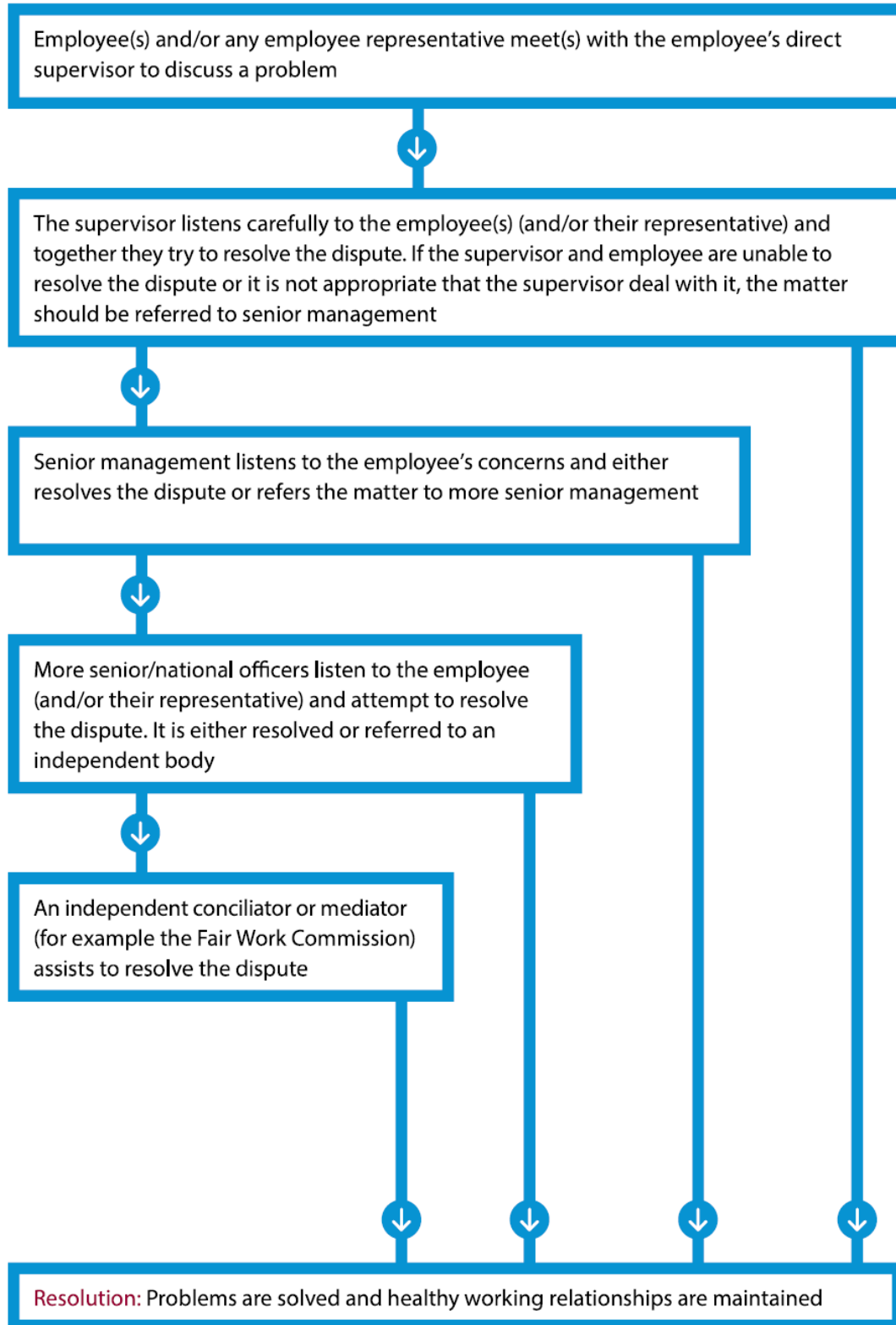
Examples of misconduct include:

- Elder abuse
- Theft of property or funds from CHNC
- Willful damage of property belonging to CHNC
- Intoxication through alcohol or other substances during working hours
- Verbal or physical harassment or discrimination of any other employee or consumer (see 7.5.3 Workplace bullying and sexual harassment above)
- The disclosure of confidential information regarding the organisation to any other party without prior permission
- The disclosure of consumer information other than information that is necessary to assist consumers and to ensure their safety
- Carrying on a private business from CHNC premises or using CHNC resources for private business without the permission of the Board
- Falsification of any records belonging to CHNC
- Failure to comply with the Code of Conduct for Staff and Volunteers.

The Manager deals with all issues relating to misconduct and ensures that there are two representatives from CHNC present at the meeting to discuss the misconduct.

The staff person involved is encouraged to bring another person with them for the interview. A Record of Staff Counselling Interview is completed and signed by all parties and a copy provided to the staff person and a copy filed in their personnel file. The Manager seeks external advice (if deemed necessary) and consults with the Board prior to terminating any staff person.

³² Ibid. [Serious Misconduct](#)



7.6 STAFF TIMESHEETS, LEAVE AND EXIT

7.6.1 STAFF TIMESHEETS

Each staff person is required to maintain a daily timesheet, by signing in and out on the timesheet at Head Office.

The Manager checks the timesheets before forwarding them to the Accounts Team for payment.

7.6.2 LEAVE³³

All employee leave entitlements are determined by their Award. This Section highlights the minimum terms and conditions for leave as specified by the Fair Work Ombudsman.

Application for leave

Any employee taking leave must complete an Application for Leave. If the application form is not completed, payment is not made for leave taken.

The application must be completed and approved before annual leave, long service leave, or unpaid leave is taken. All leave must be approved by the relevant team member with consideration to ensuring adequate staff is available to deliver services.

Annual leave

All employees (except for casual employees) get 4 weeks paid annual leave, based on their ordinary hours of work.

Shift workers may get up to 5 weeks of annual leave per year depending on their award.

Sick and carer's leave (personal leave)

Sick and carer's leave lets an employee take time off to help them deal with personal illness, caring responsibilities and family emergencies.

Sick leave can be used when an employee is ill or injured.

Carer's leave allows an employee to take time off to care for an immediate family or household member who is sick or injured or to help during a family emergency. This comes out of the employee's personal leave balance.

When sick or carer's leave is required the employee should advise their supervisor as soon as possible and at a minimum by their usual start time. An Application for Leave must be completed immediately after an employee returns to work after sick leave.

Unpaid carer's leave

All employees, including casual employees are entitled to 2 days unpaid carer's leave. Employees get 2 days unpaid carer's leave each time an immediate family member or household member of the employee needs care and support because of:

- illness
- injury or
- an emergency.

Full-time and part-time employees can only get unpaid carer's leave if they don't have any paid sick/carer's leave left.

³³ Information in this section excluding Long Service Leave, is taken from Australian Government Fairwork Ombudsman [Leave Overview](#)



Compassionate leave

All employees are entitled to 2 days compassionate leave each time an immediate family or household member dies or suffers a life threatening illness or injury. The compassionate leave can be taken as:

- A single continuous 2-day period, or
- Two separate periods of 1 day each, or
- Any separate periods the employee and the employer agree.

An employee does not accumulate compassionate leave and it doesn't come out of their sick and carer's leave (or annual leave) balance. It can be taken any time an employee needs it.

If an employee is already on another type of leave (e.g. annual leave) and needs to take compassionate leave, the employee can use compassionate leave instead of the other leave.

Domestic violence leave³⁴

Employees are entitled to 10 days of paid family and domestic violence leave in a 12-month period.

This applied to:

- Businesses, with 15 or more employees from 1 February 2023, and
- Businesses, with less than 15 employees, from 1 August 2023.

Family and domestic violence means violent, threatening or other abusive behaviour by an employee's close relative, a current or former intimate partner, or a member of their household that:

- seeks to coerce or control the employee
- causes them harm or fear.

Employees can take the leave if they need to deal with the impact of family and domestic violence and it's impractical to do so outside their ordinary hours of work.

This leave does not accumulate from year to year and information about paid family and domestic violence leave **cannot** be included on an employee's pay slip.

Parental leave³⁵

Employees can get parental leave when a child is born or adopted and are entitled to 12 months of unpaid parental leave. They can also request an additional 12 months of leave.

Paid Parental Leave

From 1 July 2023, eligible employees who are the carer of a newborn or newly adopted child can get up to 20 weeks' Parental Leave Pay, which is paid at the National Minimum Wage.

Services Australia is the government organisation that manages the Paid Parental Leave scheme. For more information about eligibility, making a claim, receiving payments and choosing how to take payment, visit [Services Australia – Parental Leave Pay](#).

For information about parental leave pay for a child born or adopted before 1 July 2023, visit [Services Australia – Parental Leave Pay for a child born or adopted before 1 July 2023](#).

³⁴ Australian Government Fair Work Ombudsman [Paid family and domestic violence leave for small business](#). Published 1 August 2023

³⁵ Australian Government Fair Work Ombudsman [Parental leave](#). Website accessed August 2023

Community service leave

Employees, including casual employees, can take community service leave for certain activities such as:

- Voluntary emergency management activities
- Jury duty (including attendance for jury selection).

Except for jury duty, community service leave is unpaid.

Public holidays

If an employee is absent from work on a day or part day that is a public holiday, the employer must pay the employee (other than a casual employee) the base rate of pay for the employee's ordinary hours of work on that day or part-day.

An employee is not entitled to payment if they do not have ordinary hours of work on the public holiday.

Unpaid leave

Unpaid leave is at the discretion of CHNC as it is not prescribed in any awards relevant to our employees.

Long service leave³⁶

The NSW Government Long Service Leave Act³⁷ applies to long service entitlements. The Act specifies the long service leave entitlement for an employee, including casual employees, as:

- After 10 years of continuous employment working with the same employer – two months (8.67 weeks) of paid leave and
- For every subsequent 5 years of continuous employment one month (4.33 weeks) paid leave.

7.6.3 EMPLOYEE EXIT PROCEDURE

When an employee leaves CHNC, the following procedure applies:

- Arrange an exit interview
 - the exit interview is conducted by the employee's supervisor and provides useful feedback about us for use in planning and evaluation.
 - completed Exit Interview Records are forwarded to the relevant Manager for review and consideration of improvements
- Prepare the employee's termination payment
 - calculate ordinary wages due or wages in lieu of notice
 - calculate annual leave due to the date of termination. This is paid at the employee's current rate of pay
 - check if the employee is entitled to pro-rata long service leave
 - check if any allowances are owing (e.g. travel, meals)
 - check if the employee owes us any monies and deduct these from the final payment
 - prepare a written statement showing the detailed calculation of all monies to be paid to the employee
- Ensure the following are returned to CHNC if applicable:
 - client files or other information (if applicable) and any other working documents
 - access cards and keys

³⁶ NSW Government Industrial Relations [Long Service Leave](#) Website accessed May 2023

³⁷ NSW Government Long Service Leave Act 1955



CHNC POLICIES AND PROCEDURES

SECTION 7: HUMAN RESOURCES

7.6 STAFF TIMESHEETS, LEAVE AND EXIT

- computer/laptop/audio visual and electrical items
- Make sure there is a letter of resignation from the employee if they resigned, or a letter of termination from the Manager or the Board if they were dismissed. (Copies of these letters are kept in staff files.)
- If requested, prepare a written Statement of Employment detailing the period of employment and type of work performed. The relevant team member may provide a verbal reference to a prospective employer if requested.

7.7 WORKERS' COMPENSATION

When an employee suffers an injury or suffers from a disease and work is a substantial contributing factor to that illness or injury, CHNC ensures that financial benefits and other assistance are provided as required by the relevant State and Territory legislation and regulations.

In the case of any potential Workers Compensation event, we, as soon as possible, inform and request advice from:

- Our insurer and/or
- Our human resource support consultant.

7.7.1 NOTIFICATION OF INCIDENT/ACCIDENT

Immediately following an injury at work:

- We apply first aid to the injured worker, request emergency assistance if required and report the injury to a supervisor as soon as possible after the injury occurs, by completing an Incident Form (see 8.9.6 Continuous Improvement)
- The relevant manager and the Work Health and Safety representative are informed
- We request and assist the worker to see a doctor of their choice as soon as possible and ask them to obtain a First Certificate of Capacity from the treating doctor.
- Any supporting documentation such as statements from witnesses are also obtained.

7.7.2 CLAIMS

The following process applies to workers compensation claims:

- An injured worker must complete the worker's sections of a Worker's Compensation Claim Form (available from NSW State Insurance Regulatory Authority SIRA). Where an injured employee is unable to complete and/or lodge a Worker's Compensation Claim Form, the relevant team member arranges for the form to be completed on their behalf by either a relative, a witness to the accident, or a suitable employee
- The relevant manager completes the employer's section of the claim form
- The claim form, statements from witnesses, medical reports and other relevant documents are submitted to the insurer
- The relevant team member photocopies all documentation and keeps the copy in a Workers' Compensation file. Access to this file is restricted to the relevant Manager and is maintained in a locked filing cabinet
- A claimant must co-operate fully in respect of the claim with the insurer. In particular, the claimant must comply with any reasonable request by the insurer to provide information
- Medical certificates should state whether an injured worker's work was a substantial contributing factor to the personal injury or disease
- The relevant team member forwards all receipts, medical certificates etc. to the insurer within seven days of receipt
- Upon acceptance of the Workers' Compensation claim, the insurer advises the injured employee of the acceptance of their claim in writing. If an injured employee's claim is accepted and they have not ceased work as the result of an injury, the injured employee is reimbursed by the insurer for any relevant and necessary costs associated with the claim.

7.7 3 REHABILITATION AND RETURN-TO-WORK PROGRAMS

Overview

Staff who sustain an injury at work that prevents them from carrying out their normal duties are supported in a return to work programme that is appropriate to their injury and abilities and meets the needs of the organisation. A Coordinator liaises with the staff person in developing the most appropriate programme. The Coordinator is guided by the Medical

Practitioner or Health Professional who is overseeing the staff person's recovery. External expert assistance is sought if required. Staff have access to the Employee Assistance Program to support their recovery if required.

Obligations

We recognise that whilst we strive to provide and maintain a safe and healthy working environment, occupational injuries and illnesses do occur. In the event of occupational injury or illness CHNC is committed to the process of Occupational Rehabilitation.

We are committed to:

- Ensuring that the process of occupational rehabilitation is commenced within 3 working days of being notified of a significant injury or illness. An injury management plan is developed for all injured workers who sustain a significant injury in a manner consistent with medical judgement
- Providing suitable duties where practicable for an injured or ill worker as an integral part of the rehabilitation process
- Consulting and involving injured workers, nominated treating doctor, other treating professionals, other relevant parties and their representatives (where appropriate) in the rehabilitation process
- Ensuring that participation in a rehabilitation program does not, in itself, prejudice the injured worker
- Treating all rehabilitation records confidentially.

Manager responsibilities

When there is an injury at work, the employer must provide the injured worker with:

- First aid and/or transport to medical treatment
- The name of the insurer
- The service name and employer contact details
- A claim form, if requested by the worker
- Suitable duties
- Any assistance that helps the worker to recover and return-to-work quickly.

The employer must also inform the Workers Compensation Insurer within 48 hours of a work-related injury occurring.

Employee responsibilities

When there is an injury at work, the injured worker must:

- Seek medical attention
- Notify the employer as soon as possible
- Complete a Staff Accident Incident report, Workers Compensation forms and any other relevant documentation
- Participate and cooperate with the development and implementation of an injury management plan
- Comply with requests made by the insurance company with regard to their claim
- Make all efforts to return to work as soon as possible.

Before resuming pre-injury duties, the injured worker must obtain a final medical certificate stating that they are fit for pre-injury duties.



7.8 VOLUNTEERS

7.8.1 VOLUNTEERS

Volunteer policy

CHNC recognises the valuable contribution to the service made by volunteers and actively encourages their participation. Through volunteers we:

- Enhance the range of services available through CHNC, and
- Allow for wider community participation in the service.

All volunteers are recruited according to our Equal Employment Opportunity Policy and anti-discrimination (see 7.3.2 Equal Employment Opportunity and Anti-discrimination).

Volunteer management

The same procedures relating to staff recruitment, supervision and support, training, performance disputes, grievances, misconduct and staff files apply to volunteers with appropriate variations. Each volunteer completes a Volunteer Agreement on commencement.

Volunteers are supported by an assigned supervisor in their work area.