

Human Resource Management Policy and Procedure

1.0 Purpose

The purpose of this policy is to establish a clear and consistent framework for managing human resources at SilaCa Tasmania Pty Ltd, ensuring a safe, equitable, and supportive workplace that enhances staff capacity and facilitates high-quality services for NDIS participants. This policy supports the creation of a professional environment where staff are appropriately recruited, supervised, trained, and developed in alignment with best practice workforce principles.

2.0 Scope

This policy applies to all staff involved in any aspect of service delivery, recruitment, supervision, training, and corporate governance within SilaCa Tasmania Pty Ltd.

3.0 Policy

SilaCa Tasmania Pty Ltd is committed to maintaining a workforce that is skilled, capable, and aligned with the values of person-centred and rights-based service delivery. Our human resource practices are designed to ensure compliance with the NDIS Practice Standards, the NDIS Code of Conduct, the NDIS Workforce Capability Framework, the NDIS Worker Screening Rules, and the Fair Work Act 2009.

All employment and staffing practices at SilaCa Tasmania Pty Ltd aim to:

- Recruit and retain staff with the qualifications, competence, and values required for their roles
- Ensure all staff hold a valid NDIS Worker Screening Check and have completed the NDIS Worker Orientation Module prior to commencement
- Provide clear and current position descriptions aligned with the NDIS Workforce Capability Framework
- Support ongoing capability development through supervision, feedback, annual performance reviews, and targeted training
- Promote cultural safety and safeguarding awareness, ensuring staff can support diverse participants including Aboriginal and Torres Strait Islander people, people from CALD backgrounds, and those with complex needs
- Maintain appropriate staff-to-participant ratios to meet individual support needs
- Address performance concerns or misconduct promptly and fairly
- Create a culture of accountability, respect, and continuous improvement
- Uphold principles of equal employment opportunity, workplace flexibility, and professional development in accordance with the Fair Work Act 2009

- Assess and ensure the suitability of all key personnel under the NDIS Suitability Assessment Framework
- Review and respond to workforce needs during emergencies and disasters, supporting workforce continuity and participant safeguarding

All staff must understand their role in identifying, reporting, and responding to safeguarding concerns. This includes abuse, neglect, exploitation, and any breaches of participant rights.

Workforce emergency planning and continuity of care will be embedded in disaster preparedness strategies. Staff identified with relevant capabilities will assist in emergency response planning, infection control measures, and service delivery adjustments during crises. Training will be provided to support these functions.

Referee checks will verify applicants' suitability to work with vulnerable people. Staff are expected to abide by the NDIS Code of Conduct and SilaCa Tasmania Pty Ltd's own Code of Conduct at all times, promoting dignity, autonomy, privacy, and respect for all participants.

We commit to transparent communication regarding any changes to work hours or rosters, ensuring staff are consulted and their perspectives considered.

All records relating to human resources will be managed confidentially and in line with privacy obligations.

4.0 Procedure

4.1 Process for filling a vacant position

4.1.1 Review the position

1. Clarify the role and the need for the position
2. Develop or review the position description
3. Review the position against the requirements for the relevant registration group
4. Review Recruitment and Selection Guide for Providers
5. Develop essential and desirable selection criteria as per the position description
6. Determine how each selection criteria is assessed (e.g. written application and interview)

4.1.2 Advertise the position

1. Positions are advertised internally and externally

4.1.3 Interview applicants

1. The Manager conducts the interviews and uses the appropriate interview form.
2. All applicants will be asked the same questions. The questions will explore the applicant's relevant skills and experience to perform the required duties
3. Interview questions may include:
 - a. Relevant experiences
 - b. Behaviour management questions, if relevant to the position
 - c. Time management
 - d. How to work with participants
 - e. Qualifications
4. When interviews are completed, the preferred applicant will be selected
5. Recruitment decisions and reasons for decisions made are documented
6. Pre-employment/reference checks take place
7. The successful applicant will be notified, and unsuccessful applicants will provide feedback
8. An offer of employment will be made to the successful applicant, conditional on pre-employment checks:
 - a. reference checks (at least two referees and qualification checks if the position is a risk-assessed role)
 - b. mandatory worker screening (i.e. worker screening and working with children check as per state requirements)
 - c. registration check (as applicable to the role)
 - d. insurances (as applicable to the role)
 - e. licences (as applicable to the role)
 - f. NDIS Worker Orientation Program Certificate
9. Once appropriate checks are completed and satisfactory, an offer of employment will be sent to the applicant for signing before commencing employment. This document will include a probationary period

4.2 Procedure for a new employee

1. The Manager will complete an orientation procedure with all new employees that include:
 - a. Codes of Practice
 - b. NDIS Rules and Practice Standards (such as NDIS principles – human rights, celebrating diversity and respecting the voice of those with lived experience)
 - c. Cultural safety and diversity awareness
 - d. Risk management strategies and procedures – all areas, i.e. environment, work role, working with participants of different age ranges
 - e. Incident management procedures
 - f. Safeguarding roles and reporting under the NDIS Incident Management and Reportable Incidents Rules 2018

- g. Complaint management procedures
 - h. Emergency and Disaster practices
 - i. Infection prevention and control training
 - j. Workplace task procedures
 - k. Documentation procedures
 - l. Participant's rights, including United Nations Rights
 - m. Reporting violence, abuse, neglect, discrimination and exploitation
 - n. Professional development
- 2. A Worker Orientation Checklist will be completed by the new employee and signed off by the Manager
 - 3. All forms and documents signed by the employee are filed in a personnel file with copies provided to the employee, as appropriate

4.3 New Staff Supervision

- New staff members are inducted into their roles and supervised appropriately
- New senior staff members are monitored by the Manager
- New staff are allocated a supervisor who will support and train them in our practices
- The orientation process will vary according to the experience of the new staff member but is usually for a minimum of two (2) shifts
- Supervisors must discuss the new staff member's progress, knowledge and skills with the Manager to confirm that they are ready to work unsupported
- Supervision will include regular safeguarding check-ins, including reflection on participant wellbeing and staff ability to manage safeguarding risks in line with participant plans

4.4 Position descriptions

- All employees have a position description specifying their roles and responsibilities
- Position descriptions are reviewed and updated regularly
- Before commencing employment and if there is a position description change, a copy of the position description is provided to the staff member
- Position descriptions are used as part of performance management and will be reviewed and adjusted due to changes in work practices, as required
- Position descriptions for staff working directly with participants refer to the NDIS Workforce Capability Framework and Child Safe Standards
- Position descriptions are used as part of the Risk Assessed Role determination

4.5 Code of Conduct and Privacy and Confidentiality Agreement

All staff must comply with the Code of Conduct, which encapsulates the respectful, safe, and professional delivery of support to our participants, representatives, community, and other stakeholders.

Version: 1 **Date approved:** 31/07/2025

Approved by: J Croft - Director **Next review date:** 31/07/2026

Employees must sign a Code of Conduct Agreement and a Privacy and Confidentiality Agreement on employment commencement. Disciplinary action will be taken if employees do not abide by these agreements.

4.6 Staff information

SilaCa Tasmania Pty Ltd's policies and procedures contain critical information that all staff must know to complete their roles safely and effectively. Staff are informed on how we will use their information per Information Management Policy and Procedure.

New employees are provided the time to read all policies and procedures and are reminded during staff meetings and through communication with the Manager to do so. A Staff Handbook is only provided to all new employees as a reference guide.

4.7 Staff uniform and clothing repair

All staff representing SilaCa Tasmania Pty Ltd are required to wear our uniform or other provided form of identification (e.g. name tags) so participants easily identify themselves as belonging to our organisation. Staff uniforms must be clean and neat before commencing work. As per the award, we will provide reasonable costs associated with repairing or replacing a staff member's clothing if the item is soiled or damaged beyond repair whilst performing, except for normal wear and tear.

4.8 Recordkeeping

An employee personnel file is maintained and may include the following:

- employment application
- criminal record check
- working with children check
- worker screening record
- professional registrations
- a signed offer of employment
- photocopy of driver's licence, car registration and insurance (wherever applicable)
- signed Code of Conduct Agreement
- signed Privacy and Confidentiality Agreement
- training offered
- training provided
- mandatory training attendance record
- evaluation of training events
- annual refresher training (Child Protection), as required
- mandatory NDIS worker screening check
- mandatory NDIS Worker Orientation Certificate

- COVID 19 Infection control training
- Annual infection control training

All employees are entitled to view their file at a suitable time; this can be arranged directly with the Manager.

SilaCa Tasmania Pty Ltd must never employ a person as a staff member unless satisfied that all regulatory checks are current and in place.

The following details must be kept current for each worker:

- Contact details
- Details of any secondary employment (if any)

4.9 Staff supervision and support

Supervision and support are essential to making our employees feel supported in their work and ensuring they perform satisfactorily. SilaCa Tasmania Pty Ltd will supervise work performance issues at our office/s, in participants' homes and the community. Participants will be contacted to determine if the worker is fulfilling their role professionally and safely. Additionally, supervision sessions allow a follow-up on development issues noted in an employee's development and performance reviews.

All employees are provided with SilaCa Tasmania Pty Ltd's contact details upon employment. The Manager is available to be contacted over the phone by the employee. Alternatively, the Manager is available to meet with an employee if they require time to discuss any issues or concerns.

Employee supervision relates to monitoring employee work practices against the expectations, needs, and support services identified in the Service Agreement and our policies and procedures. The supervision requirements are determined by the employee's role and current work knowledge and skills. The observation timeframe can vary from fortnightly, monthly, quarterly, half-yearly, or annually per our Worker Supervision Roster.

Our organisation will use a variety of data-gathering methods, including but not limited to the following:

- observing using a Worker Supervision Observation Checklist:
- contacting and gaining feedback from participant
- asking the staff member to complete the Self-Assessment Tool for Potential Workers
- speaking with our supervisors
- speaking with relevant providers who work with our participants
- undertaking performance reviews

A staff member's annual competency assessment, education and training, and performance appraisal provide other avenues for our organisation to provide staff support and supervision. All staff can attend

meetings and care conferences to ensure they are aware of participant support changes and to take the opportunity to provide input and feedback.

Roles that involve supporting participants at high safeguarding risk (e.g., complex needs, high behaviours of concern, or working alone) will undergo additional workforce risk assessments and tailored safeguarding plans to ensure participant and staff safety.

SilaCa Tasmania Pty Ltd recognises the potential for vicarious trauma and emotional stress in disability support roles. Staff will be offered regular opportunities to discuss wellbeing, debrief after serious incidents, and access to external Employee Assistance Programs (EAP) or counselling support if required.

Refer to Mental Health Policy and Procedure for how we support our staff.

4.10 Performance development reviews

- SilaCa Tasmania Pty Ltd is committed to supporting staff to improve their efficiency and effectiveness. All staff members are expected to perform their duties to their best and show a high personal commitment to always providing quality and professional service
- Performance development reviews are conducted annually in consultation with individual staff members
- Performance development reviews are based on the position description and an agreed work plan
- The staff may be provided with a [Self-Assessment Tool for Potential Workers](#) as a point of reflection against the Workforce Capability Framework
- Annual performance reviews will be aligned to the NDIS Workforce Capability Framework, reflecting staff capability to deliver safe, person-centred, and trauma-informed care

The aims of the review are to:

- conduct an honest and confidential discussion regarding work performance and the workplace between the staff member and the Manager
- discuss job performance in the context of a position description
- discuss work problems and develop appropriate solutions
- discuss and support mental health concerns such as physical and mental fatigue (see Mental Health Policy and Procedure)
- discuss possible ways of improving work performance, including identifying training and development needs or changes to work practice

Diagram 1. Staff recruitment and management process



4.11 Staff education and training

Our organisation will set and meet high-quality service standards that promote lifelong learning and development and supports career development for workers in disability and the wider care sector.

Staff will undertake mandatory NDIS Worker Orientation and any updated NDIS Commission-mandated training as required, ensuring ongoing alignment with current NDIS expectations and participant safeguarding obligations.

Staff training plans will include ongoing safeguarding training tailored to individual participant needs with risk prevention strategies to ensure participant safety and staff capability. SilaCa Tasmania Pty Ltd provides appropriate training and development opportunities for all staff; this includes:

- establishing what high-quality standards look like for the staff member
- promoting learning opportunities relevant to the position
- establishing processes to measure and adjust services
 - training staff in outcome from continuous improvement
 - updating staff skills due to the changing nature of their work
 - providing staff with clear practice guidelines on what is required
 - using our performance reviews to determine additional training requirements

- identifying training needs through annual performance development reviews and ongoing staff and management input
- identifying training in skills and capabilities identified in the Workforce Capability Framework
- providing appropriate training to meet identified needs
- providing mandatory training as per state requirements (e.g. Child Protection)
- providing training opportunities for all staff
- providing refresher infection prevention and control training for staff working directly with participants, at least annually or more frequently as required
- evaluating training to ensure it meets the needs of the staff member and assists in improving our operations and services
- completing a training needs analysis
- devising appropriate training plans to meet staff performance requirements

4.12 Staff development opportunities

SilaCa Tasmania Pty Ltd creates staff development opportunities as follows:

- Staff attendance (for up to three (3) days per year) at workshops, seminars and conferences
- Flexible working hours so staff can participate in accredited study courses at recognised educational institutions
- Provision of learning resources for staff education, e.g. videos and research literature
- During annual performance reviews and supervision sessions, each staff member will discuss training needs upon recruitment

4.13 Staff performance dispute procedure

All performance management and misconduct investigations will follow principles of procedural fairness, including ensuring that staff are informed of the allegations, given a fair opportunity to respond, and supported through the process.

Outlined below is the procedure used to deal with a staff performance dispute not involving misconduct. Misconduct is an action by a staff member that results in instant dismissal.

4.13.1 Verbal warning

The staff member is quickly informed of any complaint concerning their work performance and is provided with an opportunity to discuss the complaint.

In consultation with the employee, the Manager will outline how the employee must improve their performance. Any assistance needed by the employee to improve their performance is identified and provided wherever possible.

A date to review the employee's performance will be set, considering adequate time to resolve the issue and reduce risk to the organisation.

4.13.2 First written warning

Further discussion will occur if the employee's performance remains unsatisfactory at the second review. This review will include the employee, a representative of their choice (optional), and the Manager.

The complaint against the employee and plans for improvement will be put in writing and will clearly state that a lack of development by a given date will result in a final written warning being issued. A copy of the first written warning will be provided to the employee.

4.13.3 Final written warning

Further discussion will be conducted if the employee's performance has not improved at the given date. This review will include the employee, a representative of their choice and the Manager.

The complaint against the employee and plans for improvement are recorded in writing, clearly stating that a lack of growth by a given date will result in termination of employment. A copy of the final written warning will be provided to the employee.

4.13.4 Termination of employment

If the problem persists, the staff member's employment may be terminated after the date set in the final written warning. The Manager must approve the termination.

If the termination is not approved, an alternative process for managing the performance issue will be developed. Detailed notes of performance dispute management are recorded and kept in the employee's personnel file.

4.14 Staff grievance procedure

Staff must report any suspicion of abuse, neglect, violence, or exploitation involving participants. Failure to report such incidents will be considered a breach of the NDIS Code of Conduct and subject to disciplinary action.

If a staff member has a grievance related to their employment or concerning another staff member, the following processes apply:

4.14.1 Discussion

Staff have the right to raise concerns regarding participant safety, misconduct, or organisational issues without fear of reprisal. Complaints can be raised internally or with the NDIS Quality and Safeguards Commission.

The staff member may approach the Manager to discuss the issue and seek advice. The consultation will be confidential. The staff member may write the matter to their supervisor and request that the issue is raised with management. A decision on the issue and a discussion with the staff member will occur within seven (7) business days.

If the staff member considers that the discussion has not addressed their concerns adequately, they can seek external advice (e.g. union representative or another independent body).

4.14.2 Misconduct

Misconduct includes severe breaches of our policies and procedures or unacceptable behaviour that warrants the immediate dismissal of a staff member. Examples of misconduct include:

- theft of property or funds from our organisation
- wilful damage of property belonging to our organisation
- intoxication through alcohol or other substances during working hours
- verbal or physical harassment or discrimination of any other staff member or participant
- disclosure of confidential information regarding the organisation to any other party without prior permission
- disclosure of participant information other than information that is necessary to assist participants and to ensure their safety
- conducting a private business from our premises or using the organisation's resources for private business without permission
- falsification of any records belonging to the organisation
- failure to comply with the organisation's Code of Conduct

4.14.3 Seek advice

The Manager must be informed immediately following receipt of an allegation of misconduct. The Manager will obtain external professional advice if necessary. The staff member should consider seeking advice from their union or another independent body.

4.14.4 Suspension of duties

A staff member is informed of any misconduct allegation as soon as possible. The staff member may be suspended, with full pay, pending an investigation of the claim. The staff member will provide a letter outlining the time, date and alleged misconduct.

4.15 Leave

4.15.1 Application for leave

Any staff member taking leave must complete an Leave Application Form. If the application form is not completed, payment will not be made for leave taken.

The application must be completed and approved before annual, long service, or unpaid leave.

4.15.2 Sick leave

A doctor's certificate is required for more than two consecutive days of sick leave. When sick leave is required, the Manager should be informed as soon as possible and, at a minimum, at least two hours before the staff member's usual start time. An Leave Application Form must be completed immediately upon the employee's return to work after sick leave.

The Continuity of Support Policy and Procedure will be implemented to support participants during staff absences.

4.15.3 Personal/carer's leave and compassionate leave

Personal/carer's leave and compassionate leave are defined in the relevant award (this only applies if staff are under an award). To qualify for personal leave, an individual's reason for leave must meet the definition of personal/carer's leave and compassionate leave within the award. Personal leave is used when the staff member is unfit for work due to their health and safety. Mental health is not defined in the National Employment Standards as a reason for leave, but our organisation wishes to support our staff and may view it as personal leave.

An Leave Application Form must be completed immediately after a staff member returns to work. When leave is required, staff should inform the Manager at least two hours before the usual start time of the staff member.

4.15.4 Domestic violence leave

Domestic violence leave is applicable from the first day of employment and does not accrue. This unpaid leave is for five days per year.

An Leave Application Form must be completed immediately after a staff member returns to work. The Manager may seek clarification if attending a court date.

4.15.5 Recording annual leave

Our accounting system software tracks annual leave taken and owing to staff.

4.15.6 Timesheets

Each staff member is required to maintain up-to-date timesheets. Timesheets must be submitted to the Manager, as per the work agreement. The Manager or their delegate will check timesheets against the roster hours to determine accuracy before forwarding them to the administration office for payment.

4.16 Workers compensation

When a staff member suffers an injury or suffers from a disease, and work is a substantial contributing factor to that illness or injury, SilaCa Tasmania Pty Ltd ensures that financial benefits and other assistance are provided, as required by the relevant state legislation and regulations.

4.17 Employee exit procedure

When an employee leaves SilaCa Tasmania Pty Ltd, the following procedure applies:

1. The Manager conducts the exit interview, and the employee is asked to provide useful feedback
2. The exit interview is documented
3. Completed documentation is viewed as relevant and used, if appropriate, to be integrated into the organisation's continuous improvement process

5.0 Related documents

- Leave Application Form
- Code of Conduct Agreement
- Complaints and Feedback Form
- Human Resource Management Policy and Procedure
- Job Candidate Interview Form
- Delegation of Responsibility and Authority Policy and Procedure
- Delegation of Responsibility and Authorisation
- Letter of Offer – Full Time
- Letter of Offer – Part Time
- Letter of Engagement - Casual
- Employment Check Register
- Mental Health Policy and Procedure
- Personnel File Contents Checklist
- Worker Performance Management Review
- Worker Performance Appraisal Form
- Privacy and Confidentiality Agreement
- Staff Handbook
- Worker Supervision Observation Checklist
- Worker Orientation Checklist
- Worker Supervision Roster
- Training Needs Analysis
- Staff Training Record
- Staff Training Plan
- Warning Letter

6.0 References

- Disability Discrimination Act 1992 (Commonwealth)
- Australian Human Rights Commission Act 1986 (Commonwealth)
- Fair Work Act 2009 (Commonwealth)
- Privacy Act 1988 (Commonwealth)
- Safety, Rehabilitation and Compensation Act 1988 (Commonwealth)
- Work Health and Safety Act 2011 (Commonwealth)
- Workplace Gender Equality Act 2012 (Commonwealth)
- NDIS (Practice Standards - Worker Screening) Rules 2018
- NDIS (Code of Conduct) Rules 2018
- NDIS Practice Standards and Quality Indicators 2021