

Policy 25

Staffing Policy

Policy Statement

Wideview Outside School Hours Care Service believes that educators are a valuable asset to the quality of care provided and that employing and retaining high quality educators is imperative. We aim to employ the best possible educators and ensure they are fit and proper for employment in children's services. A flexible, harmonious working environment is maintained, which ensures the rights of employees are always met, with educators employed under the appropriate awards and conditions. All practices are in accordance with OSHC Professional Standards, WOOSHC Centre Policies and Procedures. (National Quality Standards 4.1 & 4.2)

Links to Education and Care Services National Regulations and National Quality Standard

QUALITY AREA 4 Staffing arrangements		
4.1	Staffing arrangements	Staffing arrangements enhance children's learning and development.
4.1.1	Organisation of educators	The organisation of educators across the service supports children's learning and development.
4.1.2	Continuity of staff	Every effort is made for children to experience continuity of educators at the service.
4.2	Professionalism	Management, educators, and staff are collaborative, respectful, and ethical.
4.2.1	Professional collaboration	Management, educators, and staff work with mutual respect and collaboratively, and challenge and learn from each other, recognising each other's strengths and skills.
4.2.2	Professional standards	Professional standards guide practice, interactions, and relationships.

EDUCATION AND CARE SERVICES NATIONAL REGULATIONS	
83	Staff members and family day care educators not to be affected by alcohol or drugs
84	Awareness of child protection law
118	Educational leader
136	First aid qualifications
Div 9	Staff and educator records—centre-based services reg 145 – 151
155	Interactions with children
168	Education and care service must have policies and procedures
173	Prescribed information to be displayed
176	Time to notify certain information to Regulatory Authority
181	Confidentiality of records kept by approved provider

Procedure

1. Staff Selection

1.1 Service Manager /Nominated Supervisor

- Have adequate knowledge and understanding of the provision of education and care to children.
- Have an ability to effectively supervise and manage an education and care service
- Desirable, minimum 3 years' experience in a relevant field and demonstrated ability to work with children and staff.
- Holds a current first aid certificate or willing to undergo training to obtain this.
- A person of good character, who can be entrusted with providing adequate care for the welfare of the children.
- Have completed current child protection qualifications.
- Have an interest and desire to work with children.
- Have an ability to communicate with adults, children, and management.
- An ability to supervise and support educators.
- The Manager will be a minimum of 18 years of age
- Hold a current Working with Children Check and Police Check

1.2 Assistant Manager

- Relevant training as above and/or relevant experience to successfully fulfill the position.
- Holds a current first aid certificate or are willing to undergo training to obtain this.
- A person of good character, who can be entrusted with providing adequate care for the welfare of the children.
- Have completed current child protection qualifications
- Have an interest and desire to work with children.
- Have an ability to communicate with adults and children.
- The assistant shall be a minimum of 18 years.
- Hold a current Working with Children Check and Police Check

1.3 Responsible Person

- Diploma in School aged or Children's services / Cert 4 in School aged Care/ Cert 3 in children's services or relevant experience to successfully fulfill the position preferably with a minimum 2 years' experience in children's services.
- Holds a current First Aid certificate, Asthma and Anaphylaxis
- Current Working with Children
- Relevant approved child protection training.
- An ability to supervise and support educators.
- Has an ability to communicate with adults and children.
- The Supervisor shall be a minimum of 18 years.

1.4 Educator

- Cert 4 in School Aged Care/ Cert 3 in Children's or relevant experience or desire to learn the industry to successfully fulfill the position.
- Holds a current First Aid certificate, Asthma and Anaphylaxis or are willing to undergo training to obtain said certificate(s).
- Current Working with Children Check (for Educators 18years+)
- Awareness of child protection responsibilities.
- Has an ability to communicate with adults and children.
- A person of good character, who can be entrusted with providing adequate care for children.

2. Recruitment:

2.1 When a position becomes available, the Manager in consultation with the Committee (a selection panel will be appointed if the position is for an outgoing manager) will -

- Compile a job description and select criteria for the position.
- Determine the method and placement of advertising and place the advertisement including notification of the Working with Children Check (WWCC).
- Short-list the applicants.
- Arrange interview questions, date, and time.
- Conduct the interviews.
- Decide on a suitable applicant, consult with the committee where needed for final approval.
- Offer the position to the successful applicant and contact the unsuccessful applicants after the position has been accepted.

- Set the date for the commencement of employment and orientation.
- Prepare letter of employment and contract.
- Verify WWCC on the applicant.

2.2 Recruitment: advertisements

Advertisements are to include:

- Job title.
- Specific employment information, including hours of work and Award rate.
- Include that a WWCC is required.
- Advice to applicants to include their contact telephone numbers, a resume, a minimum of (2) referees with at least one a work reference, and full contact details.
- Closing date and postal/email address for applications.
- Contact name and number where the applicant can obtain more information.

2.3 Recruitment: interview

- No longer than 5 days after the closing date the Manager or the panel will develop a short list and decide on the interview date and times.
- An appropriate time frame (approximately 30 minutes) will be allocated to each interview, with a short break between, for discussion.
- Contact the applicants to determine the time and date of interview.
- Management will discuss each applicant and their suitability for the position.
- Should Management have difficulty in deciding between two applicants, a second interview for these applicants will be conducted, with new questions.
- Management will then decide on the applicant for the job according to the selection criteria.
- Referees will be contacted to confirm applicant's suitability.
- Should the applicant decline the position, management will either make a second choice from the other applicants or if none are suitable, re-advertise the position.

2.4 Recruitment: notification

- Applicants will be given an approximate time that they will be contacted regarding their success for the position.
- The Service Manager or nominated panel member will notify the successful applicant.
- A letter of confirmation will be sent to successful applicant requesting acceptance in writing.
- After the appointment has been made and accepted the other applicants will be notified that the position has been filled.

2.5 Recruitment: equal employment opportunities

- All educator positions will be advertised according to Equal Opportunity Legislation.
- No one will be discriminated against based on their cultural background, religion, sex, disability, marital status, or income.
- All applicants and referees will be asked the same questions.
- All applicants will be selected according to equal opportunity guidelines.
- Selection will be based only on suitability for the position.

3. The responsible person

3.1 A responsible person will be on the premises at all times.

3.2 The details of the responsible person at any time will be clearly displayed for educators, staff, and families.

3.3 The process for determining the responsible person will always be clear to all educators and staff and followed.

3.4 A responsible person can be:

- Approved Provider – As a not-for-profit service, the Wideview Out of School Hours Care Parent Committee have management and control of the service.
- Nominated Supervisor – this is a person designated by the service as the Nominated Supervisor.
- Team Leader/Responsible Person - who has been placed in day-to-day charge of the service.

3.5 The Approved Provider is responsible for:

- Ensuring that the service does not operate without a Nominated Supervisor, and that this person has given written consent. Ensuring that the name of the Nominated Supervisor is displayed prominently at the service
- Notifying the Regulatory Authority in writing if there is a change of person in the role of Nominated Supervisor (Section 56, Regulation 35)
- Notifying the Regulatory Authority if a Nominated Supervisor or Responsible person has their Working with Children Check card or teacher registration suspended or cancelled, or if they are subject to any legal proceedings.
- Ensuring the Nominated Supervisor is completing compliance within their role.

3.6 The Nominated Supervisor is responsible for:

- Providing written consent to accept the role of Nominated Supervisor
- Ensuring they have a sound understanding of the role of Nominated Supervisor
- Manage the service in line with Regulations, law and NQS requirements.
- Notify ACECQA of any incident accident that requires medical treatment.
- Developing rosters in accordance with the availability of Responsible Persons, hours of operations and the attendance patterns of children. RP's will be highlighted in colour on the roster.
- Notifying the Approved Provider and the Regulatory Authority within 7 days of any changes to their personal situation, including a change in mailing address, circumstances that affect their status as fit and proper, such as the suspension or cancellation of a Working with Children Check, or if they are subject to legal proceedings
- Ensuring that, in their absence from the service premises, another Responsible Person is placed in day-to-day charge of the service

3.7 Team Leaders/Responsible person are responsible for:

- Providing written consent to accept the role and ensuring they have a sound understanding of the role of Responsible Person
- Being responsible for the day-to-day operation in the absence of the Nominated Supervisor.
- Informing the Nominated Supervisor in the event of absence from the service due to leave or illness so they can be replaced by another Responsible Person.
- Notifying the Nominated Supervisor of any changes to their personal situation, including a change in mailing address, circumstances that affect their status as fit and proper, such as the suspension or cancellation of a Working with Children Check or if they are subject to legal proceedings

4. Conditions of Employment:

4.1 All relevant conditions set down by the award will apply to all employees -

- This includes sick leave, annual leave, rostered days off, overtime, jury duty, study leave, carers leave etc.
- Management will ensure they are aware of the appropriate conditions and keep up to date in relation to any changes in the Award.
- Educators are encouraged to remain up to date with their appropriate conditions.

4.2 Permanent Full time, Part time and Casual employees are paid relevant rates under the children's service award or above by agreement of the Parent Management Committee/ P&C.

4.3 All educators must maintain professional behaviour as outlined in the code of conduct that is to be read, agreed to, and signed at the start of employment.

4.4 All grievance issues are to follow the appropriate procedures as outlined in the grievance procedures

4.5 Annual leave will be taken as negotiated with management.

4.6 Applications for leave where possible should provide 4 weeks prior notice and be approved by management.

4.7 Management will approve applications for leave without pay based on each individual request.

4.8 Each educator will supply and record their full name, address, date of birth, evidence of any qualifications they hold including first aid and the identifying number of the employees Working with Children Check.

5. Staff Orientation:

5.1 The service Manager, Assistant Manager or appointed Supervisor will conduct the orientation process as soon as possible after the applicant has accepted the position.

5.2 The orientation process will include:

- Introductions to existing educators and management
- Guided tour of the service including emergency and evacuation plans, first aid kits, medication storage, allergy information etc.
- Being shown where all relevant records/paperwork are kept
- Discussion about working arrangements and expectations, including the code of conduct and duty of care
- Information about the review and appraisal system
- Opportunity to ask any questions regarding the service or expectations.

The new educator will also be provided with the following information:

- Service operation and hours.
- The service philosophy, policies, and procedures.
- Staff information book.
- Job description.
- Superannuation information and forms.
- Taxation forms.
- Probation period and review and appraisal procedure.

5.3 Management will check with the new employee in the 1st month to see if there is any support needed.

5.4 All staff will be informed of their responsibilities as a Mandatory Reporter as part of their orientation and induction process.

6. Staff Professionalism:

- 6.1 Educators will be made aware of their duty of care and their responsibility in relation to supervision, health, and safety of the children.
- 6.2 Professional behaviour in all areas will be reviewed as part of the ongoing employment of all educators.
- 6.3 Management will immediately address any breach in professional expectations. If the concern involves the manager, representatives from the management committee, will conduct the discussion.
- 6.4 All discussions will be recorded, and standard of behaviour and expectations clearly explained.
- 6.5 Any further problems will be addressed as per the grievance procedure.
- 6.6 Educators will be expected to know, understand, and perform their duties as per the job description.
- 6.7 Educators will be expected to maintain and improve their skills through participation in training and development opportunities. Management will ensure that finances are made available in the budget for training.
- 6.8 Employees are expected to arrive at work on time for all scheduled shifts with time to be on the floor at the scheduled start time and to work satisfactorily during their work hours.
- 6.9 Employees are required to call or message and notify the Manager or Team Leader in the case of illnesses, accidents or other emergencies that keep them from working as scheduled.
- 6.10 Time off should be scheduled with as much notice as possible and with at least a minimum 1 week in advance where possible.
- 6.11 Failure to obtain approval or taking leave without any prior notification is considered an unauthorised absence
- 6.12 Unauthorised absences are considered a “no show”, (a no show occurs when an employee fails to show up for a scheduled shift and doesn’t call or notify about the absence). Each day the employee doesn’t report for a shift or call to notify a Team Leader is considered a no-show event. If the employee fails to report for 2 shifts, this may be considered a voluntary termination by the employee.
- 6.13 Disciplinary Actions for no show events-
 - First time: warning
 - Second time: termination
- 6.14 Educators may need to provide evidence to support the reason for the absence. Acceptable evidence includes Dr certificate/letter showing the illness/ accident was an emergency and must be presented within 24 hours of the missed shift.
- 6.15 Educators will be expected to follow all confidentiality requirements.
- 6.16 Educators will be expected to know and follow the child protection policies.
- 6.17 The quality of the service and positive working environment is dependent on good educator and parent relationships. Educators will follow professional communication procedures as outlined in WOOSHC policies and procedures
- 6.18 The maintenance of good teamwork will be an expectation outlined in all job descriptions.
- 6.19 Staff must agree and abide by the WOOSHC code of conduct.
- 6.20 Educators will be expected to dress appropriately for their duties. WOOSHC aim to project a positive, professional image and therefore expect all Staff members to present themselves in a professional manner. Staff should wear neat clothes appropriate for the type of work and not offensive to clients or fellow workers.

Dress Code Procedures –

- Uniform shirts with service logos will be provided for staff each year.
 - Permanent staff will be allocated 2 shirts and one jumper (if required) per year
 - Regular casual staff will be allocated 1 shirt and 1 jumper (if required) per year
 - Additional uniform shirts may be provided for an employee, budget permitting, or staff may purchase extra uniforms for themselves.

- Staff are expected to wear the uniform shirts when on shift.
- When it is not practical for staff to wear uniform shirts – clean, neat shirts of similar colour will be considered an acceptable alternative. No sleeveless shirts
- WOOSHC. will not reimburse staff for privately purchased uniform/ non-uniform shirts.
- WOOSHC uniform consists of the red logo shirt with black pants/shorts/skirt (bottoms), staff must wear clean, neat clothing with their uniform shirts.
- Laundry allowance will be paid to staff according to Award rates for each shift worked. If a split shift is worked on the one day, then only 1 laundry allowance is paid.
- Staff will be provided with a badge, and it is expected that Educators will wear the badge when on site.
- Closed toe shoes must be worn for all shifts.
- ¾ length or long pants that are practical and appropriate for working with children.
- Shorts length must be no shorter than mid-thigh
- Skirt length must be no shorter than knee height
- Tattoos should be covered where possible

7. In-service Training and Development:

7.1 The Manager will inform the committee of any specific training and development needs of educators

7.2 Appraisals and the services requirements will be used to ascertain further training needs.

7.3 The Manager, in conjunction with the committee, will access all training available and determine what will be attended and by whom.

7.4 Where possible all educators will be given the opportunity to be involved in some form of training throughout the year.

7.5 All educators will be given opportunities to upgrade their qualifications in line with the National Quality Framework.

7.6 A variety of training methods will be used including:

- Internal workshops, which can be conducted by educators or outside presenters.
- External meetings with other service to exchange ideas.
- Time allocation made to educators to review any new resources that may be of value.
- External workshops, conferences, and seminars.
- Accredited short courses provided by registered training organisations.

7.7 Educators are encouraged to share relevant skills and knowledge they obtained from any training with the other educators in staff meetings or where more time is required in an internal workshop.

8. Review and Appraisal:

8.1 All educators will be informed of the appraisal system.

8.2 Educator appraisals will take place after a period of three months in the position, Appraisals will then be conducted on a bi-annual basis.

8.3 All educators will be given at least one week's notification of an upcoming appraisal and a convenient time arranged for both parties.

8.4 The appraisal system shall clearly state the expectations for each position and identify clear performance measures.

8.5 The appraisal system shall ensure two-way communication is maintained and is used as a positive avenue for improving staff performance.

8.6 The appraisal system can be used, as a tool to identify future training needs of the educators.

8.7 At the completion of the appraisal an action plan will be developed identifying areas of training, and action to be taken and goals set for each educator. This will be agreed to and signed by both parties.

8.8 Where it is identified that the educator is not meeting the required performance measures then the following will be undertaken:

- Action plan developed to identify areas for improvement. This will include a time frame for further review and training areas identified and put into place as soon as possible.
- Support and guidance given to the educator to help them through the process and assist them in achieving the required standards.
- A record made of the above, dated and signed by both parties.
- Should no improvement be made by the next review then further action will be taken.
- If the educator is dissatisfied with the process, then they should put their concern in writing asking for the decision to be reviewed or that they wish to pursue the issue further through other avenues. These could include the union or mediation.

9. Grievance Procedures:

9.1 General grievance procedure

- On commencement, all educators and management members will be notified of the guidelines for grievance procedure.
- All persons involved in the grievance should attempt to resolve the issue through informal discussion and use of problem-solving techniques.
- Persons directly involved in a legitimate grievance process will be expected to continue to conduct themselves at and around the service in a professional manner.
- Malicious or vexatious claims will not be tolerated and will be the subject of disciplinary action where appropriate.
- Any problem, complaint or concern arising between educators or between management should be dealt with as close to the event as possible in order to avoid any escalation.
- Meetings of educators and/or management provide regular opportunities to raise and discuss general issues or concerns about the service.
- All discussions will be conducted in a confidential manner and involve only relevant persons. Only when all parties agree there is a benefit, should the discussion broaden to involve children and/or parents as appropriate.
- Either party may withdraw their grievance at any time. However, where the grievance identifies other issues of concern, management may decide to investigate these issues.

9.2 Formal grievance procedure

- Where the resolution of a grievance has not been satisfactorily achieved through the informal procedure, then a more formal approach should be taken.
- Grievance between educators:
 - As appropriate, the Manager, or the Committee should be briefed about the grievance and its status.
- Grievance between committee members:
 - The whole committee should be briefed.
 - The grievance(s) will be investigated by Parent Committee President, P&C or Manager as appropriate.
- The investigation will involve:
 - Interviews with both parties and/or witnesses
 - Assessment of relevant documentation e.g., job descriptions, policies etc.

- Preparation of a clear description of the issue
- Arranging a formal meeting between parties
- Where required a neutral third person may conduct the meeting.
- Where the service cannot identify a suitably impartial person, management will agree to invite a qualified mediator to assist.
- The meeting will:
 - Identify the issue(s) of concern and persons who are involved
 - Arrange all parties to be involved and to put forward their views
 - Identify alternative solutions
 - Attempt to reach a mutually satisfactory resolution of the issue(s).
- In Formal grievance resolution meetings, all parties are entitled to invite a support person to attend. This person may offer support and advice, however, cannot provide input.
- A confidential written record of the outcome of the meeting will be given to all participants who are to acknowledge their agreement by signing the record. A copy will be kept in staff files.
- Management will ensure that outcomes are reviewed and included in new job descriptions or service policies as appropriate.
- If one party remains dissatisfied with the outcome(s) then this should be put in writing asking that the process, be reviewed or that they intend to pursue the grievance further.
- Where the issue of grievance is between management and educators and concern standard of work performance or work practice, then the disciplinary procedure will be followed.

10. Disciplinary Action:

- 10.1 It is important that the educators are fully aware of their expectations as an employee in the service and that clear guidelines are given regarding educator's duties, code of conduct and professionalism.
- 10.2 Management will ensure that all educators are given clear job descriptions and orientation into the position with opportunity to clarify any issues.
- 10.3 Educators are responsible for addressing any concerns and clarifying any issues in the job description or expectations that they are unsure of.
- 10.4 Educators are encouraged to maintain good working relationships and have a commitment to maintaining a quality standard of work.
- 10.5 Educators will be given clear notification should their standard of work or conduct fall below what is expected and outlined in their job description.
- 10.6 Educators have the right to appeal against any allegation and the right to speak on their behalf or to have a union representative appear on their behalf.
- 10.7 If an educator is deemed to be in breach for serious misconduct, Management may suspend the employee pending an investigation. When immediate termination is required, a dismissal notice is prepared and provided in a discipline meeting. When continued employment is recommended a warning letter will be issued. All relevant records will be recorded on the employee's file.
- 10.8 The following steps will be taken to deal with poor work performance or conduct. Staff should be aware of the process.
- 10.9 Should educators fall below clearly identified standards then the Coordinator or Management will:
 - Step 1: Verbal warning -
 - Give a verbal warning as soon as possible indicating the specific problem regarding the performance of their work or conduct. The issues must clearly relate to the job description.
 - Indicate what should happen to improve the situation and how the educators can - improve their performance.

- Identify any support needed to assist the educator to make the changes and take steps to implement these.
- Indicate how the improvements will be measured, and when a review will take place. (1-4 weeks depending on the circumstances)
- Give an opportunity for the educator to respond to the concerns and seek union representation if required.
- If this resolves the issue, then there is no need to go any further.

Step 2: Written notice -

- Where the problem continues to occur, the educator will be given written notice of the complaints against them.
- A formal documented interview with management will take place. The educator should attend and has the right to reply and discuss any complaints against them, or to be represented by a union member or other support of their choice.
- The educator will be given at least 48 hours' notice of the meeting.
- Minutes will be taken of the meeting and copy put on the educators file and given to the educator. The educator may attach a written reply to the minutes.
- The aim of the meeting is to negotiate how the situation may be improved.
- The educator will again be given specific indication of where their performance standards are not being met, indicate where changes are required and ways of achieving these, and told the method and date of review of their performance.
- The educator may be granted another probationary period.
- The educator will be informed at this stage that termination will be considered if no changes occur.
- If this resolves the issue, then there is no need to go any further.

Step 3: Final written warning.

- If the problem persists another meeting of management should be called, and the educator given notice to attend.
- The matter should be discussed as per the first meeting and further action considered.
- At this stage, the educator will be given a "final written warning".
- Again, the educator has the right of reply and can discuss the situation. They also have the right to have a union representative or person of their choice attend the meeting.
- If this resolves the issue, then there is no need to go any further.

Step 4: Termination of employment.

- If the problem continues after the 3 warnings, another meeting of management will be called, and a decision made as to the employment of the educator.
- If management believes that the educator's performance is unlikely to improve then the educator will be dismissed.
- A written notice will be given indicating date of dismissal (1 week from notice) and reasons for dismissal.
- The educator may be paid out in lieu of such notice.

11. Relief Educators:

11.1 The service may employ relief educators on a casual basis to fill short-term vacancies or absences

11.2 The Manager may employ a reputable company to fill relief positions.

- 11.3 A file will be created on relief staff recording experience, qualifications, Prohibited Employment Declaration and completed Working with Children Check.
- 11.4 The Manager will, where possible, provide a modified induction to the service, which will include a tour of the service, introductions to educators, a copy of the staff handbook, job description for relief educators, code of conduct and copies of relevant policies. The Manager will ensure that they are fully aware of their duties and the services expectations prior to commencement.
- 11.5 Relief educators must adhere to confidentiality.
- 11.6 All relief educators will be paid the appropriate wage and minimum hours as outlined for casual educators under the relevant award.

12. Volunteers, Students and Visitors:

12.1 Volunteers

- All volunteers will be interviewed and where possible provide two suitable referees. All volunteers will be required to comply with the WWCC guidelines.
- The Manager will provide a modified induction to the service.
- All volunteers will be required to sign in and out of shifts.
- Volunteers will be advised of relevant policies such as behaviour management, child safety and wellbeing.
- Volunteers are not to discuss children's development or other issues with families and must adhere to all areas of confidentiality.
- Volunteers should never be left alone with children.
- Volunteers will be supernumerary when calculating basic educator: child ratios, except on excursions.

12.2 Students

- Placements may be offered to high school students who wish to gain work experience as part of a school or program such as the Duke of Edinburgh. The Manager will assess the student's suitability to work with the service and liaise with the school/program to complete all necessary documentation.
- Students attending other registered training organisations and studying a relevant field, such as childcare, teaching, recreation, or community services. The training organisation must initiate the placement, identify the student's suitability and work with the Service in relation to times and expectations. The training organisation must provide written authorisation for the student and a copy of their insurance.
- All placements will be negotiated with the service and placement be only accepted on the discretion of the Manager based on suitability, such as Educator's ability to supervise and be available to help the students.
- Students will be provided with guidelines identifying their responsibilities, expectations, and code of conduct while at the service.
- Students should be made aware of relevant policies such as behaviour management.
- Students are not to discuss a child's development or other issues with the families.
- Students should adhere to all policies concerning confidentiality.
- Students should never be left alone with children.

12.3 Visitors

- Visitors may be invited to the service to support the children's program, Visitors may include local people, family members with a skill or ability to share with the children or local community resources such as police, fire brigade etc.
- All other visitors must make an appointment to see the Manager at a convenient time.

- Professional access to the service will be at the discretion of the Manager or Committee or when required by law to do so.
- Professionals include, union representatives, State and Federal Government Departmental Officers, Occupational Health, and Safety inspectors, building inspectors and police officers.
- Any unwelcome visitor will be calmly asked to leave the service. If they refuse, the Manager or Educator directed may call the police for removal. See Emergency and Evacuation policy. No educator is to try to physically remove an unwelcome person, remain calm and keep the person calm as far as possible.

13. Educator: Child Ratios -

- 13.1 The educator: child ratios as outlined in the National Regulations will always be met.
- There will be a maximum of 15 children to 1 educator.
- 13.2 There will be a minimum of 2 educators present for every shift.
- 13.3 For an emergency or if an educator becomes sick, a replacement should be obtained where possible before the educator leaves the service.
- 13.4 If a relief educator is unable to be obtained, suitable volunteers may be employed on a casual basis to cover the numbers.
- 13.5 Junior Educators will be counted in ratios; however, they will never be left unattended or alone with children.
- 13.6 Volunteers will only be counted on excursions to make up the higher number of educators required, or when temporarily employed.
- 13.7 Students will not be counted as part of the educator: child ratio, at any time.

14. Communication:

14.1 Educators/management

- Educators and management are to treat each other with respect, courtesy and understanding.
- Appropriate language is to be maintained at all times.
- The Assistant Manager is the main line of communication between the educators and management.
- Educators can raise any issues with the Parent Committee (management) through the Service Manager or Assistant Manager. They will ensure that this is drawn to PMC management's attention through the monthly report, or meeting.
- Where necessary, educators will be invited to management meetings to discuss their concerns.
- Where the matter is seen as urgent, the Service Manager may raise the issue with management prior to the meeting and discuss if there is a need for immediate action to be taken at that time.
- If Educators have an issue, they do not wish to address with the Service Manager they may personally write to management identifying the problem. A copy of this letter must be given to the Manager.
- The issue should be raised at the next management meeting. The educator involved will be invited to attend the meeting to discuss the issue.
- Where there is a distinct conflict between an educator and management, the educator or management member can act on this as per the grievance procedures. A mediator or union representative can be brought in to discuss any concerns that have not been able to be resolved by the normal procedures.

14.2 Educators/families

- Educators will create a comfortable and supportive environment for families and strive for open communication and good relations.
- Educators and families will treat each other with respect, courtesy and understanding.

- Appropriate positive language is to be maintained at all times.
- Educators will not be judgmental towards families and will respect their need to use childcare.
- Educators will accept family's individual differences in raising their children and in all cultural issues.
- Educators will maintain regular, open communication with families. Educators should inform families personally about anything relating to their children as an ongoing process. This could be praise about the child's day or activities.
- When family members contact the service to see how a child is settling in, educators will provide them with information regarding the child's participation and wellbeing.
- Communication with families will be maintained in a variety of ways such as:
 - Greeting and farewelling
 - Personal conversations
 - Notice boards
 - Parent handbooks
 - Newsletters
 - Information from management
- Educators will ensure families are greeted and farewelled in all sessions.
- Educators will be aware of their limitations in relation to family problems and ensure they are referred to the appropriate people when required.
- Families and educators are requested to maintain confidentiality at all times. Conversations with families will never jeopardise supervision levels.

14.3 Educator/Educator:

- Educators are to treat each other with respect, courtesy, and empathy.
- Appropriate language is to be used between Educators at all times.
- Educators are expected to work together as a team and be supportive of each other in the workplace.
- Staff meetings are appropriate times to raise matters of interest or concern to other educators. The Manager will arrange for Educator's contributions to be placed on the meeting Agenda.
- Educators are expected to read minutes of meetings and to take notice of changes to service policy and procedures.
- Educators are to read the daily communication book prior to the commencement of each shift.
- Educators will familiarise themselves with the content of all notices displayed around the service.
- An educator with concerns about the work practices or standards of another educator will firstly approach that person to discuss the matter. If the matter remains unresolved, then the grievance procedures will be followed.
- Educators should not unnecessarily involve families or other educators in their matters of grievance or complaint.

15. Staffing Arrangements:

- 15.1 The service's Nominated Supervisor will be responsible for the service at all times regardless of their attendance at the service.
- 15.2 In the absence of the Nominated Supervisor at any time, a Responsible Person will be selected to be in charge of the daily operation of the service. See the services Determining the Responsible Person policy for further information.
- 15.3 This person will not adopt the Nominated Supervisor's responsibilities during this time. The service will always display the details of the Nominated Supervisor and Responsible Person whilst the service is operating.

- 15.4 The service will appoint an Educational Leader and display the name of this person for families should they wish to discuss the service's programming practices.
- 15.5 At all times, the service is operating, there will be at least one educator/staff member who holds a current approved first aid, anaphylaxis, and asthma management qualification.
- 15.6 Educators will record their name and the hours they have worked directly with children each time they are working in the service. This record will also include the name of the Responsible Person, the Educational Leader, and the names of any students and visitors.

16. WOOSHC Staff/ Family connection child attendance

- 16.1 Children or family members of staff who are school age, are welcome to attend the service and will be subject to the full cost of fees, excursions etc.
- 16.2 If the child/ family member of a staff member is attending the service while they are working, the child must be placed where possible in the care of another staff member.
- 16.3 The Educator must ensure that all children are treated on an equal basis, and any conflict or incident involving the child, where possible, will be handled by, or with, another staff member to avoid any conflict of interest. The Educator will trust the team to handle the conflict or incident and will not leave children, a group or activity to tend to the child where another staff member is available to handle the situation with the child.
- 16.4 You must discuss with Management all secondary work that involves children who attend the service (e.g., babysitting) and any out of work contact with children and their families met through the workplace. You must always remain professional when working with children you have an outside relationship with.

Sources, further reading and useful websites

- Australian Children's Education & Care Quality Authority. (2014).
- My Time, Our Place: Framework for School Age Care in Australia (2011).
- Child Protection Legislation.
- Workplace Health and Safety Legislation.
- My Time, Our Place.
- Children's Services Award 2010.

Policy review information -

The Service encourages staff and parents to be actively involved in the annual review of each of its Policies and Procedures. In addition, the Service will accommodate any new legislative changes as they occur, and any issues identified as part the Service's commitment to quality improvement. The Service consults with relevant recognised authorities as part of the annual review to ensure the policy contents are consistent with current research and contemporary views on best practice.

Review Date	Date completed	By Whom	Collaborated	Comment
Aug 2020	Aug 2020	Brandi (Manager)	Staff Committee Parents	
Sep 2021	14 Sep 2021	Brandi (Manager)		
Sep 2022	30 Sep 2022	Brandi (Manager)		
Sep 2023	2 Oct 2023	Brandi (Manager)		
Sep 2024	30 Sep 2024	Brandi (Manager)		
Sep 2025				