



JUMBUNNA COMMUNITY PRESCHOOL AND EARLY INTERVENTION CENTRE INC.

St 6we	WORKFORCE DEVELOPMENT AND PLANNING
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Applies to:
Specific responsibility:

Version:
Date approved: 9 Sept 2014

Policy context: This policy relates to	
Standards or other external requirements	NDIS Practice Standards
Legislation or other requirements	Disability Services Act
Contractual obligations	National Disability Insurance Agency

POLICY STATEMENT

Jumbunna is committed to achieving its goals and creating a sustainable and accountable organisation through the planning and development of a capable workforce and through maintaining a principled and productive relationship between staff and the management of Jumbunna.

Jumbunna will implement a workforce development plan which reflects a commitment to provide:

- a positive work environment, in which staff feel that they are valued, treated fairly and given recognition for their contribution to the organisation's success.
- an environment that fosters good working relationships at all levels and offers flexible and supportive work practices.
- working conditions that comply with relevant legislation, are comparable with industry standards and are responsive to individual needs.
- recruitment and professional development practices that aim to attract and retain skilled and committed individuals.

Jumbunna will apply the following principles to all aspects of its relationship with staff:

- Fairness and equity
- Respect for individuals, their privacy and confidentiality
- Accountability for actions and performance
- Support and encouragement for professional development
- Understanding and workplace flexibility for personal needs
- Promotion of a healthy and supportive workplace culture

The workforce development plan will be monitored and reviewed on a regular basis.

PROCEDURES

Working conditions

The working conditions of staff are covered by the relevant awards.

A copy of the Agreements/Contracts will be made available to all prospective employees when they are offered a position at Jumbunna.

A staff member may request that the Union assists or represents them in negotiations of any area of working conditions.

Summary of conditions of employment

The conditions of employment for staff employed by Jumbunna are documented in full in relevant awards. They include the following:

- **Application of anti-discrimination legislation:** Incorporated in Jumbunna Equal Employment Opportunity, Equity and Diversity Policy.
- **Position descriptions:** Incorporated in the Jumbunna Staff Position Descriptions Policy.
- **Salaries:** Wage levels are specified for each position, based on the award and increases to wages will be implemented following increases to relevant awards.
- **Superannuation:** Set at the Superannuation Guarantee (Administration) Act 1992 level.
- **Working hours:** All wages are based on a contracted hour (or pro rata) week with flexible working hours between core hours. Where this does not compromise their roles, staff may set their own daily start and finish times within core hours, with the agreement of the General Manager. The General Manager may set the minimum hours to be worked in any one day and the maximum hours to be worked in any one day.
- **Flex leave:** Debit and credit hours may be accumulated over a 12 month and then acquitted against the contract hours.
- **Meal breaks:** Between 10 and 30 minutes for morning tea and lunch. Staff may not work more than 5 hours without a break.
- **Overtime:** Is at the direction of the General Manager and is accumulated as time in lieu or the rate of pay in industrial award. Work on weekends or public holidays [must be approved in writing and can be refused by the employee. Accrued overtime leave should be taken within 12 months of being accrued, although this timeframe may be extended with the General Manager approval. The employee may request payment for any accrued overtime leave not able to be taken.
- **Higher duties allowance:** Staff are paid at the rate of the position, according to the extent of the role (e.g., 50%, 100%) they are temporarily filling, unless that position is paid less than their usual position.
- **Employment type conversion:** Casual employees who have regularly worked for the organisation for a period greater than 12 months are entitled to submit a formal, written request to have their employment converted from casual to part-time or full-time. Jumbunna will only refuse the request if:
 - The employee does not work regularly;
 - The position will not exist in the next 12 months;
 - The employee's working hours will be significantly reduced in the next 12 months; or
 - In the next 12 months the position's days/hours will change to days/hours which the employee cannot accommodate.
- **Leave entitlements:**
 - Annual leave: 4 weeks annually.
 - Sick and carer's leave: Annual allowance 10 days (or pro rata). Sick and carer's leave is accumulated from year to year. May be used as personal/carer's leave to care for partner, relative, kin or household member.
 - Parental leave:

- Long service leave: Available pro rata after 5 years of continuous service.
- Study leave: up to 3 days pro rata with General Managers approval, if in the relevant award.
- Domestic and family violence leave (unpaid): All employees, including casual workers, are entitled to five (5), non-cumulative days of unpaid leave each year if they or their family member is experiencing domestic or family violence.
- Other leave entitlements: Leave without pay at the discretion of the General Manager
- **Jury service:** The employee will be paid the difference between their normal salary and the jury allowance for a maximum of 10 days.
- **Grievance procedure:** Incorporated in Jumbunna Grievance, Complaints and Disputes Policy.
- **Disciplinary Procedure:** Incorporated in Jumbunna Discipline Procedures Policy.
- **Termination of employment:** Incorporated in Jumbunna Exit or Termination Procedures Policy.
- **Redundancy:** Redundancy payments apply to employees as per the relevant awards.
- **Significant organisational change:** Employer must notify employees and the union to which they belong of proposals to make significant organisational changes that will impact on employees and hold discussions with employees and union.
- **Insurance:** Work-related accidents are covered under workers' compensation insurance.
- **Travel and meal expenses:** Incorporated in Jumbunna Work-related Travel Policy.

Decision making regarding conditions of work

The authorities to make decisions regarding work related issues are detailed in the Jumbunna Delegations Policy. The following summarises these:

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|---|--------------------------------|
| • Changes to general staff position descriptions: | Senior Management team & Board |
| • Changes to General manager's position descriptions: | Senior Management team & Board |
| • Recruitment – all positions except General Manager: | Senior Management team |
| • Recruitment of General Manager | Senior Management team & Board |
| • Appointment to permanent positions: | Senior Management team & Board |
| • Appointment to temporary position or higher duties: | Senior Management team & Board |
| • Leave applications (general): | Senior Management team & Board |
| • Study leave: | Senior Management team & Board |
| • Flexible work practices agreement: | Senior Management team & Board |
| • Issue of a verbal warning: | Senior Management team & Board |
| • Issue of a written warning: | Senior Management team & Board |
| • Termination of employment (dismissal): | Senior Management team & Board |

Main employment-related Jumbunna policies:

- Recruitment, Selection and Appointment of Staff
- Staff Induction
- Staff Position Descriptions
- Flexible and Supportive Work Practices
- Professional Ethics and Conduct
- Equal Employment Opportunity, Equity and Diversity

- Workplace Health and Safety
- Critical Incidents
- Performance Appraisal and Management
- Staff Development and Training
- Grievance, Complaints and Disputes
- Discipline Procedures
- Exit or Termination Procedures
- Work-related Travel
- Conference Attendance

Workforce development plan

General Manager will be responsible for the initial development and ongoing review of the workforce development plan.

The workforce development plan will be developed in consultation with current staff and will be subject to the approval of the Management Committee.

The workforce development plan will:

Review the future directions of the organisation

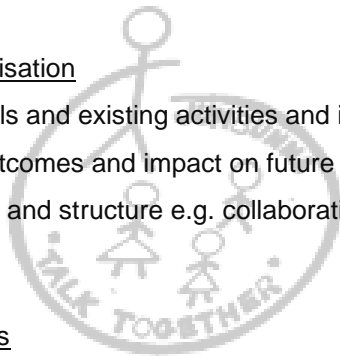
- List changes to organisational goals and existing activities and impacts on workforce
- Review achievement of current outcomes and impact on future changes
- Analyse external impacts on goals and structure e.g. collaboration with other agencies or new business opportunities

Identify current workforce planning issues

- Review effectiveness of structure
- Review staff morale and job satisfaction
- Review current positions and job descriptions
- Review the impacts of any government policy changes, funding impacts, industrial relations issues
- Consider any workplace health and safety issues
- Consider any productivity improvements

Analyse current workforce strengths and challenges

- Review staff turnover
- Review age profile and impacts
- Identify key roles for achieving outcomes
- Identify peaks and troughs in workloads and their impact
- Identify current skills base and any gap in required skills
- Consider any performance management issues
- Identify opportunities for a more flexible workforce



Develop key strategies for the development of the workforce

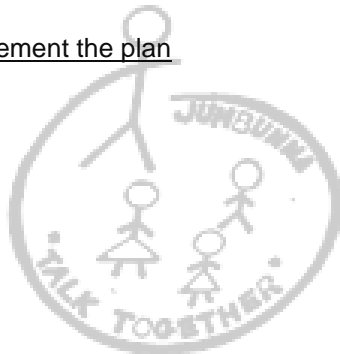
- Organisational culture
- Structure
- Job design and classification
- Remunerations, awards, agreements, reward and recognition
- Recruitment, selection and induction plan
- Succession planning
- Training and development based on best practice and research
- Diversity or EEO goals and targets

Develop implementation strategies for workforce plan

- Identify changes to current structure
- Assess budget impact
- Develop change management and communications plan

Review management capabilities to implement the plan

- Planning
- Leadership
- Decision making
- Managing performance



Develop a review strategy

- Review alignment of goals and workforce plan
- Risk assessment of future capability gaps
- Impact of changes on delivery of business outcomes

Monitoring and review

The General Manager will review the workforce development plan on an annual basis.

DOCUMENTATION

Documents related to this policy	
Related policies	
Forms, record keeping or other organisational documents	

Policy Name:	Workforce Development & Planning Employment conditions	Policy Number:	
Date Approved:	March 2024	Approved By:	Senior Management Team
Date Issued:	March 2024	Review Date:	30 June 2025
Version 1.6	This version of the policy was approved March 2024 and replaces the version approved 24 August 2023.		

