

1.0 Recruitment

Effective selection and management of staff is critical to the success of WHN. Our ability to care for patients and operate a successful health service depends upon attracting, developing and retaining the right people.

All new positions are evaluated in terms of the current needs and future goals of the practice as approved by the CEO.

Position descriptions for all WHN staff define responsibilities and duties associated with that position and forms the basis for evaluation and lines of accountability. Recruitment, training and development, performance evaluation, remuneration management and succession planning can all be based on the parameters of a position description.

Selection criteria are developed based on the job description.

The selection procedure is non-discriminatory and all candidates treated with courtesy and respect.

The successful candidate is provided with a Letter of Offer of Employment prior to commencement, which is signed by both the candidate and the employer. This ensures both parties have a clear understanding and a written record of the agreed terms and conditions of employment.

Procedure

All staff will have documented position descriptions that outline and define their current roles, responsibilities and conditions of employment.

Position descriptions are signed by employees to indicate that roles and responsibilities are acknowledged and understood.

Included within our position descriptions are any designated areas of responsibility and that all members of our practice team take responsibility for a multidisciplinary culture of safety, quality and open communication.

Practice team members need to know who is responsible for various aspects of the practices operations, including who has primary responsibility and who has delegated responsibility.

Recruitment process

Our recruitment process includes the following:

Step 1: Position evaluation

Look at the position in relation to other staff and the future needs of WHN. There may be an opportunity for existing staff to develop new skills. Can some jobs be redistributed to

increase efficiency or even eliminate the need for this position? Are there additional skills which may be incorporated into this position to assist the practice achieve its goals for the future? Is there room for the new person to work at the practice, or can the position include some off-site work?

Step 2: Job description

Determine the key requirements of the position, considering which ones are essential and which are desirable and use this information to compile a job description with clear specifications for the position. Include the following: skills, qualifications, personal attributes, hours per week, is the position permanent, casual or fixed-term contract? And remuneration range.

Step 3: Advertising

Write the advertisement, ensuring it complies with EEO guidelines. Include information about duties, required skills, qualifications, hours and location. Consider how candidates are to apply – by email, mail, fax, or telephone? Is there a closing date for applications?

Vacancies can be advertised in a number of ways: advertisements can be placed in newspapers (local and/or state) on the internet or in professional journals, professional associations, local Job Network organisations, employment agencies and recruitment consultants or junior or graduate staff may be sourced from local schools and educational institutions.

Step 4: Selection of applicants to interview

Selection criteria form: Compile a list of selection criteria based on the job description and other factors:

- selection: Compare all applications received against the selection criteria, and select those who best fit the criteria.
- arrange interviews: Contact the candidates selected to arrange an interview. Candidates may be required to bring documents to the interview, such as proof of qualifications, samples of previous work or evidence of their right to work in Australia (for non-residents).

Step 5: Prepare for Interviews

- forms & Information: Prepare application forms (see sample following) and documents to be given to applicants – this should include the job description and may also include information about the practice, code of conduct, dress code etc.
- interview procedure and location.
- decide who will conduct the interview – an individual or a panel?
- what questions will be asked?

Set aside a suitable place for the interviews, free from interruptions.

Step 6: Conduct the Interviews

Make sure all interviews are conducted by the same people and similar questions are asked, although it is acceptable to include additional questions related to the candidate's resume or in response to comments made in the interview.

Allow the candidate to ask questions.

Discuss the impressions of each candidate after each interview and make brief notes on their application form to record any employment arrangements or salary agreed upon.

Ask if any pre-existing injury that may be affected by the new job.

Step 7: Reference checks

Contact the referees nominated by the best candidates to confirm information given in the interview or resume and find out about previous job performance.

Step 8: Medical examination, police checks or other tests

If relevant to the position, candidates may be required to take a pre-employment medical examination, police checks and personality or skills tests. For more information on pre-employment testing contact your division, employer group or a specialist recruitment agency.

These tests must be conducted prior to the job offer, as they are used to confirm suitability to the position.

Step 9: Job Offer

Once the successful candidate has been chosen they may be contacted by telephone to confirm their acceptance of the position but this must be confirmed by a written Letter of Offer of Employment.

As a minimum it should state:
employees name/address

- position title and reference to the job description.
- pay rate including which specific Award/agreement employed under including classification or relevant Qualifications/Allowances.
- full time/part time or casual, details such as days, shifts & minimum hours per week to be worked.
- name of employer.
- workplace location/campus/ other work sites.
- date of commencement.
- probationary period any other special terms or conditions which have been negotiated outside the award e.g. acknowledgement of prior service/entitlements (sick leave, long service).

The letter of offer is provided prior to commencement, allowing the candidate time to read through the offer and sign it to indicate their acceptance.

The Letter of Offer of Employment should include a section for the employee to sign and return to the practice indicating that they have read the Letter and Handbook and they accept all the terms and conditions contained in them.

Once the signed letter is returned it should be filed in the employee's personnel file.

All contracts of employment must be signed by the CEO and be on the standard templates.

Amendments and addendums to standard templates must be approved by the CEO.

Contracts are time specific and subject to funding

Step 10: Notification of unsuccessful applicants

Unsuccessful candidates should be notified as soon as possible after the position is filled.

In line with the *Privacy Act 1998*, applicant's details are kept for a specified period of time and then disposed of as confidential documents.

Step 11: Prepare for the new employee

Prior to commencement, ensure facilities and resources such as a computer, desk, chair and stationery are prepared for the new employee.

Is the necessary software set up on their computer?

Will they need a uniform or name tag?

Set up a Staff employment record file for the person.

The new employee will receive:

- Contract of employment
- CA01 Central Wheatbelt Division of General Practice Inc. Certified Agreement 2003
- CA02 Collective Agreement Amendment
- Staff Details
- Employee Confidentiality Agreement
- Disclosure of Client Information and Communications Policy
- Office Dress Code Policy
- Tax File Declaration form
- Fair work statement
- Working With Children's Check application form if applicable
- Police check

New staff are also notified, in writing that failure to inform or hiding a pre-existing injury which might be affected by the nature of the proposed new job, could result in that injury not being eligible for future compensation claims.

Step 12: Induction of new staff member

The manager or delegate goes through the Employee Orientation Checklist with the new staff member.

On completion of the Checklist the Employees training record is updated on the Training Database.

2.0 Probation Period

The probationary period is used to assess whether an employee is capable of fulfilling the WHN work requirements.

During the probationary period, the employee will be provided with regular feedback on their work performance. The employee will also have the opportunity to discuss feedback on the organisation and job role with their manager.

If areas of unsatisfactory performance are identified, the employee will be made aware of these, the standards of satisfactory performance required and the dates by which they are required to be achieved.

Probationary period may be extended to provide the employee the opportunity to improve their performance.

The appropriate Line Manager will complete a final probationary review at the end of the probationary period specified in the contract of employment and immediately inform the employee of the outcome of this review in the following terms:

- where determined that the employee has satisfactorily completed their probation, their employment will continue and the employee will be given confirmation in writing; or
- where, as a consequence of the probationary reviews, it is determined that the employee has not satisfactorily met the work performance requirements, the employee will be informed of the outcome of the final review and will be given one week's notice of termination of employment or payment in lieu of such notice.

Decisions to dismiss following unsatisfactory probation or extend probationary periods must be approved by the CEO.

3.0 Staff Records

Policy

Staff employment records which comply with all legal and statutory obligations. These include:

- employment Records: Personnel files are kept for each employee recording employment arrangements, clinical qualifications & registrations, professional development, performance reviews and any other agreements or documents which are relevant to employment relationship and the functions of the practice.
- payroll records and pay slips: Which comply with regulations under the *Fair Work Act 2009*.
- currency of Records: Employment records are reviewed at least annually to ensure currency of clinical qualifications & registrations, professional indemnity insurance, training records, immunisations and personal contact details.

- confidentiality: Employment records are kept confidential, as required by the *Privacy Act 1998*.
- retention: Employment records are kept for 7 years.

Procedure

Employment records

Our employee records are:

- in a form that is readily accessible to a Fair Work Inspector
- legible and in English (preferably in plain, simple English)
- kept for seven years
- not altered unless for the purposes of correcting an error
- not false or misleading to the employer's knowledge.
- private and confidential. Generally, no one can access them other than the employee, their employer, and relevant staff.
- made available at the request of an employee or former employee (copy only).

Payroll Records and Pay slips

In addition to the information kept in each individual employee's file WHN maintains records on payroll, taxation and superannuation transactions, as required by the *Fair work Act 2009*. These include:

Time and Wages Records

- 1) The name of the employer and the name of the employee.
- 2) Date the employee started employment.
- 3) If the employee is full-time, part-time.
- 4) If the employee is permanent, temporary or casual.
- 5) The employee's pay rate, including gross and net amounts paid and any deductions from the gross amount.
- 6) Any loadings, monetary allowances, bonuses, incentive-based payments, penalty rates or other entitlements paid that can be singled out.
- 7) If a penalty rate or loading must be paid for overtime hours actually worked, the number of hours of overtime worked, or when the employee started and finished working overtime.
- 8) Hours worked if the employee works casual or irregular part-time hours and is guaranteed a pay rate set by reference to a period of time worked.
- 9) A copy of the written agreement if you and your employee have agreed to average the employee's work hours.
- 10) If you and your employee have agreed to an individual flexibility arrangement, a copy of that agreement, and, if the agreement is terminated, a copy of the termination.
- 11) Leave information for all types of leave, including:
 - a. leave taken
 - b. leave balance
 - c. a copy of any agreement to cash out accrued leave, the rate of payment for the leave and when the payment was made.
- 12) Employees paid superannuation (excluding payments to a defined benefit fund):
 - a. amount paid
 - b. pay period
 - c. date(s) paid

- d. name of super fund
- e. reason you paid super into the fund (e.g. a record of the employee's super fund choice and the date that choice was made).

13) If the employee or employer terminates their employment:

- a. name of the person who terminated the employment
- b. how the termination took place - by consent, by notice, summarily or in some other way (need to include details).

14) If the employee has been provided with a written guarantee of annual earnings for an amount over \$108,300 a year (indexed annually):

- a. a copy of the written agreement

Pay Slips

Pay slips are given to each employee and these include the following, as required by the *Fair Work Act 2009*.

- the name of the employer and ABN (if any).
- the name, position & classification of the employee.
- the period to which the pay relates and the date it is paid.
- the hourly rate (or annual rate, if applicable).
- the hours worked, itemised as normal hours, overtime, penalty rates & loadings, leave payments, etc, and the amount paid per hour for each income type.
- details of any additional allowances or deductions.
- the gross amount of the pay, taxation deducted and the net payment made.
- superannuation contributions for the period with the fund name and employer & employee contributions itemised separately.

Currency of Records

At least once per year the employment records for each staff member are reviewed. Each employee is asked to provide:

- evidence of appropriate current national registration, if applicable.
- for GPs evidence of satisfactory participation in the RACGP QI&CPD program or equivalent.
- for practice nurses evidence of sufficient hours of CPD to meet re-registration requirements.
- for all our staff, evidence that they have completed appropriate CPR training at least once in the last 3 years.
- evidence of current professional indemnity insurance, if applicable.
- evidence of currency of immunisations, or refusal.
- evidence of competency in relevant infection control processes.

Training records and personal contact details are also reviewed annually to ensure the employment records are current and correct.

Confidentiality

This practice complies with the requirements of the *Privacy Act 1998*, in keeping and maintaining employment records:

- only information directly relevant to the activities of each employee or the functioning of the practice is kept in employee files.
- all information kept in employment records is obtained by lawful and fair means.
- personal and sensitive information about employees is kept confidential and employment records are stored in a secure place. Paper files are kept in a locked filing cabinet and electronic records are password protected.
- employees are entitled to view their personal files, with exceptions as allowable under the Act

Retention

Under the *Fair Work Act 2009* all employment records including payroll and personnel files must be kept for 7 years. These records must be kept in English and made available for inspection by workplace inspectors if required.

4.0 Staff Education

Policy

Continuing Education

The practice GP's, nurses and other health care providers or administrative staff employed by WHN and involved in clinical care:

- are appropriately qualified, trained and competent.
- are able to provide evidence of training qualifications and of appropriate current national medical or nursing registration.
- participate in continuing education relevant to their roles and can provide evidence of this.
- have undertaken training in CPR within the last 3 years and in the case of GPs this training must be in accordance with the RACGP QI&CPD recommendations.

Staff education is crucial to effective infection control within the practice. Education needs to be relevant to the role of particular staff members and needs to start with the staff induction program.

The administrative staff such as receptionists and practice managers, who do not provide clinical care:

- have undertaken training in CPR within the last 3 years.
- have undertaken training relevant to their role within the past 3 years.
- can describe or provide records of such training.

WHN ensures that its General Practitioner(s) maintain and improve the quality of care they provide to their patients by participating in the RACGP QA & CPD Program.

Records of GP continuing professional development activities including CPD points and activity details are retained by individual GP's and a copy must be given to the Patient Services to retain for the practice records annually.

WHN supports continuing professional development for all of the staff it employs. Details of activities & dates are recorded and should be retained by the Patient Services Manager.

All Doctors, Nurses and staff involved in clinical care practice within their legal scope of responsibilities. We encourage our staff to maintain their knowledge, skills and attitudes through membership to their professional specialty organisations. e.g. RACGP, AMA, APNA, AAPM.

Both in house and external training programs are utilised. Staff should obtain a certificate of attendance or evidence of participation and completion for all training, even informal training sessions .

It is acknowledged that some crucial areas for staff training exist, depending on the staff member's role and responsibilities. These training requirements are met according to the training schedule and documented in each staff member's employment record.

Education is not limited to professional technical skill updates but includes a variety of training and educational activities in areas of need as they arise.

Staff are encouraged to identify any training needs they may have and seek to find training to meet these needs. Usually this occurs in consultation with their supervisor and this process should be documented.

Staff training may include:

- education at formal institutions.
- educational seminars attended.
- online training.
- in service education given by company sales representatives or other staff.
- reading Journals, evidence based guidelines or researching information for the practice.

New staff are supported with any training they may require to perform their role.

Procedure

WHN GP's, nurses and other health care providers involved in clinical care must provide evidence of current registration each year.

If a staff member locates a course, education session, workshop, or a meeting that they wish to attend, they should advise their Line Manager who will consult with the Practice Principle and, if approved, authorise attendance and payment. Time may be granted on full pay for certain meetings, education sessions and courses.

The Line Manager liaises with the staff member for application, fees etc. In seeking time off to attend external sessions, staff should consider other staff and workloads, to ensure adequate Practice coverage.

Training schedule

It is acknowledged that to maintain the staff competency required for the efficient and smooth running of this practice, and for medico legal reasons, all staff are required to undertake ongoing training and up skilling and where appropriate competency assessment. The type of training and up skilling that occurs will be dependent on their position and role within the practice as detailed in the form below.

Other identified training needs for individual staff members can occur in addition to this list. The 'Staff Training Plan' is adhered to and reviewed at the annual performance appraisal.

As other clinical staff may be present during a medical emergency, they need to be trained in CPR to assist the medical team therefore, at least every 3 years, all members of the practice team undertake CPR training appropriate to their level.

The CPR training provided to GPs must be:

- consistent with the Australian Resuscitation Council (ARC) guidelines
- a minimum of 1 hour duration.
- delivered by a trainer that has a current CPR instructor's certificate that complies with the ARC guidelines.

CPR training for other clinical staff may be conducted by:

- medical staff and preferably those who have a current CPR instructor's certificate that complies with ARC guidelines on instructor competencies, or,
- by an accredited training provider.

CPR training for administrative staff may be conducted by

- medical staff or other clinical staff who feel competent to train colleagues and preferably those who have a current CPR instructor's certificate that complies with ARC guidelines on instructor competencies.

OR

- by an accredited training provider.

Administrative staff and other relevant non clinical staff should receive triage training in order to recognise medical emergencies and prioritise appointments for patients with urgent clinical needs. Triage training may be delivered by clinical staff within the practice or by appropriate external providers.

The nurses will conduct training on infection control as relevant to each staff members role. Training and regular updates should include:

- hand Hygiene.
- standard precautions & Transmission based precautions including PPE use and the triage of patients with potential communicable diseases.
- dealing with blood and body fluid spills and managing exposure to blood or body fluids.
- principles of environmental cleaning and reprocessing of medical equipment.
- where to find information on other aspects of infection control in the practice.
- safe handling and disposal of clinical and general waste.