



# LEADERSHIP AND SERVICE MANAGEMENT POLICY

## POLICY RATIONALE

This policy provides clear guidelines, expectations and commitments to the Training, Professional Development and management supervision of TeamKids staff as they deliver OSHC services. This policy provides an organisational commitment for the:

- Training and professional development of educators in the delivery of safe, compliant and well-informed services.
- Reporting structures and active supervision of staff in the delivery of safe, compliant and well-informed holiday programs.

## STAFF TRAINING AND PROFESSIONAL DEVELOPMENT

TeamKids requires all educators to attend and actively engage in training and professional development sessions. Opportunities for compulsory training sessions are offered across various times for educator convenience.

The People and Training Manager provides quality education and care training sessions to program staff.

The educator training is based on three ongoing points of analysis:

- Legislation and regulation (via communication with TeamKids Quality and Compliance Manager)
- Educator, family and children's survey/evaluation analysis
- Training Coordinator's observations and review of TeamKids programs

TeamKids provides various training sessions each quarter to educators based on their role. These sessions are offered to all Educators, Coordinators, Directors and Area Managers. Shifts will not be provided to educators that do not attend compulsory training sessions, including the Induction Training Session.

## STAFF SUPERVISION STRUCTURE

TeamKids is a Fair Work Place that values all staff, educators and volunteers as well as children and families. In a commitment to this, TeamKids is structured in such a manner that all staff and educators report to a Supervisor with delegated roles and responsibilities. These lines of management are in place to support the learning, service excellence and safety within our programs for all children, educators and volunteers.

All staff and educators are allocated time and communication methods as outlined in an organisation structure document, with their Manager. Also, Area Managers provide reports back to Head Office identifying operational needs for training and service improvements as appropriate.

# LEADERSHIP AND SERVICE MANAGEMENT POLICY

## CONTINUOUS IMPROVEMENT AND GUIDANCE

TeamKids believes in continual assessment and evaluation of the program by management, educators, parents and children is an integral part of service planning and development. It is also critical to running a high-quality education and care service that meets community needs and the achievement of key learning outcomes for children.

### Procedure:

- Children and parents will be offered an evaluation form/survey regularly throughout the year. Children and families are also welcome to provide verbal or written feedback to educators at any time during the program. Such feedback will be documented in the Communication book or passed on verbally to the Coordinator/Director.
- A variety of survey techniques will be used with children, which may include informal discussions, a suggestion box, written surveys and group discussions.
- Educators provide regular feedback on all aspects of the program. Educators critically reflect on program experiences, day to day procedures, OH&S matters, interactions with children and service delivery, in general, to ensure that the service continues to reflect the needs of our community.
- Leadership team meets regularly to discuss and evaluate the previous program and plan for the next program; review and consider educator feedback and so that coordinators can act as effective liaisons to the educators during program periods.
- All feedback forms the basis of future service planning and development.

## EDUCATOR TRAINING AND SUPERVISIONS PROCEDURES

### Rosters and Pre-program Training:

TeamKids's Human Resource Team will ensure programs are rostered to meet the requirements of the Education and Care Services National Regulations 2011 with appropriate educator to child ratios and necessary educator qualifications.

- All Educators, Coordinators, Directors of Service and Area Managers submit availability to the Human Resources team before each program period.
- The Human Resources Team prepare rosters based on legislative and compliance requirements. Each educator's qualifications, experience, skill, availability and the number of children booked into each program, determines the roster of each staff member.
- All educators are required to attend a minimal amount of training to receive rostered shifts. Shifts will not be provided to educators that do not attend compulsory training sessions, including the Induction Training session.

# LEADERSHIP AND SERVICE MANAGEMENT POLICY

## STAFF GRIEVANCE PROCEDURES

TeamKids is a Fair Work Place and as such commits to fostering and cultivating positive relations across all staff including, program staff and management. TeamKids aims to create an environment where all staff feel valued and supported. Each staff member has the right to a trusted and supportive platform to raise grievances. In supporting all staff, this platform should provide a clear process for grievance resolution.

In respecting all staff, TeamKids commits to resolve disputes, issues or concerns in a manner that minimises the impact on the service, customers and other staff members.

- TeamKids seeks to promote through induction, training and general information the creation of an environment where open communication and discussion is encouraged.
- Where staff member/s and educators have complaint/s or grievance/s, they are encouraged to discuss the issue with the relevant staff member, educator or manager in the first instance.
- Where further action is required, or a resolution has not been achieved, the staff member/educator is encouraged to contact the TeamKids People and Training Manager.
- Should the issue still not be resolved with the assistance of the People and Training Manager, the matter will be referred to the Operations Manager and/or Director. One or both of whom will endeavor to support a resolution.
- Should a resolution still not be reached, the matter may be referred to an Independent Mediator.
- Any grievances received will be responded to within two working days wherever possible.
- All grievances will be handled in a professional and confidential manner.
- Every effort will be made to resolve the complaint satisfactorily.
- All steps will be documented to ensure that outcomes or processes can be evaluated and amended as necessary to inform continuous service improvement.

## SERVICE MANAGEMENT PROCEDURES

TeamKids is committed to maintaining up to date and relevant policies and policy implementation. The policy document is developed in line with State and Commonwealth legislation, industry regulations and practice, and current research on child development.

### Procedures:

- TeamKids provides all organisational policies to all staff, parents and/or guardians, as well as approved persons on request. (R185)
- The policies are reviewed on a regular basis, at least annually.
- Parents/guardians have access to our website at all times which outlines general program information, major policy areas and key aspects of the program so that families are kept informed of their responsibilities about the service. (R185)
- Any policy changes will be in line with the service philosophy, quality practices and to ensure the safety and wellbeing of children.
- Families and educators will be informed of changes to service policies through updates on the service website.

# LEADERSHIP AND SERVICE MANAGEMENT POLICY

## PRESCRIBED ENROLMENT AND OTHER DOCUMENTS

The below-prescribed documents will be kept under Regulation 177 in accordance with the Education and Care Services National Regulations (2011)

- Child assessment documentation
- Evaluations of the program
- Incident, injury and accident reports and documents
- Medical records and documents
- Service assessments attendance records for both staff and children
- Enrolment records
- Records of the service compliance
- Record of the person in day to day charge
- Attendance record
- Written authorisations and Risk Assessments for excursions and regular outings.

## REFERENCES

ACECQA National Quality Framework Resource Kit (2012)

Quality Area 7 – Leadership and Service Management

Education and Care Services National Regulations (2011), R 73, 74, 75, 177 & 185

Education and Care Services National Law Act (2010), S 165

**Version control Date: August 2018**

**Reviewed: August 2020**

**To be reviewed: August 2021**

**Leadership and Service Management Policy No. P0-0017**

**Leadership and Service Management Procedure No. PR-0017**