



Workforce Management HR AGED CARE POLICY

Policy Version 3.0

Category: Administrative *(Required by Legislation)*

Adopted: June 2025



Workforce Management HR Aged Care Policy

Purpose

This policy provides the framework for how Winton Shire Council maintains and manages its workforce to ensure safe and effective individualised care to consumers is provided, deliver on strategic goals and meet regulatory requirements.

Scope

This Policy applies to:

- All Community Care Services team members,
- Their volunteers,
- Students on placement,
- Contractors and consultants, whether or not they are employees,
- Any other brokered service providers and
- Winton Shire Council Councillors,

Definitions

Term	What it means / refers to
Key personnel	Employees such as the Chief Executive Officer, members of the Governing Body, and in management and leadership roles who: • make executive decisions • have authority, influence or responsibility for planning, directing or controlling organisational activities are responsible for the organisations day to day operations

Policy statement

To develop and maintain a sustainable workforce, Winton Shire Council will:

- maintain an understanding of, and compliance with the regulatory obligations applicable to approved providers of aged care services
- plan for and regularly review current and future workforce size, skills mix and employment arrangements (including full-time and part-time permanent or casual employees and the need for agency staff) with consideration of:
 - the organisation's strategic goals and mission
 - the regulatory and operating environment and
 - strategies to manage risks and issues including sourcing and retaining workers, responding to short term staffing disruptions, ensuring continuity of operations etc.
- consider local competitor rates of pay for high value direct care employees
- identify the key skills for each type of work and at what level these are needed
- ensure staff involved in managing the workforce have the appropriate skills, professional experience and a full understanding of the applicable regulations, current industry practices and staffing needs



- implement recruitment and selection practices (refer to the Recruitment and Selection Process) that ensure:
 - suitable applicants with the right skills, qualifications, attitude and talents required for the role are attracted and chosen
 - relevant anti-discrimination, privacy and equal employment opportunity legislations are complied with
 - mandated requirements such as specific roles and staffing numbers are identified and addressed; and
 - predictable coverage of key roles is maintained
- provide mandatory training at an appropriate level and frequency ensure competency is maintained
- encourage current employees to gain additional skills to access to higher pay (e.g. obtaining a Cert III qualification) or support their career aspirations
- identify the staffing and skillsets required to provide the expected level of care per shift
- ensure staffing levels on standard shifts maximise capacity to meet predictable workloads and avoid excessive fatigue levels with allowance for planned and unplanned absences
- increase staffing levels as required to address temporary problems
- encourage worker retention e.g. by:
 - fostering a positive work environment and culture in which staff feel they are valued, treated fairly and given recognition for their contribution to the organisation's success
 - providing suitable opportunities for career development and progression
 - consulting on ways to improve job satisfaction and implementing identified strategies where suitable and appropriate
 - implementing practices that promote and support the well-being of employees (refer to the Employee Wellbeing Policy) and
 - ensuring systems and processes that support the workforce are effective including work health and safety, payroll, grievance management, communication and engagement
- understand the workforce characteristics and needs by recording and analysing key data including, but not limited to:
 - skills, qualifications and competencies (including relevant ones that may be outside the requirements of the employee's current role)
 - absenteeism, unfilled shifts
 - turnover, current vacancies and duration vacant for, recruitment outcomes, resignations/terminations and reasons
 - training participation etc.
- monitor changes over time and benchmark against industry data
- clearly define and document responsibilities, accountabilities and behavioural expectations, monitor performance against these and respond appropriately when they are not met (refer to the Performance Improvement Process)
- maintain records and monitor the currency of employment requisites such as:



- professional registrations
- police/working with vulnerable people checks
- outcomes of suitability checks on key personnel e.g. through the Key Personnel Register
- authorisations and delegations (refer to the Register of Delegations Council to Chief Executive Officer)
- mandatory training and competencies
- drivers and/or other licenses and
- signatures where required and
- securely store all employee records and retain these for the regulated period (generally 7 years following the termination of employment).

Operational Need

To deliver against the consumer outcome of:

“I get quality care and services when I need them from people who are knowledgeable, capable and caring” in accordance with the Aged Care Quality Standards.

Roles and Responsibilities

Winton Shire Council

Winton Shire Council is responsible for the overall governance, management and strategic direction of the organisation and ensuring systems, processes and financial resources are in place to maintain the workforce required to achieve this. It provides leadership and builds a culture that supports retention of appropriately skilled and qualified workers.

Management

Management is responsible for the implementation, review and continuous improvement of this policy including ensuring adequate resources are available for effective workforce management. They ensure related systems and processes meet regulatory and best practice requirements and provide reports to the Governing Body on the performance of workforce management activities.

Human Resources

The Human Resources Team (however named) are responsible for supporting workforce management activities, maintaining accurate records and providing reports as required.

Staff, volunteers and contractors

All staff, volunteers and contractors are responsible for understanding and following the requirements of this policy and related policies and procedures. They are required to participate in all training and undertake their duties as directed.

Communication

This document will be published on the Winton Shire Council website and will be made available to all employees involved in the delivery of Aged Care services provided by Winton Shire Council.



Related Council Documentation

Aged care records including:

- Consumer feedback
- Employee feedback
- Rosters
- Recruitment, induction and training records
- Aged Care Code of Conduct Acknowledgement – Governing Persons
- Aged Care Code of Conduct Acknowledgement – Workers
- Key Personnel Check and Declaration
- Key Personnel Register

Legislation, Recognised Authorities and Other Sources

- Aged Care Act 1997
- Fair Work Act 2009
- Standard 7 (3)(a) Workforce planning
- Standard 7 (3)(c) Workforce competency
- Standard 7 (3)(d) Workforce recruitment, training, equipping and support
- Standard 7 (3)(e) Performance assessment, monitoring and review
- Standard 8 (3)(c) Organisation wide governance systems

Review of Policy

This policy will be reviewed every two years or when legislation or standards change and remains in force until amended or repealed by resolution of Council.

Record of Amendments and Adoptions

Date	Revision No	Reason for amendment	Date adopted by Council
December 2021	Version 1.0	Initial policy	16 December 2021
October 2023	Version 2.0	Updated quality standards	
June 2025	Version 3.0	SDAP update	

