

# Life Without Barriers

Questions and answers - staff forums  
October 2018

## Systems

### 1. Which systems do you use for managing work shifts and staff availability?

Life Without Barriers (LWB) uses Kronos, which is the same system that DHHS uses. We are currently working closely with DHHS to understand how Kronos is used in relation to rostering. If we identify that there are any differences between the DHHS systems and processes and LWB systems and processes, appropriate training and support will be provided to relevant staff prior to the transfer.

### 2. What system do you use for incident reporting?

We currently use i-Sight for Incident Report and CIMS. DHHS staff working with LWB will be provided with appropriate training, tools, support and information to help them feel confident about using this system.

### 3. Will the CERS roles still exist to manage client expenditure?

The requirements for Client Funds Management and the functions provided by CERS are currently being reviewed by LWB. Any changes to current procedures will be openly communicated to affected staff.

### 4. What IT systems and infrastructure will be in place? Will any of our existing systems transfer across?

New computers and printers will be installed in all homes. All office and residential locations will be connected to the internet and LWB network via broadband (NBN where available). LWB will ensure that all Homes and relevant office staff members have mobile phones. DHHS systems are not being transferred, but all relevant data will be migrated to the relevant LWB systems (e.g. leave balances, participant records, etc.). We will communicate regularly with staff about what this process looks like and when it will take place.

### 5. What IT support do you have within your organisation?

When the secondment period commences in early 2019, you will be supported by LWB ICT systems, equipment and services. These services are supported by a National Service Desk that can be contacted 24 hours a day, 7 days a week via email, online and via telephone. The main location of the Service Desk is in the National Support Office based in Newcastle. The team services the entire country and we will make sure there are relevant supports in place in Victoria.

### 6. When do we start using your policies and procedures?

We know how important policies and procedures are, we are currently working closely with DHHS to plan for staff to be prepared and informed about working with relevant policies ahead of the transfer date. We are planning to

use most of the policies and procedures in the Residential Services Practice Manual for day 1 of Transfer. You will receive advice and training regarding any new policies and procedures.

## **7. Where will staff instructions be held?**

Supporting documentation such as instructions, policies, procedures, guidelines and other key information and updates, will be available for all relevant staff. This may include printed copies in houses and offices along with information published and available on the LWB intranet for access or for printing.

## **8. How do you intend to work with HACSU?**

We value constructive and cooperative relationships with unions. Our CEO has already met with Lloyd Williams of HACSU and have demonstrated a positive start to our new relationship.

## **Salary Packaging**

### **9. Do you provide salary sacrifice opportunities? Can you provide details?**

LWB does provide salary sacrifice for eligible LWB employees. Whilst you remain an employee of DHHS, which is up until 31 December 2020, you will maintain your current arrangements. On 1 January 2021 you will officially become an LWB employee and be eligible to access our relevant salary packaging provisions.

Prior to the 1 January 2021, LWB will provide you with appropriate information to assist you to make informed decisions regarding salary packaging for when you are a direct employee.

The current salary packaging provider for LWB is Maxxia.

### **10. Will staff be able to salary package during the secondment period?**

DHHS staff will not be able to access LWB salary sacrifice options until after the secondment period. You will be able to access LWB salary sacrifice opportunities when you become an employee of LWB from 1 January 2021.

## **Recruitment and Training**

### **11. How does your organisation recruit to ensure quality skilled staff? What are the minimum qualifications you require for the staff you employ?**

We have a National Recruitment team with people based in Victoria. The recruitment and selection process is conducted in an objective, merit-based, transparent, professional and timely manner. We comply with relevant legislation, licensing and accreditation requirements.

LWB are aware of the qualification requirements for the DHHS DDSO levels and we will continue to apply these requirements to staff that are recruited in to the DHHS transferred services.

### **12. Do you offer mandatory training programs, such as First Aid Training and CPR training, and will staff be paid to attend these?**

We are in the process of developing a Learning and Development plan, which will incorporate the mandatory and non-mandatory training that will be required to be conducted, and identify obligations that exist within the *Disability Services Enterprise Agreement Victoria* (DSEAV). Where relevant, we will provide financial support for relevant learning and development activities. Further consultation will take place with DHHS to understand these obligations and practices. Once that has taken place, DHHS and LWB will be able to share more information with you.

### **13. What kinds of training programs do you offer staff and how do you make these available?**

At LWB we know learning is best delivered through a variety of channels, including online and face-to-face training. This ensures that people can learn when it is most practical to them, and revisit the training or information if needed. Some training is delivered by external providers (for example First Aid), whilst other courses are delivered by our accredited internal trainers.

We also offer an extensive suite of online courses hosted on our Learning Management System (called myLearning). Some of our online courses are developed by our Learning and Development team, and some are provided by other organisations so that they are NDIS and sector compliant. Specific client care, health and safety, and medication focussed learning is supported by our practice experts.

Managers have access to specific courses to support them in their roles and enable them to deliver workshops to their teams. This is a great way to introduce new practices, refresh on existing knowledge, or to encourage team discussions.

### **14. When will induction and orientation activities occur?**

At this stage, we anticipate that induction and orientation activities will commence in January 2019 and run through to prior to the secondment period. This will include online learning so that employees can revisit courses before and after the transfer, if required. We will be communicating more information about this with you as the transfer progresses.

## **Rostering**

### **15. What roster arrangements does your organisation have in place? Do you employ a rolling four-week roster that comprises split shifts?**

You will find additional information about this in the answer to Question 1. In addition, our current approach to rostering is supported by our organisational policies and procedures which includes a focus on best practice workforce planning in addition to the requirements of the relevant industrial instrument that is applicable to current LWB staff.

Our approach to rostering DHHS staff will also be underpinned by the new *Disability Services Enterprise Agreement Victoria* (DSEAV).

### **16. Will the rostering principles change from being a set roster to an on demand roster?**

Under the NDIS, support needs are assessed on an individual basis and plans are tailored to meet these needs. As a participants needs change, the support they require can also change. To deliver the required support to participants and meet individual needs, a flexible approach may be required at times.

Any relevant proposed changes to rosters will be managed in accordance with the DSEAV following consultation with employees and your union, HACSU.

### **17. Do you allow for flexible family working arrangements?**

We understand the importance of flexible working arrangements. We will work with transferring staff to understand what flexibility is built in to rosters to support this.

We will also consider requests for flexible working arrangements on an individual basis and work closely with staff to understand their specific needs. Our goal is to support each person, where possible, as well as meeting our legislative requirements regarding flexible working arrangements.

**18. Do you have on-call, after hours support staff for weekends and after hours? If so, how does this work?**

LWB is committed to ensuring quality care for the people we support. In meeting this obligation, we recognise that there will need to be arrangements for staff to contact each other after hours.

In Victoria LWB have an on call system in place. We will review this system and look at what arrangements are best suited to transferring staff whilst being mindful of any existing practices, obligations we have for particular client care, and any requirements set out in the DSEAV.

## **Payroll**

**19. How does your payroll system work? What cycle's do you use and are staff paid in arrears or advance?**

Consideration is currently being given to the best way to pay staff in consultation with DHHS and HACSU.

**20. Will our pay slip change?**

It is likely your new LWB payslip will look different to the payslip you receive from DHHS. We will ensure that all DHHS staff receive information about our payslips and what they look like ahead of secondment.

## **Casual and Part Time Staff**

**21. Will there be a casual pool and how will this work?**

We know the important role casual employees play in your houses. We anticipate the need for casual employees will continue.

We are currently working closely with DHHS to understand how the casual pool currently operates and how it is managed. We will make informed decisions in relation to what processes, systems and structures we need to implement to establish an effective casual pool.

**22. Will casual or part time staff be able to pick up shifts from other houses to the ones they currently work, as they do now?**

We are currently working closely with DHHS to understand staff practices. In terms of the current practice at LWB, if there is a temporary need that arises at another house, then we would proactively approach existing part time or casual employees to determine if they are available to undertake a shift.

In partnership with DHHS, we will explore the best process for transferring staff and communicate more as we get closer to the transfer date.

**23. Will casual or part time staff be able to work for other providers?**

As a casual employee, you have been initially assigned to a particular provider based on your pattern of work between January and June 2018 (six month period), in terms of the location of work where you have undertaken the majority of hours.

DHHS and HACSU are currently discussing these arrangements. Once the discussions with DHHS and HACSU have been detailed, you will receive further information.

#### **24. Is there a casual coordinator who is responsible for filling shifts?**

During the staff engagement sessions, many employees explained to us how the casual coordinator roles operated in DHHS. While LWB doesn't have an equivalent position, we are considering whether we should introduce this for the transferring employees.

We will work closely with DHHS to understand current systems processes and structures regarding the roles and responsibilities of a Casual Coordinator.

#### **25. Is there a preference system available where DHHS casuals are given first option to fill casual shifts over other groups of casuals?**

We do not anticipate using existing casual LWB employees in preference of casual DHHS employees to provide services to DHHS participants. It is anticipated that existing LWB operations will be managed separately to DHHS operations.

#### **26. What is your approach to minimising casual or unfamiliar agency staff and ensuring there is a consistent and trained casual pool?**

Firstly, it is important to us that our participants are provided with consistent levels of support, therefore it is our preference that we have permanent staff in place on our rosters to ensure that we are able to provide consistent services to participants.

We also recognise that there will always be a need for experienced, knowledgeable and skilled casual staff. As an organisation, it is our responsibility to ensure that all staff have the appropriate levels of capability to provide quality services to participants, which may include delivering appropriate training to support employees in the workplace to build that capability.

This is an important commitment for us and as an organisation we continually monitor and review our workforce profiles on a monthly basis (i.e. how many full time, part time and casual employees do we have), and if required, identify and implement strategies to ensure that we have a strong and stable workforce to support people. This may include encouraging a move from casual and/or fixed term employment arrangements to more secure employment arrangements where possible.

### **Other HR**

#### **27. Does your organisation have a work health team?**

We currently have a range of health and safety and injury management professionals located in Victoria and nationally at LWB. In consultation with DHHS, we will be working together to understand health and safety in DHHS and how you experience it currently. This will help us work towards supporting you when DHHS services transfer to LWB in 2019.

#### **28. Can we apply for two months of leave at one time?**

We understand the importance of being able to take leave. Leave applications will be considered and approved in accordance with the provisions of the DSEAV.

### **29. Does your organisation offer paid maternity leave on top of the current 18 weeks?**

The provisions of the DSEAV will continue to apply to you as a DHHS staff member, including those relevant to parental leave.

### **30. Can employees work across different parts of the business, including interstate?**

As an organisation we encourage and promote developmental opportunities for staff, both locally and interstate. A number of LWB employees have chosen to pursue opportunities in other LWB locations interstate.

If you are interested in doing so, you will need to consider that the conditions and protections relative to your transfer from DHHS to LWB only apply to your substantive position, therefore if you choose to pursue other opportunities within or across LWB, you would need to consider the impact of doing so.

### **31. Where staff are in acting positions, will that be maintained through transfer?**

When the secondment period commences in early 2019, if you are currently seconded to another role, or department within the Victorian Government, it is anticipated that these arrangements will continue to apply in accordance with what has been agreed between yourself and either DHHS or the Victorian Government.

From 1 January 2021, you will be offered employment with LWB on the basis of your substantive position with DHHS.

### **32. Does your organisation have any allied health professionals?**

In Victoria, we do not have any Allied Health Professionals engaged directly by LWB. Once participants are engaged with the NDIS system, specific support needs will be identified accordingly, which may include the provision of Allied Health support.

### **33. What support will be provided to staff to manage complex people?**

We are experienced providing support to people with a diverse range of needs, including people with complex communication or health needs and significant behaviours of concern. Our Practice and Quality teams provide guidance to enable staff to address the needs of our clients. We also have a suite of online and face-to-face training courses to assist staff to develop the knowledge and skills to effectively undertake their duties. This includes:

- Management of Actual or Potential Aggression (MAPA) training;
- Work, health and safety awareness training;
- Slips, Trips and Falls awareness training;
- Risk Management training;
- Infection control for Disability Support Workers;
- Medication Management;
- Manual Handling training;
- First Aid training;
- Positive Behaviour Support and Restrictive Interventions training;
- Understanding abuse - Zero Tolerance training;
- Practice Updates training;
- Ongoing and regular dialogue with your nominated supervisor;
- Access to an Employee Assistance Program;
- Critical incident debriefing (one-on-one and/or group), if required;

- I-Sight (incident reporting) training;
- Support from LWB clinical advisors / clinicians;
- Partnering with other organisations / specialists to provide assistance to LWB on behavioural support strategies for participants;
- Employee Assistance Program.

### **34. What is your approach to performance management?**

LWB has a supervision system in place that is an essential part of the provision of services and closely linked to improving the quality of our practice. LWB expects that all staff members have the opportunity and the responsibility to engage in supportive, regular and planned supervision with their immediate supervisor.

LWB also has current processes in place for the management of alleged performance and/or conduct issues. This system is designed to ensure fairness, objectivity and compliance with the relevant legislation in the management of employee performance, including employee conduct. All staff also receive training on their expectations relative to the LWB Code of Conduct.

LWB is mindful of the provisions that exist within the DSEAV, relative to the employee practice and performance and discipline, and will ensure that these obligations are adhered to.

## **Structure/Management**

### **35. What is the management structure like in your organisation?**

In Victoria, we currently have one Team Leader per house within Disability Services. The Team Leader is equivalent to the House Supervisor position at DHHS. The Team Leaders report through to a Program Manager, which would be equivalent to the Operations Manager position at DHHS. The Operations Manager at LWB reports through to a Regional Manager, which would be equivalent to the Disability Accommodation Services Manager at DHHS. The position of Regional Manager reports through to the Victorian State Director at LWB.

### **36. Will house supervisors be based at the house or in an office? Will they work across more than one house?**

House Supervisors will be based at their allocated house and will only work at the one house.

### **37. Will houses remain in clusters with Operations Managers?**

Yes – Operations Managers will continue to manage a 'cluster' of houses, up to a weighted maximum of 7 (in accordance with the DSEAV).

## **Houses**

### **38. How will the houses be managed?**

House Supervisors will report to Operations Managers, who are also transferring. The House Supervisor and Operations Manager will be responsible for day to day supervision, management and oversight.

### **39. Will the food/housekeeping situation remain the same?**

We will be working closely with DHHS to understand current food and housekeeping arrangements and to review the CERS process and Client Management Systems. LWB will ensure that we understand the current food and

housekeeping arrangements for each house so that we can maintain, or improve, if this has been identified as a requiring improvement.

Rent and housekeeping will be separated when services transfer, in accordance with the changes introduced by the NDIS.

#### **40. How will your organisation improve maintenance response times?**

DHHS retains ownership of the properties and will be the Specialist Disability Accommodation (SDA) provider (apart from a very small number of houses owned by other organisations.) This means maintenance for the houses will continue to be provided by DHHS. LWB will work closely with DHHS to understand what these processes will look like.

#### **41. What opportunity will you provide residents to have a say on who lives with them?**

We understand just how important it is for people to feel comfortable about who they live with. Given this, vacancies will be managed in accordance with the recently released DHHS Vacancy Management process. This includes ensuring a standardised approach, such as declaring and advertising the vacancy and then considering the applications based on possible compatibility before shortlisting.

We will support local decision making by arranging meetings and visits where potential residents have an opportunity to meet prospective residents before any final offers are made regarding a vacancy.

#### **42. How will you manage vehicle sharing for the houses your organisation runs?**

DHHS will be providing each resident with a transport statement. This statement will be the basis for understanding everyone's current transport arrangements, even where current arrangements might change.

LWB are in the process of rolling out a nationwide vehicle electronic booking system. This will be deployed to the houses with share vehicles to allow the staff to easily arrange and book vehicles in line with the agreed transport requirements and arrangements for each participant.

## **Respite**

#### **43. How will you manage respite bookings?**

Initially in the same way participants currently access respite services. In time, LWB will review the booking system, and consult with relevant DHHS staff to ensure to continue and improve what already exists.

#### **44. Will you honour existing respite bookings?**

Yes, respite bookings will be honoured for the next 12 month. Before the 12 month period ceases, we will work with relevant stakeholders to determine future respite needs, based on the NDIS plan of the participants.