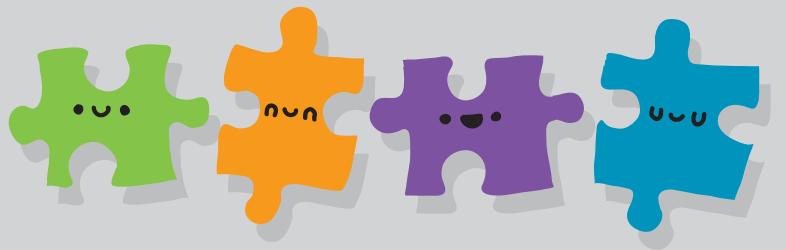# PEOPLE AND CAPABILITY

These practices are taken from The Provider Toolkit, developed by NDS, to assist organisations to be NDIS-ready. They are not meant to cover everything, but are a start for reflecting on your own organisational practices. **See the full Toolkit at** www.readiness.nds.org.au

Staff leadership

Essential practices

- Team members in leadership positions have been selected on the basis of the competencies needed for the organisation's future
- Managers are technically capable
- Managers are strong advocates for client choice and control and the organisation's values
- Where there are gaps in staff leadership capability, strategies are in place to address these
- Managers accept personal responsibility for their professional development

Advanced practices

- Selection practices validate demonstrated leadership capabilities in person-centred practice
- Existing and future organisational leaders have accessed or have access to leadership development programs
- The leadership team's functioning is periodically reviewed
- Succession planning is in place

Employee performance planning and support

Essential practices

- Achievements are recognised and celebrated
- Informal feedback is provided as required
- Inappropriate performance is promptly and actively managed within the relevant industrial relations framework

Advanced practices

- Person-centred approaches are used in staff support and supervision, and in performance development and management
- Client feedback is used in performance planning and support processes (in a way that allows clients to raise any concerns without fear of retaliation)
- Staff members (including managers) are trained in performance planning and support

HR strategy and workforce planning

Essential practices

- Person-centred philosophy informs HR strategies
- HR strategy is aligned with organisational strategy
- The organisation has identified projected workforce numbers and capabilities, and identified gaps and other issues to be addressed
- The organisation has considered the need for changing job roles and other potential workforce implications of the NDIS
- Strategies are implemented to identify those gaps and issues, including for lawful flexible employment practices

Advanced practices

- The organisation seeks to be an employer of choice
- HR strategy and workforce planning processes are dynamic and allow agile responses to changing circumstances
- HR planning takes account of any predictable fluctuations in demand

PEOPLE AND CAPABILITY
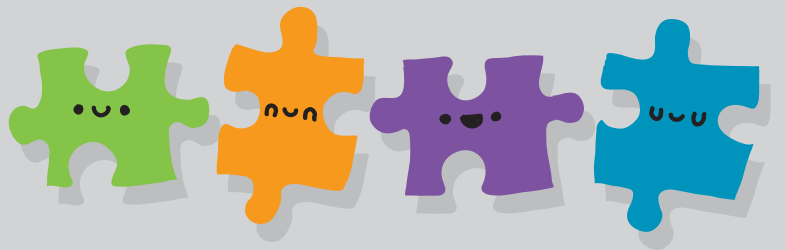
- The organisation is redesigning job roles in response to identified gaps and other issues
- The cost of HR services is reduced through collaboration with other organisations (for example, shared employment arrangements)

HR systems, policy and procedures

Essential practices

- The organisation complies with its industrial relations obligations
- The organisation complies with its work health and safety responsibilities
- The organisation complies with any Working with Children and National Criminal Records checks requirements
- Staff responsible for HR have a sound understanding of the HR implications of the NDIS
- Adaptable templates are used for letters of offer, appointment, etc.
- In medium and large organisations, HR IT systems are used and provide employees and managers with relevant information

Advanced practices

- Person-centred philosophy helps inform HR systems, policy and procedures
- Person-centred tools such as one-page profiles are in place for all staff
- Safeguards are embedded in HR IT systems, for example, that no one can be appointed to a position requiring a Working with Children check without a current clearance
- HR rostering allows efficient deployment of workers in response to fluctuating demand
- HR IT systems 'talk' to other systems (for example, financial systems)
- HR systems are audited periodically

Staffing and recruitment

Essential practices

- Position descriptions are available which succinctly and accurately state the requirements of the job
- Recruitment is consistent with workforce planning
- Vacancies are advertised as appropriate (for example, on carecareers)
- Advertising content reflects the person-centred approach
- Staff members are selected for appropriate values and attitudes
- Clients are involved in recruitment and selection decisions
- People with disability are encouraged to apply for vacancies
- Induction processes exist and are tailored to requirements of the position

Advanced practices

- Clients are provided with their choice of support workers
- Employees are selected on the basis of matching client needs and interests
- Peer support workers are in place in relevant fields (for example, supporting people with psychosocial disability)
- Protocols about the employment of family members of clients exist
- Vacancies are actively managed to ensure that essential positions are promptly filled, and non-essential appointments are not made

PEOPLE AND CAPABILITY
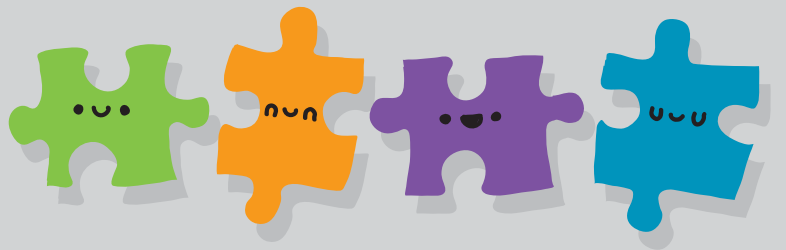
Employee learning and development

Essential practices

- All staff members have completed an induction program
- All staff members have had training in person-centred approaches, disability awareness and quality standards
- Relevant staff members have access to learning and development for known gaps in capability to meet the demands of the new disability system

Advanced practices

- Clients are trainers or co-trainers as appropriate
- Employee learning goals are identified through individual-level planning
- Employee qualifications are matched to skill or capability requirements
- An organisation-wide learning and development plan exists, with matching budget allocation
- Employee learning and development is recognised and celebrated