



Education (Early Childhood Services) Regulations 2008, 47

Licensing Criteria for Centre-based Education and Care Services 2008:

GMA7: Suitable human resource management practices are implemented.

Documentation required:

Processes for human resource management; including:

- selection and appointment procedures;
- job/role descriptions;
- induction procedures into the service;
- a system of regular appraisal;
- provision for professional development;
- a definition of serious misconduct; and
- discipline/dismissal procedures.

Item	Procedure	Who
1.0	Creating a Role	
1.1	<p>Playcentre Aotearoa (also referred to as New Zealand Playcentre Federation or NZPF in employment agreements) is the employer of all roles within Playcentre, this means Centres should never take action in relation to an employee without consulting their Regional Office first (unless in an emergency situation).</p> <p><u>Centre-based roles, funded by the Centre:</u> Centres can initiate establishing and/or continuing a paid role within their Playcentre.</p> <p><u>Regional/National roles, including roles that visit a Centre:</u> these roles are established or disestablished by the General Manager.</p>	<p>Centre</p> <p>General Manager</p>
1.2	<p>Centres should consider the following when making the decision to establish or continue to employ a role:</p> <ul style="list-style-type: none"> - Whether the role/tasks could be filled by a volunteer or contractor - The type of role they are seeking to establish (permanent, fixed term, casual) - Whether the Centre can afford this on a long term basis for permanent roles or duration of time otherwise required - The additional cost that this imposes on National/Regional teams 	Centre
1.3	<p>Centres will establish a volunteer Employment Committee, of approx. 3 people, to assist with employment procedures requiring some aspects of confidentiality and care.</p> <p>a) These committees may be involved in:</p> <ul style="list-style-type: none"> - recruitment interviews and shortlisting, - induction of the employee at Centre, - input to performance reviews and - to help resolve any employment problems while maintaining confidentiality <p>b) Selection of the committee should usually take place at each AGM (or when a paid role is first being established)</p> <p>c) Consideration should be given to individuals who are able to maintain</p>	Centre





	<p>confidentiality and take a balanced position in discussions</p> <p>d) Conflicts of interest should be declared, and anyone who is, or is related to, a paid employee in the Centre should not be on the committee.</p>	
1.4	<p>Centres must only discuss the role in a generic way and must contact the Regional office to begin the process of recruitment, selection and appointment.</p> <p>Centres must ensure they DO NOT offer anyone the role or a particular payrate.</p> <p>Centres can discuss the type of role they are looking for and the amount of work available. They can also discuss the budget available to cover these costs, rather than a payrate.</p>	Centre
1.5	<p>Centre Employment Committee/ Role should complete the "Request for Centre-Paid Role" form and send it to their Regional Centre Support Coordinator, at least 6 weeks prior to the role is required.</p>	Centre Employment representative
1.6	<p>The Regional team will review the role, its affordability for the Centre and whether any current employees would be suitable and available to take on this role.</p> <p>a) If there is a possible current employee, the Regional team will approach this person (or persons) and offer them the additional role. If they accept the Centre will be advised. OR</p> <p>b) If there is not a suitable current employee or they decline the role, the Regional team will confirm the creation of the role, and will supply the appropriate job description and pay rates to the Centre.</p> <p>If the Regional team believe that the role is not affordable for the Centre or is an excessive expenditure they will discuss this with the Centre and may decline to create the role.</p>	Centre Support Coordinator
2.0	Recruitment, Selection and Appointment	
2.1	<p>Where we need to seek a new employee:</p> <p>Our shared goal is to have open and transparent recruitment processes whereby our people are aware of the employment opportunities available.</p> <p>Regional office will work with the Centre to create an advert and it will be placed on the Playcentre Aotearoa website.</p> <p>Centres can also choose to advertise locally – in newspapers, local social media pages, etc, and must use the advert created above as a base.</p> <p>At a minimum the Centre must advertise within their Centre community (Centre noticeboard/newsletter, internal social media pages, etc)</p> <p>Advertising should ideally be open for at least 4 weeks.</p>	Regional Centre





2.3	<p>Applicants for roles will be requested to contact the Centre Employment Committee and to complete the Playcentre Aotearoa Application for Employment form.</p> <p>The Centre Employment Committee will supply the job description to applicants upon request.</p>	<p>Applicant</p> <p>Centre Employment Committee</p>
2.4	<p>Shortlist – once the application date has closed Centre Employment Committee should review all applicants, and consider those best suited for the role. Ideally Centres would interview the top 2-3 applicants</p> <p>The Employment Committee should contact any applicants who have not been shortlisted to let them know they have not progressed through the process.</p> <p>Our shared goal is to ensure equal employment opportunities without discrimination at any stage of the recruitment and selection process. Decisions are made on merit.</p>	<p>Centre Employment Committee</p>
2.5	<p>Interview – Any possible Playcentre employee will need to be interviewed. This should be undertaken by a panel of 2-3 representatives from the Playcentre, and the Centre Support Worker.</p> <p>The Regional team will supply:</p> <ul style="list-style-type: none"> - An Interview Template, with example questions. If the role will have contact with tamariki – whether directly or incidentally, then questions relating to the Child Safety (As indicated on the template) also need to be completed. - Interview worksheets which will need to be completed during the interview. - NZPF Safety Checking Forms - Police Vetting and Request Forms <p>Be sure to take good notes on the Interview Worksheet as this will be used by Regional teams as part of their appointment process.</p>	<p>Centre Employment Committee or representative(s)</p> <p>and</p> <p>Centre Support Worker</p>
2.6	<p>Safety Checking – During the interview ask the applicants to complete the NZPF Safety Checking form and Police Vetting Request and Consent Form.</p> <p>You should advise the applicants that if they are the preferred candidate we will be carrying out a Safety Check, including a Police Vet as part of our responsibilities under the Children's Act 2014.</p> <p>See Safety Checking Procedures for more information on the Safety Checking process</p>	<p>Centre Employment Committee</p>
2.7	<p>Following the interview, the interview panel members should agree on the preferred candidate.</p> <p>Send the Application Forms, Interview Worksheets, Safety Checking Forms, Police Vetting and Consent Forms, and copies of the ID for all interviewed</p>	<p>Centre Employment Committee</p>





	<p>applicants through to the Centre Support Administrator at the Regional office.</p> <p>Identify which of the applicants is your preferred option and why.</p>	
2.8	<p>The Centre Support Worker(CSW) will contact the referees for the preferred applicant, using some key questions supplied by the regional team. These will also cover safety checking requirements.</p> <p>The CSW will forward the notes from this referee check to the Regional team also.</p>	Centre Support Worker
2.8	<p>Regional team will review the documentation provided, and carry out the following for the preferred candidate:</p> <ul style="list-style-type: none"> - Check any required qualifications to ensure they are sufficient - Review the documentation to ensure overall suitability for the role <p>And for those roles that require Safety Checking they will:</p> <ul style="list-style-type: none"> - Submit a Police Vetting request - Check our organisational records for any information about the individual - Check any professional bodies that are relevant - Review the results of the referee check - If there are concerns raised in any of the above steps, the Regional team may contact the referees again, or ask the applicant for additional referees who can be contacted. - Carry out a risk assessment using the information gathered. This considers the person's suitability to work alongside children. <p>See the Safety Checking Procedures for more details on this process.</p>	Regional
2.9	<p>Following the initial checks the Regional team will contact the preferred candidate to let them know that they are the preferred candidate and offer them the role, subject to a satisfactory Safety Check being completed if required.</p> <p>If the candidate accepts the role the Regional office will seek the necessary paperwork and the following will be sent to the candidate:</p> <ul style="list-style-type: none"> - Letter of Offer - Contract - IR3 - Kiwisaver forms <p>The candidate will need to return all the forms and information to the Regional office, who will maintain these in their Employee files.</p> <p>The Regional team will also contact any unsuccessful, interviewed candidates to advise them of this.</p> <p>Police vetting forms for unsuccessful candidates will be destroyed immediately, and any other paperwork for unsuccessful candidates will be retained for up to 12 months and then destroyed.</p>	Regional





2.10	The Regional team will advise the Centre Employment Committee that the candidate has completed all necessary steps, and is officially employed.	Regional to Centre
2.11	If an issue arises at any stage, the Regional office will advise the Centre that the employment cannot move ahead and either pick up the process with the next preferred candidate, re-advertise, or consider other options.	Regional
2.12	If the employee wishes to change any of the terms and conditions of their proposed employment agreement this would need to be approved by the Regional team, and if it is a change to the basic terms of the contract would need to be approved by the National team.	Regional
2.13	During the employee's time in the role, if changes to hours, days of work, or duties to be completed are required, these will also need to be sent to the Regional team, who will arrange for the appropriate process and paperwork to be carried out.	Regional
3.0	Induction	
3.1	<p>Powhiri/Whakatau</p> <p>All new employees will be welcomed to Playcentre, on or before their first day.</p> <p>Centres should consider ensuring that there are people available to welcome the employee, share kai/food and that the employee is given time to meet people and become familiar with the space, prior to starting work.</p> <p>Centres should consider appropriate tikanga Māori for welcoming new people to the centre (volunteers and employees) and seek advice from local rōpū or iwi about local practices.</p>	Centre/ Manager
3.2	<p>Orientation and Induction</p> <p>Using the Orientation and Induction Form all employees should be given a basic induction, covering</p> <ul style="list-style-type: none"> - Health and Safety: health and safety procedures, hazard and risks register, location of first aid kit - Emergency procedures: evacuation points, etc - Overview of organisational structure and decision-making - Introductions to key people they will be working with in their role <p>They will also receive an employee handbook that covers key details related to their employment – such as leave policies, timesheet processes etc.</p>	Manager
3.3	<p>Orientation to Playcentre philosophy</p> <p>Where a new employee has not participated in Playcentre as a parent/caregiver, an orientation to Playcentre philosophy will be provided.</p> <p>This will involve key readings, as well as discussions with a buddy.</p>	Manager





3.4	<p>Key policy documents</p> <p>All new employees will be required to read and engage with key policy documentation, as well as being made aware of all policies.</p> <p>The key policies are:</p> <ul style="list-style-type: none"> - Guiding Principles policy, including Playcentre philosophy - Child Protection policy and procedures - Health and Safety policy and procedures - Complaints Policy and Procedures <p>And for Centre-based employees:</p> <ul style="list-style-type: none"> - Sleeping Children procedures - Toileting and nappy changing procedures - Excursions procedures - Positive Guidance policy and procedures 	Manager
3.5	<p>Training for role</p> <p>The new employee's manager will provide appropriate training and guidance. This may be via videos, online training or documentation.</p> <p>The employee will be given one or two people they can contact if they have questions or need further information.</p>	Manager
4.0	<p>Support while employed</p>	
4.1	<p>Every employee will be given the contact details of a manager or appropriate colleague that they can contact for support or guidance.</p> <p>Opportunities to connect with other Playcentre Aotearoa employees will be provided throughout the year. This may be through employee meetings, or online forums.</p>	Regional
4.2	<p>Review / Appraisal</p> <p>Managers, or those with day-to-day responsibility for employees should have regular discussions with those employees – raising issues informally as they occur, and highlighting achievements or successes.</p> <p>Once a year a formal appraisal process will be conducted between the employee and their manager.</p> <p>This appraisal will be initiated by the National and Regional team and will provide the opportunity to review achievements and challenges over the previous year, to gauge activity against the job description and consider future goals and ongoing professional development needs or opportunities.</p> <p>For Centre-based employees, Centre members will be given the opportunity to provide feedback on an employee's performance, but they will not carry out the appraisal process.</p>	Manager





4.3	<p>Professional Development</p> <p>Professional development will be considered in relation to needs identified in appraisals, or by employees and/or their managers.</p> <p>Professional development will also be provided in relation to new or changing aspects of an individual's role. It is likely that professional development will be provided to groups of employees/ volunteers at a time – through workshops or online forums.</p> <p>Individual employees can request to attend professional development opportunities by sending their manager the details of the opportunity and how it will assist them in their role. The Manager will need to approve the request.</p> <p>Centres who engage Centre-paid staff should make allowance in their budgets for those staff to attend at least one (but possibly more) professional development opportunities each year. Centres should encourage session support/ session facilitators particularly to make use of those opportunities to maintain currency in the early childhood sector.</p>	Employee, Manager and Centre
4.4	<p>Employee Assistance Programme</p> <p>Playcentre Aotearoa engages an Employee Assistance Programme that is able to provide independent support to its employees.</p> <p>Employees can access support via phone 0800 443 445 or online: www.workplacesupport.co.nz</p> <p>Information on counselling sessions and wider workplace support or crisis support can be found in the Employee handbook.</p>	Employee
4.5	<p>Pay Increases</p> <p>Playcentre Aotearoa sets the appropriate pay scales and pay rates at a national level, and these apply to all employees in specific roles across the country.</p> <p>These will be reviewed annually, and may or may not be increased at that time. Playcentre Aotearoa will monitor the scales to ensure that all rates are at or above minimum wage.</p> <p>Centres are not able to make decisions on an employee's wage rate, and as such should not discuss pay rates with any employee or potential employee. The employee's manager will make the decision on the exact rate within the payscale that applies to the individual employee, in line with any guidance provided nationally.</p>	National
5.0	<p>Discipline/Dismissal</p>	
5.1	<p>Minor issues or concerns should be raised informally with the employee at the time they occur</p>	Centre





5.2	<p>Where the issue is not corrected, or it is a larger more serious issue, it should be addressed by the Regional Manager, who may delegate to the appropriate Line Manager.</p> <p>Centre members or Centre-based staff DO NOT conduct or involve themselves in disciplinary matters beyond raising an issue and possibly taking part in any investigation. Please follow the Complaints Procedure.</p>	Regional
5.3	All concerns and attempts to address concerns should be well-documented	Regional
5.4	The steps outlined in our Employment Policy will be followed, for disciplinary procedures and any eventual dismissal.	Regional
5.5	<p>Where the employee is a registered teacher, or former registered teacher, the Regional Office will immediately report to the Teachers Council if:</p> <ol style="list-style-type: none"> 1. a teacher is dismissed for any reason. 2. a teacher resigns from a teaching position and within the 12 months before the resignation we have advised the teacher that we were dissatisfied with, or intended to investigate any aspect of the teacher's conduct, or the teacher's competence. 3. a complaint is received about a former teacher's conduct or competence while they were an employee, provided: <ol style="list-style-type: none"> a) the complaint is received within 12 months after they ceased to be employed; and b) we are satisfied that the complaint is not malicious, vexatious or without foundation; or does not meet the Teachers Council criteria for reporting competence issues. 4. we have reason to believe that the teacher has engaged in serious misconduct. 5. we are satisfied that, despite undertaking competency procedures with the teacher, the teacher has not reached the required level of competence. 	Regional
6.0	Redundancy or Partial Redundancy	
6.1	<p>Where a role is no longer needed, or the hours in the role need to be reduced this is a redundancy or partial redundancy situation.</p> <p>This applies in situations such as: where a Centre may need to close a session that an employee works on, where they can no longer afford an employee, or where they wish to move to using volunteers to meet qualification requirements</p> <p>Where Centres have an employee and are considering reducing their days/hours, they should contact the Regional office – Centre Support Coordinator, first, prior to having the discussion at a Centre meeting.</p>	Centre and Regional





6.2	A formal process must be undertaken, involving consultation with the employee and the opportunity for them to provide alternative suggestions that must be considered in good faith.	Regional
6.3	<p>The Regional team will lead you through the redundancy or partial redundancy process, and will seek Employment advice based on the specifics of the case.</p> <p>The basic procedure is:</p> <ol style="list-style-type: none"> Be clear about the reason for the redundancy/ partial redundancy. This must be a genuine business reason related to the role, not to the performance of an individual. Considering whether the individual could be 'redeployed' into another role, within the centre, or within the wider Playcentre organisation. Need to consider all possible alternatives to redundancy. A formal letter, outlining the proposed changes, will be written. The employee will be invited to a consultation meeting to discuss the proposed changes. Make it clear this is only a proposal at this stage and we are seeking their feedback and input. They can bring a support person to this (and any other) meetings. The employee will be given at least a week to consider the proposal and provide any feedback or suggestions. Their suggestions will be genuinely considered and the proposal reviewed to see if alternatives are viable. Suggestions and alternatives will be discussed with the Centre where appropriate. The employee will be invited to a further meeting where they will be told of the final decision. They will also be provided with a letter outlining the decision and the timeframe from here forward. The required notice period in their contract will need to be followed The employee will be reminded of their ability to access the Employee Assistance Programme (mentioned in 4.4 above), and given reasonable assistance in seeking alternative employment. 	Regional
7.0	Resignation	
7.1	Employees are able to resign at any time, giving the appropriate notice as outlined in their contracts.	Employee
7.2	Employees should provide this notice in writing to their Manager – for Centre-based employees this would be to the Centre Support Coordinator	Employee
7.3	<p>When this occurs, the Manager will:</p> <ul style="list-style-type: none"> - Acknowledge and accept the resignation - Where Centre-based <ul style="list-style-type: none"> - advise the Centre, and discuss with them options for farewelling the employee - Discuss with the Centre whether they wish to continue with the role and if so assist them in finding a replacement (following the processes above). 	Manager





	- Contact Payroll and let them know the final day of work of the employee.	
7.4	When possible the Manager, or delegated employee will carry out an Exit Interview with the employee to provide an opportunity for feedback and ongoing improvement.	Manager

RESOURCES

<https://www.education.govt.nz/our-work/publications/education-circulars/circulars-2010-to-2017/circular-201433-mandatory-reporting-to-the-new-zealand-teachers-council/>

REFERENCES

Playcentre Aotearoa's Employment Policy

Education (Early Childhood Services) Regulations 2008

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