

# QUICK REFERENCE GUIDE

## Employee Management + Development Resource

### ABOUT THIS QUICK REFERENCE GUIDE (QRG)

This QRG is intended to provide employers with an overview of the Employee Management & Development process with links to the tools and activities in each step, and the responsibilities of the employer and employee with regard to this process.

### WHAT IS EMPLOYEE MANAGEMENT AND DEVELOPMENT?

Employee Management and Development (EM&D) is a systematic approach to creating a work environment that supports employees to perform at their best and to continually improve from the time they join a service to the time they leave.

### WHY FOCUS ON EM&D?

Motivated and engaged employees develop positive relationships in the workplace and succeed with their own ongoing professional development, consequently delivering stronger learning outcomes for children. In an effective process, the employer and employee cooperatively identify specific areas for improvement and development, establish a timeframe for achieving the improvements, and determine how they will be achieved.

### THE EM&D RESOURCE

The EM&D resource is a step-by-step guide, providing employers with information and tools to develop and implement an employee management and development process in their services. Topics covered in the EM&D resource include:

- Employee orientation and probation (Section 2)
- Performance evaluation and development planning (Section 3)
- Codes and standards (Section 4)
- Further reading (Section 4)
- A comprehensive set of tools that employers can use in each stage of performance planning, development and evaluation with the employees (included in the relevant sections).

Tools provided in the resource incorporate best practice in employee development and management, and are aligned to workplace legislation and the National Quality Standard.



### WHO SHOULD USE THE EM&D RESOURCE?

The EM&D resource can be used by all employers in the early childhood sector operating private and community based services.

Employers are strongly encouraged to review the resource and tailor the tools provided to meet their individual needs, ensuring compliance with all relevant legislation, service policies, regulations, awards and agreements that are applicable.



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Early Learning Association Australia (ELAA) acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the land on which we work and pay our respects to ancestors and Elders, past, present and emerging.

This resource was prepared by ELAA in partnership with the Department of Education and Training (DET).

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## THE EM&D PROCESS – WHAT IS INVOLVED?

### NEW EMPLOYEES: ORIENTATION AND PROBATION

An orientation (or induction) program for new employees is essential and will ensure that employees are welcomed appropriately and provided with the essential information and assistance to settle into their new role as quickly as possible. Effective orientation is an opportunity to positively introduce the employee to the service's culture and values, and communicate expectations. It establishes the basis of a successful workplace culture of communication and ongoing dialogue between the employer and employee.

Refer to Section 2 and Tools 2.1 and 2.2 of the EM&D Resource

The probationary period is the first few weeks or months of a job during which new employees are closely supported, trained, observed and assessed to see if they're suitable for the position. This period also allows the employee to assess the employer and the workplace, and make an informed decision regarding continuation of employment.

Refer to Section 2 and Tools 2.3 and 2.4 of the EM&D Resource

### EXISTING EMPLOYEES: THE ONGOING ANNUAL CYCLE

The EM&D process is an ongoing annual cycle involving the employer, in consultation with the employee, planning the employee's development, checking progress, modifying the plan if required and evaluating performance.

Each critical step in this annual cycle is described in greater detail in Section 3 the EM&D resource, with useful tools for the employer which can be modified to suit their individual needs.



#### BENEFITS OF THE RESOURCE

This resource has valuable information to implement an EM&D process shaped by best practice. Guidance and support with this is available from ELAA's Service Delivery team at (03) 9489 3500 or [memberservices@elaa.org.au](mailto:memberservices@elaa.org.au).

## RESPONSIBILITIES OF THE EMPLOYER AND EMPLOYEE IN THE EM&D PROCESS

### EMPLOYER

- familiarising themselves with the EM&D process and seeking appropriate training and support to fulfil this responsibility
- supporting the employee to participate in the process
- ensuring this is a two-way process with a genuine intention to support employees achieve mutually agreed goals and outcomes
- delegating responsibility for all aspects of EM&D (including induction) to appropriate people within the organisation
- ensuring that appropriate resources are allocated to support employee development activities such as professional development, mentoring, facilitated discussions etc.
- ensuring that any requirements in the agreement requiring notification to or involvement of a union representative (for employees who may be members) in the EM&D process are followed
- adhering to applicable laws and standards including the Reportable Conduct Scheme and Child Safe Standards, awards or agreements in implementing the EM&D process
- maintaining confidentiality and ensuring all necessary documentation and records relating to the EM&D process are completed in a timely manner and stored securely.

### EMPLOYEE

- reviewing information provided by the employer
- adequately preparing for (including self-assessment) and actively participating in the EM&D process
- making a genuine effort to resolve any differences with the employer in relation to performance evaluation, assessment and rating
- updating/communicating with the employer regarding any challenges or issues that may impact on their own performance as soon as reasonably possible
- completing required documentation
- undertaking agreed and approved professional development
- consider any obligations to their professions code of conduct and ethics, such as the Victorian Teachers Code of Conduct and Ethics.

# Proposed steps of employee management & development

## PREPARATION TO GET STARTED

Refer to [Sections 1](#) and [2](#) of the EM&D Resource.

## PREPARE

- Review the EM&D Resource
- Understand the various steps to support your employees
- Confirm the process that will be implemented at your service/s

**When:** Implementing a new process.

## NOMINATE

- Nominate responsible person/s to lead the EM&D process

**Options:**

- Sub-Committee, or
- Individual/s who have employee management responsibilities

**When:** Implementing a new process or if the responsible person changes.

## ADVISE

- Provide information about your EM&D process
- Provide all relevant documents/forms etc.
- Advise who will be conducting the process or parts of the process individually with each employee
- Clarify the employee's responsibilities

**When:** Orientation and probation, implementing a new process.

### ANNUAL CYCLE

Refer to [Section 3](#) of the EM&D Resource.

#### STEP 1: PREPARE & PLAN

- Agree on PIs, goals and PD plans
- Set dates for EM&D meetings for the year

Refer to [Section A](#) of [Tool 3.2](#).

When: at or soon after the annual performance evaluation.

#### STEP 3: MID-PERFORMANCE

- Conduct mid-performance evaluation on date set in Step 1
- Document discussion
- Document any changes to PIs, goals, PD plans

Refer to [Section B](#) of [Tool 3.2](#).

When: around the mid-cycle.

#### STEP 2: PROGRESS MEETINGS

(Optional regular step)

- Conduct meetings on dates set in Step 1
- Document any changes to PIs, goals, PD plans

Refer to [Tip Sheet: Crucial Conversations](#) & [Tool 3.3](#).

When: monthly or as agreed.

#### STEP 4: ANNUAL EVALUATION

- Conduct annual performance evaluation on date set in Step 1
- Summarise performance during the year
- Rate performance if using rating system (optional)
- Document discussions

Refer to [Section C](#) of [Tool 3.2](#).

When: annually at the end of the cycle.

### TIPS FOR EMPLOYERS & EMPLOYEES

- Prepare for meetings
- Discuss any significant discrepancies or disagreements if they arise, and have further conversations if required to find a resolution and plan a way forward
- Sign each Section of the document ([Tool 3.2](#)) as proof of acceptance and/or participation
- Maintain copies of any documentation developed and completed

### TIPS FOR EMPLOYERS

- Ensure all documentation and other relevant information is provided to the appropriate person if responsibility for the process changes to a new person
- Start at Step 1 to confirm the plan and dates for meetings if responsibility for the process changes to a new person

### TIPS FOR EMPLOYEES

- Conduct a self assessment