

# NDIS Self Managers Direct Employment Sample HR Policies



# WELCOME

Welcome to your **NDIS Self-Managers Direct Employment HR Manual v1.0**.

This manual has been designed especially for Australian people with a disability, their families and carers who self-manage all or part of their NDIS funding, and have chosen to employ, or are about to employ their own support workers.



## What This Manual Is Designed to Do

There are legal obligations that come with the employment of staff. This manual contains the essential Human Resource policies you will need to help you comply with your employment obligations.

We have deliberately written this manual for people who will be hiring less than 15 staff members. If you will be hiring more than 15 staff members, then we recommend our more comprehensive [Instant HR Policies and Procedures Manual](#).

Your NDIS Self-Managers: Staff Employment Manual is written as a series of policy and procedure templates. These join to form an Employee Manual for your support workers, explaining their rights, responsibilities and entitlements, as well as outlining the practicalities of how these will work for your support situation.

Make sure that you understand the policies we have included in your manual and tailor them to meet your needs. Don't just copy these examples without reviewing them, as they may not be appropriate for all situations.

## What This Manual Cannot Do

This manual provides you with general guidance on a range of human resource issues including anti-discrimination, racial vilification, and workplace bullying.

This manual is not designed to help you decide whether self-management of your NDIS funding is the best option for you. Your Local NDIS Local Area Coordinator (LAC) or NDIS Planner can help you assess your options.

Also, because of the complexity of the Industrial Relations system and Workplace Health and Safety systems in Australia, this manual cannot provide you with legal advice as to your specific situation. You need to seek specific advice to ensure you comply with all relevant State/Federal legislation.

### *Workplace Health and Safety*

While many Workplace Health and Safety policies relevant to support workers are included in this manual, we cannot cover all situations given all the specific legislative requirements that are required for compliance.

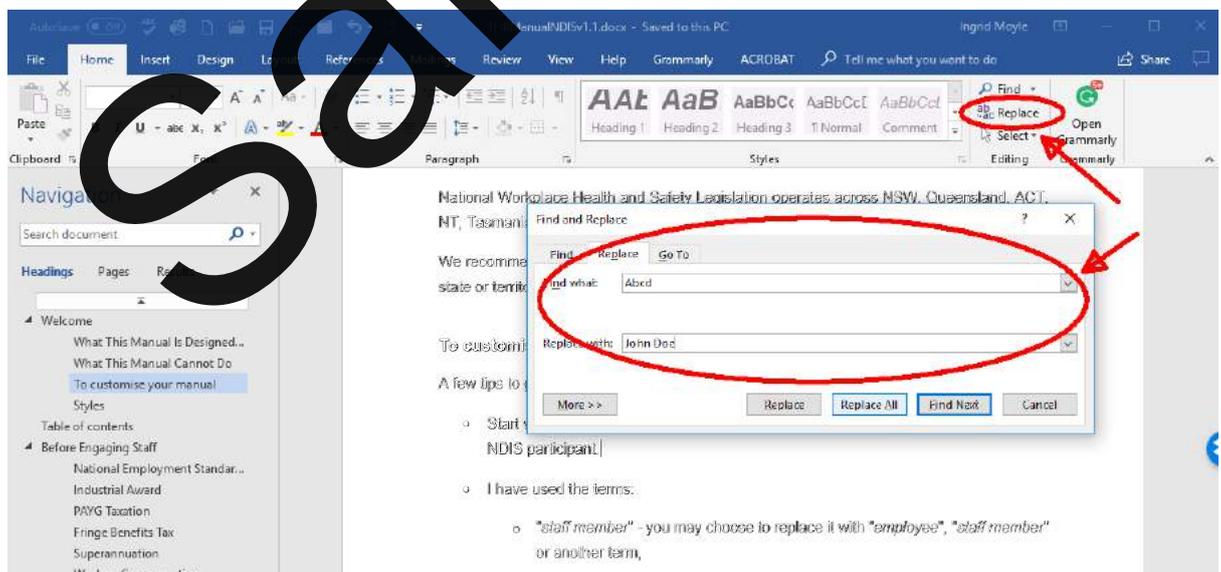
National Workplace Health and Safety Legislation operates across NSW, Queensland, ACT, NT, Tasmania and South Australia. Victoria and Western Australia retain their own systems.

We recommend you attend a Workplace Health & Safety Officer training program within your state or territory to ensure you are compliant with WHS requirements.

### **To customise your manual**

A few tips to get you started:

- Start with a search and replace for the term *About* and replace it with the name of the NDIS participant.



- I have used the terms:

- "*staff member*" - you may choose to replace it with "*employee*", "*staff member*" or another term,
  - "*Abcd/the Plan Nominee/Child Representative*" – this is either the participant or the person authorised to sign off on NDIS self-management on behalf of the participant,
  - "*Bookkeeper/accountant*" – this is the person who processes your pays for you. If you do your own wages processing, then adjust the term to reflect your role.
- The italicised comments in *blue* are either instructions for you while customising the document or provide you with alternate procedure sections. Delete the italicised comments and parentheses before distributing the Manual to your staff members.
  - Add any care specific details such as your address, care goals and objectives, locations and key contacts.
  - Review each of the policies to make sure that they reflect your situation (e.g., not all families need working with children checks).
  - Finally, no manual is carved in stone. Remember to schedule a regular review of every policy and procedure (usually every two years).

### **A note on language style**

This manual has been designed with your staff member as the reader. We have deliberately chosen colloquial and easy to understand English terms wherever possible.

In some policies, we have included a section labelled "**Our Guide**". These are addressed specifically to you rather than a staff member and are designed to give more specific guidance to your on "how to do" a process. You may choose to include them in your main manual or put them in a separate how-to manual.

In the creation of this manual I acknowledge the work of the Fair Work Commission, Department of Employment and Workplace Relations, the Workplace Gender Equality Agency, the Department of Immigration and Citizenship, the Department of Human Services, the Office of the Australian Information Commissioner, the Victorian Equal Opportunity and Human Rights Commission, the University of Melbourne, Beyond Blue, Heads Up, the Quality Care Pharmacy Program, Centacare, KARE, Oxley Home Care, Scope (Vic), Autism SA and the Australian Stock Exchange.

If there is a policy that you would like to see added to this manual, drop me an email, and I will investigate options for you.

## Styles

We have used "styles" in Word to format this manual.

You can change the appearance of your document instantly by editing the properties of the styles.

If you keep using styles, your manual will have a consistent format and look great.

The manual has these styles:

Style	Type	Purpose
Normal	Paragraph	Normal paragraphs of text
Heading 1, 2, 3,	Paragraph	Heading levels
List paragraph 1,2	Paragraph	Bulleted list
Legal	Paragraph	Text such as copyright notices
Title	Paragraph	Book title
Header, Footer	Paragraph	Page headers and footers
TOC 1, 2, 3	Paragraph	Heading levels in the table of contents
<i>Doc or form title</i>	Character	Title of a document, form, act or booklet
<i>Comment</i>	Character	Notes about customising your manual

Here's some more information if you would like to modify or customise the styles used in this document <https://support.office.com/en-us/article/customize-or-create-new-styles-in-word-d38d6e47-f6fc-48eb-a607-1eb120dec563>

## Formatting notes

In this version of this manual, we have made the following settings. You can change them as required.

- Heading 1 and Heading 2 paragraphs start on a new page.
- The page header is always the same as the current or most recent Heading 1 paragraph.

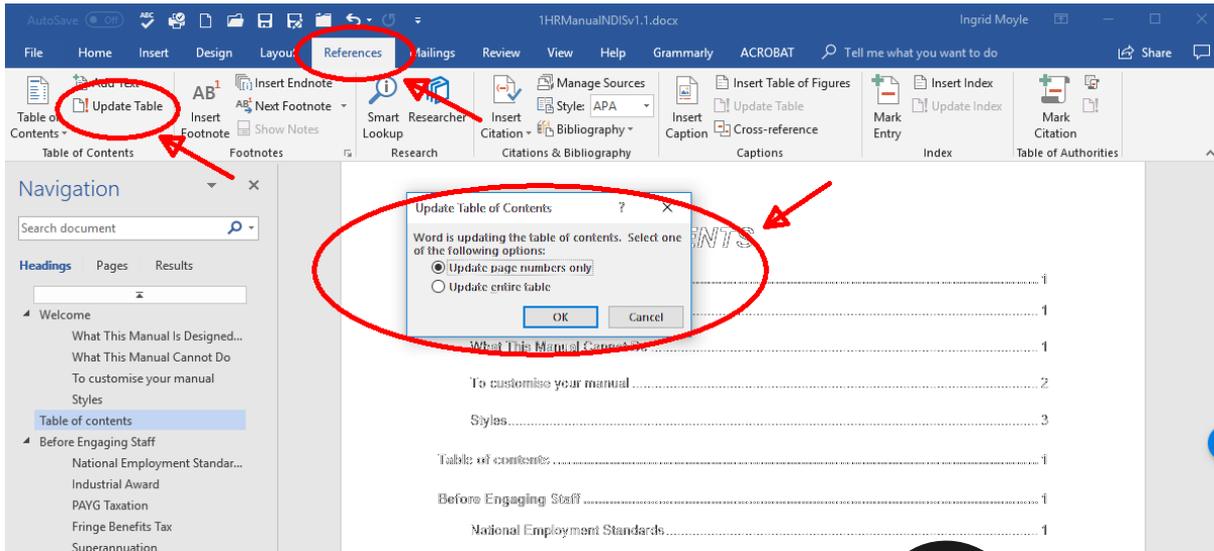
In the manual, sections may break over pages or spill over only a little into the next page. We have left this as it is because you'll be editing it. When you have finished editing, you can adjust the page breaks to avoid splitting topics in an untidy way.

If you paste text from other word processor documents, this text will bring its formatting. To make your manual look uniform, apply the styles from the table above. If they still don't look right, try selecting the paragraphs and pressing CTRL+Q and CTRL+SPACE. This removes any format overrides. If you use CTRL+SPACE, you'll need to reapply any Character Styles.

## Updating Your Table of Contents

The Table of Contents is automatically generated. Once you have finished making your edits, you can easily update your Table of Contents.

- Go to the References tab of the ribbon at the top of Word (the tabs read File, Home, Insert, etc. across the top).
- In the Table of Contents group, click Update Table.
- Choose to Update Page Numbers Only or Update Entire Table.
- Save your Manual (and remember where you saved it!)



I look forward to hearing of your continued growth and success.

Regards

A handwritten signature in blue ink that reads 'Ingrid Moyle'.

**Ingrid Moyle**

**Australian Employee Manual**

Sample

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Sample

# HR MANUAL

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# ***BEFORE ENGAGING STAFF***

*(Note: This chapter is different to the rest of the manual as it is directly written to you as an employer, and can be deleted once you have actioned each of the steps. All future chapters are written towards the employee as the reader of the document.)*

## **Our Guide**

Before you hire your first staff member, you need to ensure you are set up legally and correctly, and have systems in place to manage your employment obligations.

The NDIS has useful information on [Directly Engaging Your Own Staff](#)

## **National Employment Standards**

Every employee in Australia is covered by the [National Employment Standards](#), regardless of their Industrial award or agreement. There are 10 minimum entitlements that apply:

- Maximum weekly hours
- Requests for flexible working arrangements
- Parental leave and related entitlements
- Annual leave
- Personal carers leave and compassionate leave
- Community service leave
- Long service leave
- Public holidays
- Notice of termination and redundancy pay
- Fair Work Information Statement

Some of these NES can be challenging to apply in a direct employment situation (e.g. Parental Leave/Maternity Leave), and you are advised to get legal advice on how to apply them in your specific situation.

## Industrial Award

Most support staff employed under self-managed funding arrangements are covered by the [Social, Community, Home Care and Disability Services Industry Award](#). Make sure you read and understand this award.

To help work out what to pay your staff members, read through the classification definitions contained in Schedule E of the Award.

These definitions outline typical roles, duties, qualifications and skills required at different pay levels. Look for the level that best matches the role, skills and duties you are looking for in your support workers. You can also use these definitions to help you draft position descriptions for your staff members.

Minimum pay rates for the different levels are listed in Clause 17 of the Award. You can pay over that amount, but you cannot pay beneath that amount. Download the [Social, Community, Home Care and Disability Services Industry Pay guide](#) to view all the current full time, part-time, casual and overtime rates and allowances.

In most cases, support staff will be hired on a casual or part-time basis.

Remember, after 12 month's continuous satisfactory employment with you, your staff member is eligible to move to the next pay point within the level. They can't move to the next level unless you promote them or reclassify the job.

You need to comply with the pay scales and conditions outlined in the Industrial Award, and keep yourself informed when these terms and conditions change. The easiest way to do that is to subscribe to the [free update service to the award from the Fair Work Commission](#).

You are also required to provide each staff member with a copy of the [Fair Work Information Statement](#) before or as soon as possible after they start with you.

**If you have any questions about the Industrial Award that covers your staff, contact the Fair Work Ombudsman Infoline on 13 13 94.**

## Payroll

Employing people means you need to correctly pay them on their due dates and issue group certificates at the end of the financial year. Many people choose to hire a bookkeeper or have their accountant run the pays for them on a weekly/fortnightly and to help them set up clear record-keeping processes.

Other people choose to do it themselves and use one of the many bookkeeping programs such as Xero, MYOB or QuickBooks to help them. If you are not familiar with these programs, discuss your options with your bookkeeper/accountant and have them set it up for you, and train you in their use.

## **PAYG Taxation**

As an employer, you need to meet your PAYG taxation obligations for your staff members. This means you need to deduct the correct amount of PAYG taxation from their pay each pay cycle, and then pay this amount to the ATO each quarter as part of your Activity Statement (or more frequently if you arrange it with the ATO).

The ATO has [general information on what is PAYG withholding](#) and what you need to do to meet your obligations.

You will need to [register for a PAYG withholding account](#) with them. You need to register before you pay someone for the first time.

You will also want to review information from the ATO on [Tax File Number Declaration Forms](#) as your staff member will need to complete one when they commence with you.

At the end of each financial year, you need to produce end of financial year PAYG Payment Summaries for each of your staff members. These need to be issued by July 14 each year.

You will also need to report to the ATO by August 14 each year on all payments you made during the financial year, and the amounts withheld from those payment and submitted to the ATO.

Here is a link to the [due dates each year for PAYG](#).

## **Fringe Benefits Tax**

If you provide fringe benefits to your support workers (e.g. allowing staff members to use your car for private purposes, or entertainment benefits such as theatre tickets or meals), you may be liable for FBT. Talk with your accountant to determine what you need to record and how to record it.

## **Superannuation**

[The Superannuation Guarantee](#) is a complex area when it comes to support workers, with conflicting advice currently available. We recommend you discuss this matter with your accountant.

We also recommend you use the [Superannuation Guarantee Eligibility Decision Tool](#) from the ATO to determine if you need to pay the superannuation guarantee for your staff members.

If you are required to pay superannuation, then your staff member will need to complete a [Superannuation Choice Form from the ATO](#).

There are several steps to setting up superannuation payments. You can find out more at the [ATO Setting Up Superannuation page](#).

We have included a number of possible clauses for you in relation to paying superannuation in the chapter on Payroll. Choose the option that works best for you.

Here is a link to the [due dates for super guarantee payments](#).

## Workers Compensation

You need to take out a Workers Compensation Insurance Policy to protect your staff members in case they injure themselves while working for you.

As each state has different requirements, contact WorkCover or Worksafe in your state to find out what you need to do.

## Other Insurances

Check any existing insurances that you hold for your property to check if they cover you and your support workers for accidents and injuries within your home. In most cases, you need to ring your insurance provider to discuss the situation and to review your cover.

Areas to check:

- *Motor Vehicles* – If your support worker drives your car and is involved in an accident, are they and you covered?
- *Public Liability* – Are you covered for incidents that occur in or outside your home involving your support worker?
- *Contents* – Does your contents policy cover the personal effects of your support worker inside and outside the home?

# ***Recruitment and Selection***

We hire the best available people to perform each job. We select these people based on their skills, knowledge, abilities and attitude and make sure there is no discrimination on grounds unrelated to the requirements of the job.

## **Recruitment**

When a position becomes vacant and before posting an advertisement for the position, we:

- review the position to see if it is necessary to be filled and on what basis (full-time, part-time, casual, fixed term or contract),
- review the position description to ensure it reflects the currently required duties, responsibilities and skills for the role,
- check the Industrial Award that applies to the role,
- check the classification, pay rate and allowances payable under the Industrial Award,

If the position is necessary, we review the *Recruitment and Selection Checklist* and then:

- notify all staff members of the vacancy and provide them with an opportunity to apply for the position, and/or
- advertise the position in appropriate media, and/or
- retain the services of a professional recruitment agency to assist in filling the position, and/or
- create a selection pool for the position from applications held on file.

We send an “*Applicant Acknowledgement Letter*” to all applicants for positions.

No candidate will be illegally discriminated against based on their application, during their interview or other selection methodology.

## **Right to Work in Australia**

*(Note: The federal Migration Amendment (Reform of Employer Sanctions) Act levies significant penalties against employers, both as a company and against individual executive*

*officers that allow staff members or contractors to work without the necessary Visa. Liability arises whether the employer is aware of the staff member's unlawful status. You must be able to demonstrate that you have taken all reasonable steps to check the staff member's status.)*

It is a legal requirement that all staff members have the right to work in Australia. If you are selected, you will need to demonstrate your right to work in Australia by providing an original of one of the following documents:

- Australia Passport,
- Australia Citizenship Certificate,
- a certificate of evidence of Australian Citizenship,
- a full Australian Birth Certificate, (the birth certificate must show that at least one parent was born in Australia. If it does not, and you were born after 20 August 1986, you will also be required to provide one parent's current Australia Citizenship Certificate or Permanent Residence Visa), or
- a valid visa with permission to work.

All staff members from overseas will have their work visas checked through the **Visa Entitlement Verification Online (VEVO) service**. A copy of your right to work document will be retained for your file if you are successful. If you are subsequently found not to have a legal entitlement to work in Australia, you will be instantly dismissed.

If you get a new Visa or become a permanent resident of Australia, you must notify us as soon as possible, and give us evidence of the change.

## **Selection**

Our selection process is designed to help us identify the best candidate on merit. Ideally, we will have two people involved in the selection process. Abcd/the Plan Nominee/Child Representative will be part of all selection panels.

We review all written applications and determine any applicants that we wish to interview. We assess applicant's suitability based on the key selection criteria and the roles and responsibilities set out in the position description. Questions only relate to the requirements of the job.

Interviews may be conducted face-to-face or over the telephone. Where a phone interview results in the best candidate, we will meet with the applicant before confirming the appointment.

Referees are checked for our preferred candidate(s), to confirm previous roles and responsibilities and employment dates using the *Referee Check Form*.

Where appropriate, a range of selection methods may be used, such as short-listing based on information provided in applications, curricula vitae, resumes and written statements from applicants; structured interviews; role plays; and work performance tests. Psychological testing is not used as part of our selection processes.

We write short notes about all interviewed applicants against the selection criteria. Abcd/the Plan Nominee/Child Representative has the final delegation for all appointments.

### **After the Decision**

We will contact the approved candidate:

- offering them the position,
- finalising any contract negotiations,
- checking Immigration Law Compliance (if applicable),
- requesting a copy of their National Police Certificate (Name Only) (if applicable), (*Note: this depends on your process and if you wish the candidate to make and pay for their certificate, or if you do it on their behalf.*)
- requesting a copy of their Working With Children Check (if applicable), (*Note: Each state has slightly different processes for when WWC checks are legally required. Check your relevant approving body for your correct process*),
- where the role has mandatory qualification or registration requirements required to practice in the role, evidence of holding the required qualifications.

We phone all unsuccessful interviewed candidates to inform them of the decision. We send a letter to all candidates who applied but were not interviewed.

All notes and files relating to selection processes are kept on file for twelve months, after which time they will be destroyed in accordance with our Privacy Procedures.

We will prepare a contract for the approved candidate and send it to them for signature before commencing with us.

### **Option 1: Pre-Employment Safety Screening – Police Check**

*(Note 1: It is recommended that all support workers have a clear police check given the nature of the role. However, be aware that refusing to employ or terminating the employment of a person with a criminal record breaches anti-discrimination legislation unless the person's criminal record means that s/he is unable to perform the inherent requirements of the specific role)*

*(Note 2: There are two different procedure options included here – Option 1 is if you only need a police check, option 2 is if you need both a police check and a working with children check. Delete the procedure that you don't need)*

All staff members must undergo a National Police Record Check (also known as a criminal history check) before they commence with us. The National Police Certificate is a background check on an individual's name against criminal history records from across Australia from the previous ten years.

The National Police Certificate does not conduct international checks. Overseas candidates should contact the relevant overseas police force to obtain a criminal or police records check. This certificate must be in English or certified translation in English, and not be more than three months old at the time of commencement with us.

Ongoing employment is subject to and conditional upon a satisfactory National Police Certificate. If at any time during your employment you are charged with a serious offence, you are required to immediately notify us of the details of the charges you are facing.

We recognise that possessing a criminal record should not preclude a person from obtaining employment and will not discriminate on this basis. In considering any information provided via the National Police Record Check, including past criminal offences or current criminal charges, consideration will be given as to the nature of the offence and its relevance to the requirements of the position.

If the National Police Certificate reveals a disclosable outcome, then we will assess the details of the matter and consider the impact on your employment with us.

The following types of convictions will result automatically in you not being hired:

- Murder and/or sexual assault.

- Violence in relation to a child.
- An offence relating to child pornography.
- An offence involving child prostitution.
- A child abuse offence, for example criminal neglect.

The following types of convictions may impact on our employment decision. You will be given the opportunity to respond, to provide additional information and to demonstrate to us that you pose no risk to Abcd. We will make a final determination after considering your response.

- Sex related crimes and sexually-motivated offences.
- Violence offences/assault including any form of assault which has resulted in a sentence of imprisonment.
- Offences relating to cruelty to animals.
- Any other offences against a child (including drug offences).
- Dishonesty offences including repeated fraud or theft, or fraud or theft from an employer or vulnerable people.
- Serious drug-related matters.
- Serious traffic offences.

### **National Police Certificate (Name only) Procedure**

*(Note: the process here varies depending on if you want the person to make their own applications or if you apply on their behalf through a third-party provider)*

All new staff members must provide us with a National Police Certificate. New staff members are required to apply and pay for their own National Police Certificate.

**OR**

We will apply and pay for a current National Police Certificate check on your behalf through our provider **<insert provider name>**. You are required to accurately complete the application form you will receive from **<insert provider name>** and provide 100 points of ID.

While most checks take less than 24 hours, a number will require manual processing by the police which may take up to 20 business days. This means that your commencement date may change to a date after the result is known.

If the National Police Certificate reveals a disclosable outcome, then we will assess the details of the matter before determining whether to employ you.

## **Option 2: Pre-Employment Safety Screening – Police Check & Working With Children Check**

*(Note: Only use this section if your support worker will be working with children, and you require all staff members to undergo BOTH a police check and a WWC check before employment)*

All staff members must undergo a National Police Record Check and a Working With Children Check before they commence with us. A National Police Certificate (Name only) is different to a Working with Children Check and must be applied for separately.

The National Police Certificate is a background check on an individual's name against criminal history records from across Australia from the previous ten years.

The National Police Certificate does not conduct international checks. Overseas candidates should contact the relevant overseas police force to obtain a criminal or police records check. This certificate must be in English or certified translation in English, and not be more than three months old at the time of commencement with us.

The Working With Children Check helps protect children from sexual or physical harm by checking a person's criminal history, child protection history and professional disciplinary body history to prevent people from working with children whose past behaviour indicates they are not eligible to enter regulated child-related employment.

Because the support worker will be providing support services primarily for a child with a disability, we have been designated as a regulated industry for the purposes of compliance with the <insert the relevant child protection act that covers your state>. Therefore, all work conducted on our premises is considered "child-related".

Ongoing employment is subject to and conditional upon a satisfactory National Police Certificate and Working with Children Check. If at any time during your employment you are charged with a serious offence, you are required to immediately notify us of the details of the charges you are facing.

## National Police Certificate (Name only) Procedure

*(Note: the process here varies depending on if you want the person to make their own applications or if you apply on their behalf through a third-party provider)*

All new staff members must provide us with a National Police Certificate. New staff members are required to apply and pay for their own National Police Certificate.

OR

We will apply and pay for a current National Police Certificate check on your behalf through our provider <insert provider name>. You are required to accurately complete the application form you will receive from <insert provider name> and provide 100 points of ID.

While most checks take less than 24 hours, a number will require manual processing by the police which may take up to 20 business days. This means that your commencement date may change to a date after the result is known.

We recognise that possessing a criminal record should not preclude a person from obtaining employment and will not discriminate on this basis. In considering any information provided via the National Police Record Check, including past criminal offences or current criminal charges, consideration will be given as to the nature of the offence and its relevance to the requirements of the position.

If the National Police Certificate reveals a disclosable outcome, then we will assess the details of the matter and consider the impact on your employment with us.

The following types of convictions will result automatically in you not being hired:

- Murder and/or sexual assault.
- Violence in relation to a child.
  - An offence relating to child pornography.
  - An offence involving child prostitution.
- A child abuse offence, for example criminal neglect.

The following types of convictions may impact on our employment decision. You will be given the opportunity to respond, to provide additional information and to demonstrate to us that you pose no risk to Abcd. We will make a final determination after considering your response.

- Sex related crimes and sexually-motivated offences.
- Violence offences/assault including any form of assault which has resulted in a sentence of imprisonment.
- Offences relating to cruelty to animals.
- Any other offences against a child (including drug offences).
- Dishonesty offences including repeated fraud or theft, or fraud or theft from an employer or vulnerable people.
- Serious drug-related matters.
- Serious traffic offences.

### **Working With Children (WWC) Check Procedure**

All new staff members must provide evidence of a WWC check before commencing. We will verify your WWC status with the relevant authority before you commence working with us.

Candidates from interstate need to contact the relevant authority in our state for an application form. Each state WWC Checks are only valid in the state they are issued and are not transferable.

Staff members are responsible for the costs of application and ongoing renewal of a WWC Check.

### **Referee Checks by Other Companies**

Only Abcd/the Plan Nominee/Child Representative is permitted to respond to reference check requests by another employer or company for an existing or past staff member. We will confirm dates of employment, salary range and position held, responsibilities and accountabilities.

### **Unsolicited Applications**

Occasionally people may send us their resumes in case positions become available in the future. Where this happens, please forward the resume to Abcd/the Plan Nominee/Child Representative who will deal with the information in accordance with our Privacy Procedures.

### **Privacy Provisions**

Our *Privacy Statement for Candidates* will be made available to all people considering applying for vacancies with us.

Candidates for vacancies who are not currently employed as staff members are not covered by the *Privacy Act* staff member records exemption. What this means is that if an external candidate requests access to information and reports about them made during the selection process (including referee reports), they have the right to access and correct the personal information contained in the reports. The only time such access will be refused is if doing so is a breach of the law relating to confidentiality (and under the *Privacy Act* these cases are extremely limited).

Sample

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Sample

## ***Position Description***

**Position Title:** Disability Support Worker

**Position Type:** Full-time / Part-time / Casual

**Location:** Glenelg, South Australia

**Date Reviewed:** 18<sup>th</sup> July 2018

**Pay Rate & Conditions:** Level 3 – Home Care Employee under the Social, Community, Home Care and Disability Services Industry Award

### **Background**

Abcd is a bubbly, outgoing teenager with quadriplegia. She lives with their mum, dad and three sisters in Glenelg, with both parents working outside the home.

While her parents are primary care givers, additional support is required on some mornings when they have early starts to get Abcd ready for school.

We want Abcd to lead a full life and support her to become a lifelong learner.

### **Hours of Work**

Wednesday and Friday 6.30am to 8.30am

### **Reporting Relationships**

Reports to: Abcd's parents

Reports to you: None

### **Primary role**

This role provides personal care to assist with showering, dressing and taking Abcd to school two mornings a week.

### **Duties & Responsibilities**

Main duties, tasks and responsibilities are listed in order of importance.

- Assist Abcd with personal care requirements including showering, toileting, grooming and dressing.
- Assist Abcd eat to breakfast.
- Driving Abcd to her school.

### **Skills, Knowledge, Abilities & Attitude Required**

- Patient, flexible and understanding.
- Supportive and caring nature.
- Respect for people with a disability.
- Reliable and punctual.
- Trustworthy and able to keep information confidential.
- Friendly and professional.
- Good communication skills.
- Able to cope with the physical demands of the job.

### **Qualification & Other Requirements**

Current First Aid Certificate

Satisfactory National Police Certificate (on commencement of employment)

Current full motor vehicle driver's licence (not on P or L plates) and access to a reliable registered motor vehicle with a minimum of third party insurance.

A Certificate III in Home and Community Care, Disability, Aged Care or Individual Support will be well regarded.

### **Selection Criteria**

1. Experience providing personal care to a person with a disability or an aged person.
2. Sound communication skills and the ability to work as part of a team.
3. Demonstrated ability to maintain confidentiality.
4. Demonstrated reliability and punctuality.

Staff member Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Date: \_\_\_\_\_