HR Management

# Invest in People Management

Managing a business requires more than just the desire to be your own boss. It demands dedication, persistence, the ability to make decisions and the ability to manage both employees and finances. Your human resource management plan is part of the foundation for the success of your business. If you employ staff, you are legally required to have certain arrangements in place, and as a business operator you will want to have arrangements in place to monitor and mentor employees.

The importance of all parties being aware of conditions of employment is important in the caravan industry where there is a wide variety of differing arrangements. Confusion over terms of employment is a factor in unfair dismissal cases and can have a bearing on Workcover disputes.

Owners can take steps to prevent confusion by firstly being clear themselves on the details of different sorts of modes of employment, and secondly by outlining the nature and conditions of the arrangements in writing before the new employee commences work. This might be by way of a welcome letter, or the more formal documentation of a contractual arrangement.

One example where disputes can arise relates to live-in managers. These are managers, possibly a manager and partner, who live on a park, and hence are available/ on call for quite extended hours.

Some of the questions you should contemplate would be:

* Are either managers’ employees or just one?
* On what number of hours is their remuneration to be based?
* Are living quarters provided as part of a salary package and hence also a factor in negotiation?

Many parks are operated by family members, sometimes in joint legal partnerships and other times in looser arrangements such as children working for parents. While these loose arrangements may have many advantages when relations are good, lack of clarity about entitlements and responsibilities can lead to deterioration of relationships, and may even lead to legal disputes. The Family Business Australia website may be of help - <http://www.fambiz.org.au/>

In short, there needs to be clarity about these arrangements from the start of the employment period or genuinely held grievances and misunderstandings could arise which are difficult to unpick after the event. Like plants and equipment, people are resources - they are the most valuable asset of your business. Consequently, it’s imperative that you know what skills your business has and those which it lacks since you will have to consider how best to supply the skills that are lacking.

# Helpful Links

The links below may help you with some research material relating to human resource management:

* Supporting Small Tourism Business - <http://www.ret.gov.au/tourism/Documents/business/Supporting-Small-Tourism-Business-Factsheet.pdf>
* Employment and Workplace - <http://australia.gov.au/topics/employment-and-workplace>

# Policy Documentation

To help you with the process of documenting a HR Management policy CRVA has provided a template which can be adopted and/or amended to fit the circumstances of your park. The template is a guide and is to help you should your park have no policy currently in place. As it is a guide only, the contents must reflect the HR management needs of your business.

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| **Human Resources Management Policy (Template)**  ***(This template can be utilised and adapted to suit your business)*** | | | |
| **Human Resource Management Policy Statement – (Insert your park’s name here)**  ***(This is a sample of a Human Resource Management Policy Statement which can be adopted  or use your own wording)***  Our business recognises the need to have good quality trained staff to assist in achieving our vision and provide the high level of customer service required in a customer focussed industry.  All staff employed by this business have read and understand the policy procedures outlined in this document and have, if appropriate, been trained in the different policy procedures. | | | |
| **HR element** ***(Use the elements below or add what is pertinent to your business)*** | **Policy/Procedure**  ***(Policy procedure should reflect your business needs and align with your HR Management Policy Statement. You may use or amend the suggestions listed below or add your own)*** | **Staff initials** | **Date** |
| **Staff Rostering** | ***(Example of some typical policy/ procedures for staff rostering. You may use or amend the suggestions listed below or add your own)***   * All staff are provided a fair and even spread of hours * A rotation policy is in place and has been explained to all staff to ensure they are able to experience the range of work time hours the business runs * Roster sheets are provided both in hard copy and electronically to all staff the week prior to shift commencement * All staff are trained in the completion and timely lodgement of time sheets * Policies are in place for Annual Leave and requests for time off * In extenuating circumstances, consideration may be given to staff wishing to change rosters which differ to the rotation policy in place. Impact to the operational activities of the business and agreement by the affected staff will be considered before any change is granted |  |  |
| **Job Descriptions** | ***(Example of some typical policy/ procedures for job descriptions. You may use or amend the suggestions listed below or add your own)***   * Job descriptions have been written for all permanent positions * All permanent staff have read their relevant job description and have agreed to the terms, duties and business requirements relating to them fulfilling their role * If a permanent role changes in its duties, work hours or other aspects outlined in the job description then the document will be amended to reflect the change and staff agreement to changes recorded |  |  |
| **Staff Recruitment** | ***(Example of some typical policy/ procedures for staff recruitment. You may use or amend the suggestions listed below or add your own)***   * A policy procedure is in place to ensure suitably skilled persons are employed by this business * This policy procedure is a separate document kept in confidence by the owners/management of this business * The policy procedure for staff recruitment, in brief, covers the areas of:   + Equality when recruiting staff;   + Elements of the discrimination act relating to recruitment;   + Eligibility, such as; citizenship/ work visa, character/ reference checks and health clearance;   + Previous work experience aligns with the job description;   + Job application is complete; and   + The Interview process, (if required) ensures it complies to the elements of the discrimination act   *(The hyperlink below will take you to the business.gov.au website relating to Equal Employment Opportunity and Anti-Discrimination -* [*http://www.business.gov.au/BusinessTopics/ Employingpeople/Hiringpeople/Pages/ Equalemploymentopportunityandantidiscrimination.aspx*](http://www.business.gov.au/BusinessTopics/Employingpeople/Hiringpeople/Pages/Equalemploymentopportunityandantidiscrimination.aspx)*)* |  |  |
| **Staff Training** | ***(Example of some typical policy/ procedures for staff training. You may use or amend the suggestions listed below or add your own)***   * In-house training is provided to all permanent staff relating to the duties described in their job descriptions and to all casual staff as per the duties assigned to them by park owners/managers * A record of the training provided and a sign off from the owner/manager as to the competency of the staff member is kept in the personnel file of the employee * Owner/Manager will supervise staff until an observation of duties being performed competently has been achieved and signed off * Additional formal training is encouraged by owners/managers for all staff to pursue further industry courses where available and appropriate. These additional courses or subsequent qualifications achieved will be recorded in the employee personnel file   *(The hyperlink below will take you to training.gov.au website for details on Cert III in Holiday Parks and Resorts. There may also be government funding available to subsidise the cost of training) -* [*http://training.gov.au/Training/Details/SIT31209*](http://training.gov.au/Training/Details/SIT31209) |  |  |
| **Performance Assessments** | ***(Example of some typical policy/ procedures for performance assessments. You may use or amend the suggestions listed below or add your own)***   * A performance assessment is carried out with all permanent staff every *(insert the months between performance assessments here – generally every six or twelve months)* covering the duties outlined in the job description * Performance assessments will outline any previous discussions held with the employee during the course of the term relating to their performance and if any performance action plans have been applied * The performance assessment WILL NOT outline performance issues that haven’t already been discussed with the employee. The review CAN discuss issues previously actioned with the employee and determine if these issues have been rectified. **(there will be no surprises for the employee – all performance issues will have been discussed prior to any performance assessment)** * All staff personnel files are kept in a locked filing cabinet accessed only by the park owners/managers |  |  |
| **Organisation Chart** | ***(Example of a typical organisational chart. You may use or amend the suggestions listed below or add your own)***   * The chart below has been developed to display this business’s hierarchy and where all staff fit in   *(You can use the Microsoft Word Smart Art*   *can show you how to create an organisational chart – this is an example of a chart)* |  |  |