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## STAFF TRAINING —WHY INVEST?

### Why staff training is important in children’s services

The link between quality in child care and levels of training of a child care staff team is a well documented and supported fact.

We all know children’s services need trained staff to meet regulations and national standards. We also know that finding trained staff these days is a difficult process, as is keeping staff once they have been selected and recruited. The child care industry is known to have very high levels of staff turnover and burn out.

The benefits of training are important for child care services to consider in many ways.

*(Continued on page 2)*



### **Beyond 2005**

*The latest on the agency changes*

*In July, the Department for Family and Community Services (FaCS) will advertise nationally for applications to establish Inclusion Support Agencies (ISA).*

*In South Australia there will be five ISA regions, two metropolitan and three country.*

*An agency could bid for all or some of these regions.*

*Maureen McGuire*

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## **Reducing Staff turnover and recruitment**

Studies of training across services reveal that those with lower staff turnover spend more money on the training and education of staff. Minimising staff turnover is an obvious benefit of training for your service. Replacing staff is a costly process - skills are lost, resources are disrupted and recruiting new personnel takes time and money.

Staff who receive ongoing training are more likely to commit to their services because completion of the training develops their careers. The training enables them to take on greater responsibility and higher paid work.

## **Developing a succession and service expansion plan**

Providing access to training for staff so they can become qualified ensures your service can have a plan to fill qualified positions as they become available. Many services are experiencing increased demand for child care and so are considering expanding the number of child care places they provide. This can only be done if trained staff members are available. Expansion of a child care service can be an unsettling time. To have staff members that are known to the children and parents of your service and who know the operation of the service you provide, as well its goals and objectives, is an asset. If there is a pool of trained staff in a service, it is probable that existing personnel can move into new (qualified) positions, which is a way of reducing transition issues.

## **Training increases your team's skills**

Training increases the skill set of your service enabling it to engage in a wider and more complex tasks. With training staff learn how to take on increased responsibilities. Increased skills give staff greater confidence and motivation which will lead staff to become less reliant on management and supervision.



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Training in skills specific to the child care industry should lead to improvements in:

- communication skills
- professionalism
- conscientiousness
- creativity and innovation.

The benefits of a trained staff team have been shown to flow through to children and parents who become more satisfied with the improved levels of service.

### Improved staff attitude and morale

People enjoy learning when the material is relevant to their interests and will be eager to apply their new skills and knowledge in practical situations. Staff who possess diverse skills are generally more satisfied and positive in their jobs. This decreases the occurrence of work-related stress and improves the overall work environment. By investing in their training, staff often feel their employer has confidence in them to do the job and the service values them and is giving something back over and above wages.

As a result, employees will become self-starters and develop further competencies such as leadership and team-building and be more willing to undertake further training.

Training is also a perfect opportunity for employers to get to know their staff better, and for staff to develop stronger working relationships with supervisors and staff who are already qualified, especially if a mentoring support system is established.

### Continuous learning supports quality practices

Regular training and learning opportunities are an investment that help staff to develop the work skills they need to meet the needs of your service, while also developing their own careers.

Staff who attend training programs understand not only how to deliver skills at work, they understand why improved skills are needed. They develop a strong link between child care practice and theory. Trained staff develop reflective practice skills that allow them to improve on work practices in an ongoing manner. This supports the quality improvement of the whole child care service leading to a win:win situation for staff and management.

Research shows that training needs to be re-applied and practiced within a certain timeframe to maintain its effectiveness. Learning while at work reinforces the link between training and its application in the work place allowing students to practice what they are learning on a continuous basis.

### Benefits of Traineeships

A mix of on-the-job and off-the-job training offered by the traineeship system is founded in the belief that learning is fostered through performance and practice. Traineeships allow training to be customised to suit the needs of any organisation. This flexibility means that training is highly focused and aligned with the goals of the organisation. The new Apprenticeship system encourages ongoing training by offering government funding and incentives to employers and employees.

*Prepared by Jacqui Hodge  
Director CMC – Training at Work*



*An interview with*

## **Anne Gawen**

**Network SA**



### ***How would you like to introduce yourself?***

Hi, I'm Anne, I like horse riding and cooking and I strive toward world peace. (joke joke, I am actually scared of horses and hate cooking).

### ***How long have you worked in Children's Services?***

17 years

### ***Where have you worked previously?***

Before working for Network SA I had worked many years in various children's services including as director of a kindergarten in Sydney, several overseas schools, OSHC services in London and most recently as director of two community based child care centres here in Adelaide. I have worked for TAFE for the past 5 years as a lecturer and field educator with whom I am still employed in a regular capacity.

### ***What are you doing at Network SA?***

I deliver training on topics including strategic planning, risk management, team building, conflict resolution and management committee orientation.

I am providing support and advice to directors, management committees, principals and governing councils on operational matters including HR, corporate governance and financial management and, as a Network SA Extra consultant, I offer advice and assistance with industrial and legal matters.

I also deliver training for the Department of Immigration on risk management and best practice for non-profit committees.

### ***What do you like about your job?***

I like the challenge and job satisfaction of discussing problems with directors and management committees finding solutions to difficulties they might face. I particularly enjoy presenting training and I like working with the Network SA staff team.

### ***What do children need from OSHC/LDC?***

A caring, safe environment where they can make choices and participate in positive, enjoyable experiences to support their development.....and to have fun!

The most important aspect of child care to me is the need for children to develop relationships with caregivers – interaction is the key!

### ***Do you have any tips for new Directors?***

Make a conscious effort to sort out issues when they arise rather than before they get too large and difficult to handle. Make sure you have gained as much information as you can about issues to ensure you have covered all bases and considered all consequences before making any critical decisions, but make those decisions and follow them through. I have found that the most ineffective directors are those who ignore poor performance or deal with it inappropriately.

Team building is a vital yet often overlooked role of the director. As we get busier and busier we forget to be pro-active in our role. If a director or leader is not pro-active then the service will not be pro-active. This results in us reacting to situations instead of looking to the future and seeing how we can cement new teams or how we can become better at our jobs.

**Just to clarify....****The Policy Development Guidelines free disk**

*In last month's issue of the Update we included the free disc entitled "Policy Development Guidelines". We would like to clarify that this disc was specifically developed for use in long day care, and although we chose to distribute it to all services, including OSHC, it was only intended as an information resource for OSHC services. As we outlined in the accompanying article in the June Update, policy development guidelines specific to OSHC will be developed in the near future.*

**Grants for OSHC Services**

\$2.54 million was announced for Outside School Hours Care to help services participate in the Quality Assurance system (QA). This funding included a one-off grant of \$500 per service component to assist services to meet QA standards. This meant that if a service operated three components, before school care, after school care and vacation care, they would have received \$1500 (plus GST).

The purpose of these grants is to assist with the costs associated with implementing QA which may include QA training, minor repairs and purchase of equipment.

Services should have already received these grants which were due to be distributed by the end of June 2005.

### **The Royal Adelaide Hospital Child Care Centre Celebrates 20 years!**

The centre opened on the grounds of the Royal Adelaide Hospital on July 8, 1985 with Cheryl Hall as the Director. Its official opening was on July 24, 1985 at 10.30am and the ceremony was attended by the Hon. John Cornwall, Minister of Health. Lynne Rutherford is the current director and has been for the last two years.

The centre opened as a 40 place centre with 12 staff. It has grown slightly to become a 42 place centre but Lynne expects that due to the limited space within the RAH grounds, the centre has done all the growing it is likely to do in its current location.

The centre has enjoyed quite a few long-term staff teams over the years with over half of the current staff having worked at the RAHCCC for over 5 years, with some at the 15 year mark. Lynne has worked at the RAHCCC for 12 ½ years and the previous Director, Carol, had worked at the centre for 10 years.

The centre is community based and, understandably, has always had a very high percentage of families who are RAH employees. Many of these families have been with the centre for over 10 years.

To celebrate their 20<sup>th</sup> Anniversary, the centre is holding an open afternoon on Sunday July 10, from 1pm to 4pm at the centre. Refreshments will be provided (made by their cook Helena, a former caterer) and all past staff and families are invited to come along and catch up.

### **RAH Child Care Centre is celebrating its 20th anniversary!**

Invitation to  
all past and current staff and families  
of the  
RAH Child Care Centre  
to come and join in the celebrations  
at our open afternoon.

**Sunday, July 10, 2005  
1pm – 4pm  
at the centre**

*Refreshments provided*

RAH Child Care Centre  
Residential Wing RAH  
North Terrace, Adelaide  
Ph: 8222 5880



# OSHCQA BULLETIN JULY 2005



## *OSHCQA NEWS FLASH 1*

### **New Opportunities for OSHC**

There has been an extension of the funding to support OSHC services with OSHCQA. The support has now been funded until November 2006 and remember it can be tailored to meet the needs of your service.

If you have any specific requests for support that will assist you and your service please contact Network SA.

## *OSHCQA NEWS FLASH 3*

### **New phone number**

Network SA now has a dedicated phone line for OSHCQA support - 08 8244 5704. There will be a message facility on this line. This will allow the existing Network SA lines to be used for the organisation's ongoing work.

## *OSHCQA NEWS FLASH 2*

### **Money for your service**

The Department of Family and Community Services has recently announced the availability of \$500 for each component of your service to assist with the costs of OSHCQA implementation. Some ways that this money might be used include covering the costs of:

- staff to attend support/training sessions.
- OSHCQA mentoring for your service.
- paid staff time for attending meetings.
- paid staff time for additional work.
- stationery and equipment to enhance the presentation of material.
- stakeholder meetings within your OSHC community.
- planning time for your service to consider improvement of the service in both the short and long term.

## **RESPECT FOR YOUR COLLEAGUES**

As more services have been accredited, there is a growing trend for staff from those services to be overwhelmed with calls from "neighbours" asking for help. Most OSHC people are happy to share but if you are calling a colleague please consider the following:

- How much will your request add to that person's own workload?
- Do you know for how many hours the person is employed and is your request reasonable – are you respecting their time?
- Will there be cost implications of your request - are you prepared to pay for these costs or give something in return?

If you wish to request help from a colleague please consider whether or not you could deal with several requests like the one(s) you are making.

Please be respectful and considerate of others when you call colleagues.

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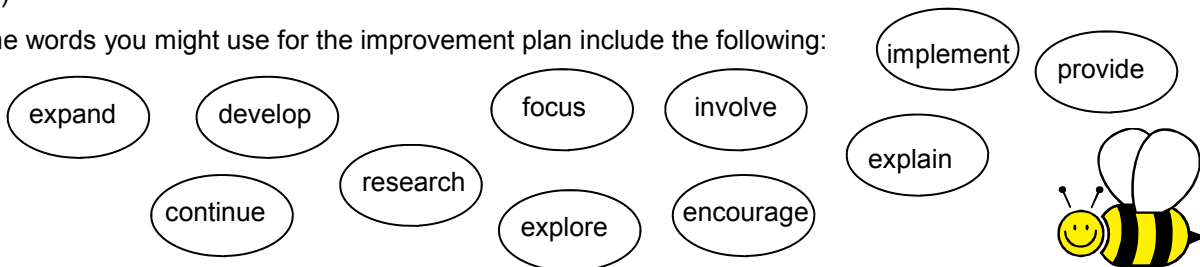
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### Completing a Self Study Report

-taken from a QA Newsflash – Newsletter from Network of Community Activities in NSW – [www.netoosh.org.au](http://www.netoosh.org.au)

Your self study report is used to give a picture of your service. You can use sentences or dot points. Your comments need to fit the boxes. (You are permitted to type the comments but please use no less than a 10 font.)

Some words you might use for the improvement plan include the following:



**Don't forget**  
Check the National Childcare Accreditation Council website regularly for any up-to-date information - [www.ncac.gov.au](http://www.ncac.gov.au)

From recent verbal information shared by NAATMA, nationally, many services are not meeting a satisfactory standard in:

- Quality Area 7 – Protective Care and Safety, and
- Quality Area 8 – Managing to Support Quality.

If you need additional support in these areas please do not hesitate to call us.

It could be that the most effective way in which we could offer this support is to attend one of your OSHC Committee meetings.


**OSHCQA Support**

Network SA (Teresa Harnett & Kay Thomas) has the formal approval to offer support to services.

There are vacancies in most of the advertised sessions, (see the Network SA website for a list of the sessions, [www.networksa.org.au](http://www.networksa.org.au) and click on OSHC).

If you are keen to hear from colleagues who have been through the validation process, please call Network SA and it can be formally arranged and your colleagues can be remunerated for their time and resources.

Until next month,  
Teresa Harnett & Kay Thomas



**Australian Government**  
**Department of Family and Community Services**

### Child Care Support Program

### Application for Child Care Places:

### Outside School Hours Care

Applications for child care places are invited from:

- Persons who propose to establish a **new outside school hours care** service (before school, after school or vacation care) under the Family Assistance Law for the purposes of Child Care Benefit.
- Persons already operating an outside school hours care service that is approved under the Family Assistance Law for the purposes of Child Care Benefit and who seek an **additional allocation** of places.
- Persons who already operate an unapproved (non-CCB) outside school hours care service and who wish to apply for approval for those services under the Family Assistance Law for the purposes of Child Care Benefit.

*Persons proposing to establish either a private or community based service are equally eligible to apply.*

Application forms are available from:

- the Department of Family and Community Services on 1300 653 227 (callers should identify which State or Territory Office they require and ask for an Outside School Hours Care Planning Officer).

Applications must be received by close of business on Friday 29 July 2005.\*

\* Applications received after this time and date will be opened and registered separately and may be further considered by FaCS at its absolute discretion. Any decision by FaCS to accept or not accept a late application will be final. The Department has no obligation to accept a late application.

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[www.facs.gov.au](http://www.facs.gov.au)

# Telephone Advice Hot Topics

## Teamwork and leadership

Teamwork is a powerful means of maximizing skills, knowledge, experience and work practices. Teams can be supportive and nurturing. They can provide opportunities for role modelling and individual or group learning. Teams can set directions, work towards common goals, evaluate their performance, examine and revise the underpinning philosophy that guides them and research widely in order to remain in touch with relevant and current information.



We know that there are many excellent examples of highly effective teams working in children's services. Children benefit most when staff work together to provide respectful, caring, empathic, fun, learning environments.

We also know that we receive calls about the difficulties, frustrations and emotional pain that can occur when teamwork disintegrates: When large teams break down into a number of small, antagonistic, secretive or bullying cliques. And when leadership is unclear. Now it's easy to say, "That doesn't happen in the service I work in," however, working under pressure is one of the key contributing factors to this situation. Although one person may not see this as a problem, there may be others in the same team having quite a different experience, with little support or understanding of their situation.

In any group of people at least one leader will emerge – sometimes more than one. In children's services the staff team may consist of a number of smaller teams or one large team. Whichever way your team works, there will be delegated service or team leaders who take on the leadership role by virtue of the qualification or years of experience they have. These leaders may have applied for the role, may have been supported to try the role or simply ended up in the role because there seemed to be no other options for the person or the service.

Whether a leader is chosen for one reason or for another, that person must be provided with the back up needed to do the job. Leadership training is a necessary starting point and regular support from a mentor within the service is both practical and productive for goal setting and staying on track. The area that appears to cause the most difficulty for leaders in children's services, particularly when promoted from within the service, is relating to their colleagues from this higher-level position.

Although a nominated leader may be expected to take the reins, it is often the natural leader that emerges to take control. This person may be one who has a heightened awareness to all that happens around her/him. Someone who naturally reads body language well, anticipates where trouble is brewing, checks in with people about what's happening for them, shows genuine empathy and tries to put her/himself in the other's shoes when issues arise: Someone with reasonable analytical skills and the ability to think and react quickly. Whether a designated leader or not, this person will always use these natural skills.

An effective designated leader will benefit from a natural leader by developing good communication channels with that person, clarifying their own expectations of all team members and keeping everyone well informed about any changes happening. Supportive and sustainable team work occurs best in an environment of trust, respect and open communication.

It is said that knowledge is power. Some people carve out a leadership role by holding on to as much knowledge as they can. Knowledge gained through experience in a service is gained at the expense of the employer, simply because a person is being paid to do the work that builds the knowledge. This knowledge benefits the person concerned and gives them new information to use in the current workplace and any future positions they may take on. This knowledge should also benefit the work team and the service, including any incoming leader.

*(Continued on page 9)*

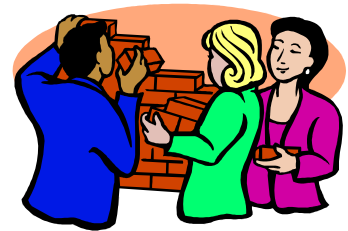
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Sabotage of a person's leadership role can be extremely effective, if a team member with a long history in a service chooses to withhold knowledge from incoming team members or leaders. The same withholding of knowledge can occur if a leader refuses to share relevant information with other team members. One of the most obvious ways of detecting this form of undermining of leaders or disruption to teams is simply to listen. Generally a person withholding knowledge will suggest that a colleague is failing to follow through or to complete tasks in acceptable ways. This may be the case once or twice. If it becomes a pattern it may simply be that the colleague has not been informed about accepted practice for the tasks in question. Encouraging knowledge sharing benefits everyone, particularly the children. Disunity in teams can bring stress and unpleasantness that is quickly picked up by children, sometimes causing them to feel insecure and tense.

As changes in staffing occurs, loyalties, preferences, likes and dislikes of people within teams change too. Sometimes people can feel left out or may be deliberately ostracized from a group. Occasionally a person's work practices may be identified by a team as being questionable, only to find that once the person has left, another person's work practices are questioned by the same people. This may be a perfectly reasonable coincidence. It may also be an example of bullying.

Fortunately in most services, staff teams work well together with an occasional glitch along the way. People are supportive and work hard to provide the best they can for the children in their care. Teamwork is a word that comes up so often that we could let it become quite ho hum really. However, thinking of all the things that make it work well and then thinking about what happens when it goes wrong, teamwork deserves to be right up there with the priorities.

*This month's Hot Topics article has looked broadly at a number of different scenarios. In the coming months we'll focus on one or two of the more difficult ones in greater depth. In the meantime, you might like to fax us with your own scenarios that relate to those mentioned and we could include the issues, within the confines of confidentiality of course.*



Bev Pope

## **\$15,000 Spent Sponsoring Conference Attendance**

The South Australian Association of Community Based Child Care Centres (SAACBCCC's) invested around \$15,000.00 into the community based sector by sponsoring some 20 metropolitan and country services to attend the Early Childhood "Our Children the Future" Conference 2005.

This initiative was co-ordinated by the members in the aim to financially support community based centres when considering their registrations and attendance at this most prestigious form of staff training here in South Australia. The Early Childhood Conference is only offered once every two years and the members are extremely committed to ensuring Child Care Professionals currently employed within the sector have the opportunity to access staff training that is not only relevant and informative, but of the highest quality.

As we all appreciate, maintaining a staff team that grows from good quality training has a value that can not be calculated in dollar amounts, therefore the sector believed that this opportunity could not be overlooked.

Several of the community based child care centres registered five or six staff members to attend a combination of full, shared or partial registrations. Child care professionals flooded the Birth to Three Symposium, thus this session had the largest number of enrolments in the Conference. Many community based services had staff registered for this session alone, recognising the importance of the first three years of life.

*Jenny Malloy  
SAACBCCC TREASURER  
& DIRECTOR of SURREY DOWNS CHILD CARE CENTRE*

*SAACBCCC's meetings are held on the 3rd Tuesday of each month at 9.30am at the Gowrie Resource Centre. For further information contact Lynne Rutherford on 8222 5880.*

*Check out the SAACBCCC's website at [www.sachildcare.com.au](http://www.sachildcare.com.au)*

## Expressions of Interest



### Expressions of Interest Sought

Thank-you to everyone who responded to our June issue call for expressions of interest. We shall be in touch with you by the end of July.

Network SA is seeking expressions of interest from people who would be interested in casual or short term part time contract work with our organisation. We are now interested in hearing from people who have at least 3 years experience in long day child care.

The type of work will be varied and hours required may range depending on demand.

For further information call Bev Pope at Network SA on (08) 8445 8128.

To register your interest in casual or contract work with Network SA, please send a brief CV with a covering letter indicating your main areas of expertise and your availability (e.g. hours, days of the week) to:

Bev Pope  
Network SA  
PO Box 2440  
Regency Park SA 5942

Closing date: Friday, July 15, 2005

## Positions Vacant



### Vacation Care Coordinator (Level 6)

*Vacations by the sea?*

*We are seeking an enthusiastic, organised qualified person to be part of our established service.*

The successful applicant will have:

- Qualifications in Childcare/or Education /or other DECS approved courses
- Current First Aid and Driver's Licence
- Agree to Police check and Mandatory Training
- Experience with programming, knowledge of the Quality Assurance process will be an advantage.

This Position offers

- Above award rates (MOA level 3)
- Established service, conducted 11 weeks of the year
- Minimum of 38 hours during vacations is anticipated
- Possibility of including After School Hours Care into this position.

Written applications addressing job specifications by 5.00pm, Wednesday 27 July, 2005.

Address to: Robyn Paterson  
Manager of Children's Services Robe  
PO Box 1, Robe SA 5276

For further enquiries, job specs, please ring Paula on (08) 8768 2003 or email on paula@robe.sa.gov.au

### Oasis Child Care Centre

#### DIRECTOR LEVEL 3

The successful applicant will be the Director of a large, dynamic and complex Children's Centre that is situated in the heart of Salisbury.

Applicants must have a current First Aid Certificate and knowledge of Accreditation.

Some out of hours work will be required.

Job and Person Specifications can be obtained from Liz Huebler on 8281 4148.

Applications in writing including the names and phone numbers of two work related referees by Monday 11th July 2005 to:

The Management Committee  
Oasis Child Care Centre  
27 Ann Street  
Salisbury SA 5108

#### **Oasis Child Care Centre also requires**

**2 x**

#### **Qualified Level 4 Child Care Workers**

Casual—Approximately 15 hours per week  
Call between 9-3 for more details on 82814148

Send resumé to:  
Oasis Child Care Centre  
27 Ann St  
Salisbury SA 5108

## Positions Vacant

### MOUNT BARKER SOUTH PRIMARY SCHOOL

#### OSHC ASSISTANT DIRECTOR

Mount Barker South Primary School is seeking an energetic person to assist the Director at Out of School Hours Care (After School/Vacation Care).

The position is casual and will involve approximately 20 hours per week.

For Job and Person Specifications, contact Elisabeth on 83911197 or Kathy on 83912251.

Written applications including two referees (4 copies) are required COB Friday 8 July.

Please address to:

Principal (marked confidential)  
Mount Barker South Primary School  
Princess Road,  
Mount Barker 5251

### Q.E.H. COMMUNITY CHILD CARE CENTRE SUPPORT WORKER (COOK) LEVEL 1

Job Share Position

We are seeking expressions for interest for a creative, motivated and flexible person to join our community centre.

The position is for 2 days a week from 9am - 2pm.

The person will need:

- An understanding of children's nutritional needs and appropriate hygiene standards for child care centres.
- The ability to interact in a positive and respectful way with children and families.
- Effective communication skills to work within a diverse staff team.

Would suit someone who is currently studying.

**Enquiries to: Nadine Evans on 8222 6805 between 10am – 4pm.**

### Kidman Park Community Child Care Centre

*(near Henley Beach)*

#### DIRECTOR—LEVEL 2 FULL TIME

(Readvertised)

We are seeking an experienced and motivated person to join our team.

The Person will need:

- Qualifications as approved by DECS.
- Leadership and communication skills.
- Commitment to equality and respect of clients and peers.
- Skills in supporting and encouraging staff to meet their responsibilities.
- Knowledge of Accreditation and SACSA.

Applications must address the job specifications (Ph: 8235 0636) and include 3 work related referees.

**Applications close 5pm, Monday July 18, 2005.**

## ASSOCIATIONS

### Childcare South Australia Inc

Meetings are held on the 3rd Monday of the month (4th if the 3rd is a public holiday) at the Education Centre, Milner St, Hindmarsh at 7.30pm.

Postal address: P.O. Box 406  
Hindmarsh SA 5007.

Email [accsa@internode.on.net](mailto:accsa@internode.on.net).

Phone: 0407 580 645

### OSHC Association

Meetings for all OSHC staff, parents and advisory committee members are held at Education Department Centre [EDC] Milner Street Hindmarsh or Network SA at the Parks Community Centre, Trafford Street, Regency Park at 10 -12.00 noon in weeks 3 and 8 on the Tuesday.

For further information contact the Chairperson, Teresa Harnett, on 0411 558 050.

### National Association of Community Based Children's Services (SA)

Meetings are held on the 1st Tuesday of each month at 9.30am at the Gowrie Training Centre.

For further information contact Deb on 8231 0941 or by fax on 8231 0949.

### South Australian Association of Community Based Child Care Centres

Meetings are held on the 3rd Tuesday of each month at 9.30am. at the Gowrie Resource Centre.

For further information contact Lynne Rutherford on 8222 5880.

Network SA Resource,  
Advisory and Management  
Services Inc.

**network sa**

Network SA provides advice,  
support and information to  
community based and private  
child care and Out of School  
Hours Care services, and other  
community organisations.

### **Network SA EXtra**

Network SA EXtra is a  
subscriber funded industrial  
and legal accountability  
service operated by  
Network SA.



**ARMSU**

ARMSU is the Aboriginal  
Resource & Management  
Support Unit operated by  
Network SA.

ARMSU provides  
management and quality care  
support services for Aboriginal  
children's services  
and  
Aboriginal Cultural Awareness  
training, resources and  
support for mainstream child  
care, OSHC and other  
community services.

Network SA is a member of

**NATMAA**

National Management Agencies  
Alliance

For further information about  
any of the services listed  
above, call  
08 8445 8128

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Gawen, Jacqui Hodge, Lynne Rutherford, Jenny Malloy, Maureen  
McGuire, Michelle Brereton.

ABN : 55 025 418 476.

Network SA and ARMSU are located at The Parks Community  
Centre, Trafford Street, Angle Park. Enter from Trafford St (car  
park 4) and follow the path to the centre of the complex. We are  
in the 2nd building on your left, opposite the Health Centre.