



MODULE 4

Employment Relations for VMCs

Human resource management and workplace compliance for Approved Providers

Duration: Approximately 60 minutes

Participant Workbook

Name: _____

Date: _____

Organisation: _____



How to Use This Workbook

This workbook is your companion to Module 4: Employment Relations of the VMC Capability Program. Use it to follow along with the training module, record your notes and reflections, and keep as a reference document after your training is complete.

This workbook includes:

- Background reading and explanations to accompany each section of the presentation
- Summary tables, frameworks, and real-world case studies
- Regulation references for key compliance requirements
- Reflection prompts to help you apply learning to your own service context
- Space to record your own notes throughout

Learning Objectives

By the end of this module, participants will be able to:

1. Understand end-to-end human resource management practices for ECEC services
2. Comply with Commonwealth and State workplace laws
3. Navigate modern awards and enterprise agreements
4. Recruit, onboard, and manage staff effectively
5. Address performance management and workplace issues appropriately
6. Meet Work Health and Safety obligations for ECEC services
7. Understand and address psychosocial safety requirements in the workplace
8. Manage industrial relations matters appropriately and access support when needed

Section 1: Employment Law Fundamentals

Australia has a comprehensive workplace relations system designed to balance the rights and responsibilities of employers and employees. As an approved provider of an ECEC service, you are an employer with significant legal obligations under both Commonwealth and State workplace laws.

Key Principles of Australian Employment Law

- Minimum employment standards are established by law and cannot be reduced
- Enterprise Agreements (can provide better conditions than minimum standards — never worse)
- Employers and employees must act in good faith
- Fair and non-discriminatory treatment is mandatory
- Workplace health and safety is paramount
- Collective bargaining and union representation are protected rights

Commented [KB1]: Are we talking about enterprise agreements?

Commonwealth and State Jurisdiction

Jurisdiction	Who It Covers / Key Details
Commonwealth (Fair Work)	Most ECEC services — incorporated associations and companies Regulated by the Fair Work Commission Governed by the Fair Work Act 2009
State (QIRC)	Some unincorporated associations State government entities Some local government-operated services Governed by the Industrial Relations Act 2016

Important:

- Determining which system applies to your service is critical — different awards, entitlements, and processes apply
- If unsure which jurisdiction you fall under, seek advice from an employment lawyer or industry association before making HR decisions

Modern Awards for OSHC Services

Modern Awards set minimum terms and conditions of employment for ECEC services. The award that applies to your service depends on your structure and jurisdiction.

Parents & Citizens Associations Award 2016 (P&C Award)

- Covers all employees of Parents and Citizens (P&C) Associations
- Six employment streams: Clerical & Administrative, Health & Fitness, Operations Managers, OSHC & Vacation Care, Retail Operations, and Support Workers

- Classification levels based on qualifications and responsibilities
- Provisions for casual, part-time, and full-time employment
- Overtime and penalty rates for work outside ordinary hours
- Worker Retention Payment Variation: Additional rates from December 2024 to November 2026 for eligible OSHC workers when employers receive Commonwealth grant funding

Children's Services Award (CSA Award)

- Covers educators employed by incorporated not-for-profit organisations, community-based services, stand-alone providers, and corporate operators
- Seven classification levels from Level 1 (entry level) to Level 7 (senior management)
- Qualifications-based progression through levels
- Casual loading applies to casual employees
- Minimum weekly hours provisions for part-time employees

Other Awards

While the Children's Services Award and the P&C Award are the most widely used instruments for employing OSHC staff in Queensland, they are not the only ones that are utilised for OSHC staff across Australia. Depending on the type of organisation running the service, whether it's a school, a local council, a community organisation, or a university, a range of other modern awards may apply more appropriately. The specific award that covers a worker is determined by the nature of the employer, the role being performed, and the state or territory in which the service operates. OSHC operators should always carefully consider which instrument best fits their particular circumstances and seek advice where needed.

Understanding Award Classifications (P&C Award)

Classification Level	Requirements
Level 1	Entry-level educator, no formal qualifications, works under direct supervision
Level 2	No formal qualifications; completed 12 months at Level 1; takes limited responsibility for own work
Level 3.1–3.3	Completed an approved AQF Certificate III in Children's Services or equivalent
Level 3.4	Completed an approved AQF Diploma or equivalent
Level 4	Required to hold an AQF Diploma in Children's Services as part of designated role
Level 4A	Has not yet obtained Level 5 qualification but performs Level 5 duties

Level 5	Completed AQF Diploma in Children's Services; appointed as Assistant to Level 6 employee
Level 5A	Has not yet obtained Level 6 qualification but performs Level 6 duties
Level 6	Holds relevant Degree, Advanced Diploma, or Diploma in Children's Services or Out-of-Hours Care; appointed as Coordinator/Director/Assistant Manager
Level 7	Same qualifications and responsibilities as Level 6; additionally responsible for overall strategic, financial, and operational management of an OSHC service licensed for over 180 children

Employment Contracts and Terms

Every employee must have a written employment contract that sets out the terms and conditions of their employment. A well-drafted contract protects both employer and employee.

Essential Elements of an Employment Contract:

- Employee and employer details
- Position title and reporting relationships
- Employment classification (full-time, part-time, casual)
- Commencement date and location of work
- Hours of work and rostering arrangements
- Remuneration (salary or hourly rate) and payment frequency
- Applicable award or enterprise agreement
- Superannuation details
- Leave entitlements
- Notice periods for termination
- Probationary period (if applicable)
- Confidentiality and privacy obligations
- Code of conduct requirements
- Policies and procedures to be followed requirements

Reflection: Do all staff at your service have current, written employment contracts? When were they last reviewed? Do they correctly reference the applicable award and current classification levels?

Section 2: Recruitment and Selection

Effective recruitment is one of the most important investments your committee can make. Getting the right people into the right roles directly impacts service quality, team culture, and compliance.

Position Descriptions and Advertising

A well-written position description is the foundation of effective recruitment — it clarifies the role for applicants and provides a framework for selection, performance management, and development.

Essential Components of a Position Description:

- Position title and classification level
- Organisational context and reporting relationships
- Primary purpose of the role
- Key responsibilities and duties
- Required qualifications, training completion (e.g. mandatory Child Safety training module/s) and registrations (including Blue Card)
- Essential skills, knowledge, and experience
- Desirable attributes or experience
- Key selection criteria
- Physical requirements and work environment
- Conditions of employment (hours, location, travel requirements)

Interview Process and Selection

A structured, merit-based selection process ensures fairness, reduces bias, and helps identify the best candidate for the role.

Step	Key Actions
Application Review	Review against selection criteria Shortlist candidates who best meet requirements
Initial Screening	Phone or video screening to verify basic requirements and assess communication
Structured Interview	Standardised questions for all candidates Use behavioural questions with real-life scenarios to assess values and practice
Reference Checks	Contact at least two professional referees Use structured questions Document all conversations

Pre-Employment Checks	Verify qualifications Obtain Blue Card (Working with Children Check) Search Prohibited Persons Register in NQAITS Portal
Decision and Offer	Select based on merit Make formal written offer

Reference Checks, Searches and Working with Children Checks

Reference checks are a critical step that many employers rush or skip. Thorough reference checks can verify information, identify concerns, and provide insights.

Best Practice for Reference Checks:

- Obtain candidate permission before contacting referees
- Contact at least two professional referees (previous supervisors preferred)
- Use structured questions consistent across all candidates
- Verify employment dates, role, and responsibilities
- Ask about strengths, areas for development, and performance
- Document all reference check conversations

Register of Prohibited Persons and Suspended Educators

As per section 188 of the Education and Care Services National Law Act (National Law), an approved provider must not engage a person as an educator, employee, contractor, staff member, or allow a person to perform volunteer services for, or be nominated supervisor of, an education and care service if the provider knows, or ought reasonably to know, that there is a prohibition notice in place for this person.

Section 272 of the National Law provides for an approved provider to request information from a regulatory authority of the National Authority (ACECQA) and for those authorities to disclose the information, about whether a person has been prohibited.

The Prohibited Persons Register Search functionality in the NQA IT System portal allows an approved provider to search for prohibited persons or suspended family day care educators through the register of prohibited persons and suspended educators.

Working with Children Checks (Blue Card in Queensland):

All ECEC educators must hold a current Working with Children Check before commencing employment.

- Blue Card required for all paid and volunteer child-related work
- Valid for 3 years (or until expiry date stated on card)
- Employer must verify card is current before person starts work
- Employee must be linked to the organisation via the [BCS Organisational Portal](#)

- Person cannot work with children if card is expired, suspended, or cancelled
- Maintain register of all staff blue cards with expiry dates

Avoiding Discrimination in Recruitment

Discrimination in recruitment is unlawful and can result in complaints, legal action, and reputational damage. Selection must be fair, transparent, and based on merit only.

It is unlawful to discriminate based on:

- Race, colour, national or ethnic origin
- Sex, pregnancy, or gender identity
- Age
- Disability
- Marital or relationship status
- Sexual orientation
- Family or carer responsibilities
- Religion or political beliefs
- Union membership

Reflection: Does your service have a current, merit-based recruitment process? When did you last review your position descriptions? Are all pre-employment checks documented and consistently applied?

Section 2: Onboarding and Induction

Effective onboarding goes beyond administrative paperwork. It helps new staff feel welcomed, understand their role, build relationships, and become productive quickly. Poor onboarding is a leading cause of early staff turnover.

Benefits of Structured Onboarding

- Faster integration and productivity
- Increased employee engagement and satisfaction
- Reduced turnover in the critical first months
- Better understanding of expectations and workplace culture
- Stronger relationships with colleagues
- Improved compliance with policies and procedures

Orientation to Policies and Procedures

Thorough policy orientation demonstrates the employer's commitment to 'reasonable steps' to ensure policy compliance — which is critical if issues arise later.

- Provide access to the complete policy manual (digital or physical)
- Schedule dedicated time to review key policies — don't assume people will read them independently
- Explain the rationale and practical application of critical policies
- Demonstrate procedures in practice (e.g., emergency evacuation, incident reporting)
- Require new employee to sign acknowledgment of receipt and understanding
- Document all training provided — this demonstrates 'reasonable steps' to the regulator

Mandatory Training Requirements

Training	Requirement / Timing
First Aid (CPR, anaphylaxis, asthma management)	Required for designated First Aider on shift Best practice: all staff trained
Child Protection/Safety	Mandatory national child safety training for all ECEC staff & volunteers Must be renewed every two years
Emergency and Evacuation Procedures	On commencement Quarterly drills for all staff
Food Safety and Hygiene	Required for all staff who handle food
Manual Handling	Required to prevent injury from lifting children or equipment

Probationary Periods

Probationary periods allow both employer and employee to assess suitability for the role before confirming employment.

- Clearly state the probation period in the employment contract (typically 3–6 months)
- Set clear performance expectations at commencement — in writing
- Provide regular feedback throughout the probation period
- Conduct formal review meetings at agreed intervals
- Document all feedback, concerns, and support provided
- Make the decision to confirm, extend, or terminate before the probation period ends

Important:

- Ending employment during probation still requires procedural fairness
- An employee dismissed during probation can still make a general protections claim (e.g., if dismissed for exercising a workplace right)
- Always seek HR advice before dismissing an employee, even during probation

Reflection: Does your service have a structured induction program? Is all mandatory training documented? Are probation reviews conducted formally and recorded in writing?

Section 4: Performance Management

Effective performance management is an ongoing process, not an annual event. It requires clear expectations, regular feedback, and timely action when performance is not meeting standards.

Professional Standards as the Framework

For ECEC services, professional standards provide the framework for performance expectations, goal-setting, and development planning.

Framework	Domains / Areas
OSHC Educator Professional Standards	Professional Knowledge and Practice Relationships and Partnerships Leadership and Collaboration Continuous Improvement and Professional Learning
Professional Standards for Management and Leadership	Strategic Leadership and Vision Learning and Teaching Leading and Managing People Developing Self and Others Managing Resources Building and Sustaining Relationships

Effective Feedback Principles

Principle	What It Looks Like in Practice
Timely	Provide feedback close to the observed behaviour — don't wait for the annual review
Specific	Describe what you observed, not general impressions ('I noticed that...' not 'You always...')
Balanced	Acknowledge strengths and areas for improvement — not just problems
Behaviour-Focused	Comment on actions, not character — focus on what was done, not who the person is
Future-Focused	Discuss how to continue or improve, not just what went wrong
Two-Way	Invite employee perspective and discussion — listen as much as you speak
Documented	Keep records of significant feedback, especially where performance concerns are raised

Managing Underperformance

Addressing underperformance is one of the most challenging aspects of people management, but it is essential for service quality and team morale. The key is early, documented, and supported intervention.

Step	Key Actions
1. Identify and Document	Clearly identify the performance gap Gather evidence and specific examples
2. Initial Discussion	Meet privately with employee Explain expectations Seek employee perspective
3. Performance Improvement Plan	Develop written plan with specific expectations, support to be provided, and timeframe
4. Provide Support	Offer training, coaching, or mentoring Clarify expectations Provide regular feedback
5. Monitor and Review	Observe performance Provide ongoing feedback Conduct scheduled review meetings
6. Assess Outcome	Determine if performance has improved to required standard Decide on next steps

Disciplinary Processes

Disciplinary processes address conduct issues — breaches of policy, code of conduct, or inappropriate behaviour — as distinct from performance or capability issues.

Stage	Key Actions
Investigation	Gather all relevant facts Interview witnesses if needed Maintain confidentiality throughout
Show Cause Meeting	Provide written notice of allegations Invite employee to respond Allow support person to attend
Decision	Consider all information Determine if misconduct occurred Decide on appropriate consequence
Outcome Letter	Provide written outcome Explain decision and consequence Outline future expectations
Implementation	Implement consequence Monitor improvement Document all actions taken

Important:

- Always seek expert HR or legal advice before commencing formal disciplinary processes
- This is especially critical if termination is being considered
- Poorly managed disciplinary processes can expose the service to unfair dismissal claims

Reflection: Does your service have a performance review process for all staff, including the coordinator/director? When issues arise, are they addressed promptly and documented? Who does the committee go to for HR advice?

Section 5: Managing Workplace Issues

Workplace issues such as grievances, investigations, terminations, standdowns and redundancies, are among the most legally sensitive areas of employment relations. Understanding the correct processes protects your service and ensures fair treatment for all involved.

Grievances and Complaints

A grievance is a complaint raised by an employee about their employment. Effective grievance handling resolves issues fairly, maintains relationships, and prevents escalation.

Stage	Key Actions
Receive Complaint	Acknowledge promptly Determine whether formal or informal process is appropriate
Preliminary Assessment	Assess nature and seriousness Determine if immediate action is needed (e.g., safety risk)
Investigation	Gather relevant information Interview complainant, respondent, and witnesses Maintain confidentiality
Resolution	Consider informal resolution (mediation) or formal determination Communicate outcome to parties
Follow-Up	Monitor situation Ensure no victimisation of complainant Check in with parties after resolution

Workplace Investigations

Some complaints require formal investigation, particularly allegations of serious misconduct, harassment, discrimination, or child safety concerns.

- Appoint an impartial investigator with appropriate skills — may need to be external
- Define clear terms of reference: scope, allegations to be investigated, timeline
- Gather evidence: interview complainant, respondent, and witnesses; collect documents
- Assess evidence on the balance of probabilities — not the criminal standard of 'beyond reasonable doubt'
- Prepare a written investigation report with findings and recommendations
- The decision-maker reviews the report and determines outcome and consequences

Termination of Employment (Fair Dismissal)

Terminating an employee's employment is one of the most significant decisions an employer makes. Unfair dismissal claims are common and can be costly.

Legal requirements for a lawful dismissal:

- For a valid reason: genuine performance or conduct issue that has been documented
- Procedurally fair: employee had a genuine opportunity to respond and to improve
- Not harsh, unjust, or unreasonable in all the circumstances
- Not discriminatory or in breach of general protections provisions

Notice periods for termination depend on the employee's length of service and must comply with their employment contract and applicable award. Always seek HR or legal advice before terminating employment.

Standdown/Suspension Without Pay Procedures

Under the Industrial Relations Act 2016 (Qld), standdown is referred to as suspension without pay and governed by section 530; the core test mirrors that within the federal jurisdiction also, but procedural requirements flow from Queensland awards and certified agreements, which often impose additional obligations around consultation, notice periods, and duration that vary significantly. Unlike under the Fair Work Act, leave accrual during suspension is not uniformly guaranteed, making it essential to check the applicable instrument for each workforce.

The key steps for a standdown under the QIRC framework:

- Confirm a valid trigger exists — the stoppage must be outside the employer's control (e.g. equipment breakdown, external disruption, natural disaster).
- Check the applicable Queensland award or certified agreement for any additional requirements such as consultation obligations or notice periods.
- Assess whether each affected employee can be usefully employed elsewhere — if they can, redeploy rather than stand down.
- Confirm the stoppage is not the employer's fault, as employer-caused stoppages do not give rise to a lawful suspension.
- Issue written notice to employees stating the reason, expected duration, and that the suspension is without pay.
- Monitor the situation and keep employees regularly updated on when work is expected to resume.
- Once the trigger resolves, promptly notify employees of their return date in writing, observing any award notice period requirements.
- Reconcile leave accruals on return in accordance with the relevant award or agreement.
- If a dispute arises, be prepared to engage in the QIRC's conciliation process, and arbitration if the matter remains unresolved.

Redundancy Processes

Redundancy occurs when an employer no longer requires a position to be performed by anyone due to changes in operational requirements.

Genuine redundancy exists when:

- The employer genuinely no longer requires the job to be done by anyone
- The change is due to genuine operational requirements — not a reason to remove a specific person
- The employer has followed consultation requirements with the employee
- It was not reasonably possible to redeploy the employee in another role

Important:

- Redundancy entitlements are set out in the applicable modern award
- Expert HR and legal advice should always be sought before proceeding with redundancies
- Getting the process wrong can result in an unfair dismissal claim even for a genuine redundancy

Reflection: Does your service have a grievance procedure that all staff know about? When did you last review your policies on disciplinary processes and termination? Who provides HR advice to your committee?

Section 6: Work Health and Safety (WH&S)

Work Health and Safety laws protect the health, safety, and welfare of all workers and other people who may be affected by work. In Queensland, the Work Health and Safety Act 2011 establishes comprehensive duties for employers (PCBUs), workers, and others.

Primary Duty of Care

As an ECEC service provider, you are a Person Conducting a Business or Undertaking (PCBU). You must ensure, so far as is reasonably practicable, the health and safety of:

- Workers while at work
- Other people at the workplace including children, families, visitors, and volunteers

Employers must provide and maintain:

- A safe work environment without risks to health and safety
- Safe systems of work
- Safe plant and structures — equipment, furniture, buildings
- Adequate facilities — amenities, toilets, break rooms
- Information, instruction, training, and supervision to ensure safety
- Consultation and communication with workers about WHS matters

The Risk Management Process

Step	What It Involves
1. Identify Hazards	Systematically identify anything that could cause harm through inspecting the workplace, consult workers
2. Assess Risks	Evaluate the likelihood and consequences of harm from each hazard
3. Control Risks	Implement control measures using the hierarchy of controls (eliminate, substitute, isolate, engineer, admin, PPE)
4. Monitor and Review	Check that controls are working Review regularly and after any incident

Common Hazards in OSHC Settings

Hazard Category	Examples
Physical Hazards	Slips, trips, and falls Manual handling, such as lifting children, moving furniture Playground equipment Extreme temperatures Noise

Chemical and Biological Hazards

Cleaning chemicals | Art and craft materials | Infectious diseases | Blood and bodily fluids | Allergens

Incident Reporting and Investigation

All workplace incidents, injuries, and near misses must be reported and, where appropriate, investigated. This includes incidents affecting workers, children, and visitors.

Notifiable incidents must be reported to WorkSafe Queensland:

- Death of any person
- Serious injury or illness requiring hospitalisation
- Dangerous incidents — such as structural collapse or explosion

Notify Workplace Health and Safety Queensland immediately by phone, then in writing within 48 hours

Workers' Compensation

Employers must maintain workers' compensation insurance through WorkCover Queensland to cover employees for work-related injuries and illnesses. Workers' compensation provides medical and rehabilitation expenses, weekly income replacement during recovery, lump sum payments for permanent impairment, and return-to-work support.

Reflection: When did your service last conduct a formal WHS hazard assessment? Are incident reports reviewed by the committee? Is workers' compensation insurance current and adequate for your workforce?

Section 7: Psychosocial Safety in the Workplace

Psychosocial hazards are aspects of work that can cause psychological or physical harm. Managing psychosocial risks is a clear legal obligation under Queensland WHS legislation, not just a 'nice to have'.

Common Psychosocial Hazards in ECEC Settings

Hazard	What It Looks Like in ECEC
High Job Demands	High workload, time pressure, irregular hours, emotional labour with children and families
Low Job Control	Limited say in how work is done, lack of autonomy in program delivery
Poor Support	Inadequate support from supervisors or colleagues, isolation (especially in small services)
Unclear Roles	Unclear expectations, role conflict between committee and operational staff
Poor Workplace Relationships	Conflict with colleagues or supervisors, bullying, harassment
Violence and Aggression	Aggressive behaviour from children, families, or community members
Traumatic Disclosures	Educators witnessing or receiving disclosures of harm that cause significant distress
Work-Life Imbalance	Long hours, inflexible schedules, difficulty switching off
Poor Change Management	Constant or poorly managed changes, job insecurity

Identifying Psychosocial Risks

Use the same risk management process for psychosocial hazards as for physical hazards.

Methods for identifying risks include:

- Staff surveys and questionnaires — anonymised where possible
- Consultation at regular team meetings
- Exit interviews — what are departing staff telling you?
- Analysis of absenteeism, turnover, and sick leave data
- Workers' compensation claims — are mental health claims increasing?
- Review of work systems, rosters, and workload demands

Creating Psychologically Safe Workplaces

Strategy	Practical Actions
Workload Management	Realistic ratios Adequate non-contact time Shared responsibilities across the team
Role Clarity	Clear position descriptions Defined responsibilities Regular check-ins with supervisors
Supportive Leadership	Approachable supervisors Regular supervision Constructive feedback culture
Positive Culture	Active respect and inclusion Zero tolerance for bullying and harassment
Professional Development	Training opportunities Career pathways Mentoring and peer support
Consultation and Voice	Regular team meetings Mechanisms for staff input and feedback
Support Services	Employee Assistance Program (EAP) access Counselling referral pathways
Supportive Policies	Policies and procedures that actively support psychosocial safety

Recognising Work-Related Stress and Burnout

Signs to watch for in your team:

- Fatigue and exhaustion — beyond normal tiredness
- Difficulty concentrating or making decisions
- Increased irritability or mood changes
- Physical symptoms — headaches, muscle tension
- Changes in work performance or quality
- Withdrawal from colleagues or families
- Increased absenteeism
- Cynicism or emotional detachment from work (a key indicator of burnout)

If you notice these signs in team members, act early, connect them with support, review workload, and consider whether systemic changes are needed. Early intervention prevents serious harm and protects your service's compliance obligations.

Reflection: Has your service conducted a psychosocial risk assessment? Do staff have access to an Employee Assistance Program? What does the committee do to support the coordinator/director's own wellbeing?

Section 8: Industrial Relations

Industrial relations cover the broader framework of rights, obligations, and processes that govern the relationship between employers, employees, and their representatives. Understanding this framework helps committees navigate workplace issues and access support when needed.

Union Representation and Collective Bargaining

Employee Rights	Employer Obligations
Freedom to join or not join a union	Cannot discriminate against employees based on union membership or activity
Protection from discrimination based on union activity	Must allow union officials reasonable access to the workplace
Right to union representation in workplace matters	Must bargain in good faith if employees seek an enterprise agreement
Right to participate in collective bargaining for enterprise agreements	Cannot take adverse action against employees for exercising workplace rights

Dispute Resolution Processes

Stage	Process
Internal Resolution	Try to resolve the dispute at the workplace level through open discussion
Mediation / Conciliation	Use a neutral third party to facilitate resolution — Fair Work Commission can assist
Formal Determination	Fair Work Commission or QIRC may make a binding determination
Appeal	Parties may have rights to appeal decisions to higher authorities

When to Seek HR Advice

Employment law is complex. Seeking advice early is always cheaper and less stressful than dealing with the consequences of getting it wrong.

Always seek expert advice:

- Before terminating any employment — including during probation
- When dealing with complex performance or conduct issues
- During enterprise agreement negotiations
- When responding to unfair dismissal or discrimination claims
- When handling serious workplace investigations
- When unsure about award interpretation or entitlements

Sources of HR Advice and Support

Source	What They Provide
Industry Associations (QCAN, NOSHSA)	Sector-specific advice, templates, and member support
Fair Work Ombudsman (fairwork.gov.au)	Free advice on Commonwealth workplace laws, awards, and agreements
Queensland Industrial Relations Commission (qirc.qld.gov.au)	Information on State system employment
Employment Lawyers	Legal advice on complex or high-risk matters — essential before termination
HR Consultants	Specialist HR advice, policy development, workplace investigations

Reflection: Does your committee know which award applies to your service? Do you have a relationship with an HR advisor or employment lawyer you can call on when needed? When was your HR policy suite last reviewed?

Conclusion and Next Steps

Effective employment relations are fundamental to the success and sustainability of your ECEC service. This module has covered the complete employee lifecycle and the critical areas of workplace law, performance management, health and safety, and industrial relations.

Principle	Why It Matters
Compliance is non-negotiable	Understand and meet all legal obligations — ignorance is not a defence
Fair and respectful treatment	Builds trust, engagement, and a positive workplace culture
Clear expectations and regular feedback	The foundation of effective performance management
Documentation protects everyone	Written records protect both employer and employee if disputes arise
Early intervention prevents escalation	Small issues become major problems when left unaddressed
Seek advice when unsure	Employment law is complex — the cost of advice is far less than the cost of a claim
Invest in your people	Staff are your greatest asset and the primary determinant of service quality
Balance needs with wellbeing	Sustainable workplaces balance organisational requirements with staff health

Next Steps

To build on this training:

- Review your service's current HR policies and practices
- Identify any gaps in compliance or documentation
- Develop or update position descriptions using professional standards and templates provided
- Establish regular supervision and performance review processes for all members of your team, including the team leader.
- Conduct risk assessments for WHS and psychosocial hazards
- Build relationships with advisors and support services
- Commit to ongoing professional development in HR management

Resources and Support

Key Resources:

- Fair Work Ombudsman - www.fairwork.gov.au
- Fair Work Commission - www.fwc.gov.au
- Queensland Industrial Relations Commission - www.qirc.qld.gov.au
- Workplace Health and Safety Queensland - www.worksafe.qld.gov.au
- OSHC sector peak bodies and industry associations – www.qcan.org.au / www.noshsa.org.au
- OSHC Educator Professional Standards - [Home | OSHC Pro Standards](#)

Professional Standards for Management and Leadership - [Leadership & Management Program for OSHC | LAMP](#)

Thank you for your commitment to effective employment relations and creating positive, compliant, and supportive workplaces for ECEC educators. Your dedication to understanding and implementing best practice HR management benefits your staff, children, families, and the entire school community.