



*“Staffing Solutions
for the Early Childhood Sector”*



**2010
POLICIES & PROCEDURES
MANUAL**

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INTRODUCTION



Thank you for choosing to enquire about or use our service. This handbook is designed to be kept in the centre and referred to as required by both the centre and the temps. It sets out the basic policies and procedures we adhere to, and our expectations of the centres and the temps.

By engaging a temp through ECE Consultants, centres are agreeing to abide by the policies and procedures outlined in this manual. Please take special note of the sections "Selection & Supervision of Temps", "Timesheets & Invoices" and Terms & Conditions. Please also refer to the guidelines for temps in our "Handbook for Temps".

BACKGROUND

ECE Consultants is a Waikato based business enterprise, established in 2001 by Ruth Seabright. Ruth recognized that in addition to contract administration & management services and childcare centre software training services, many centres would benefit from a centralised pool of quality, vetted, temporary staff.

In recent years Vanessa Goodman joined ECE Consultants and swiftly became a competent and enthusiastic member of the ECE Consultants team. Hence when Ruth wished to focus on her post graduate studies, Vanessa's parents, Rachael and Stephen, already enthusiastic and supportive of the values and services of ECE Consultants, acquired the business in August 2010.

Rachael and Stephen have a range of professional qualifications plus extensive experience in running small businesses in New Zealand and in England. Both are qualified as Teachers of Adults. Rachael's qualifications include accountancy and operational auditing (similar to ECE Self Review). Rachael and Stephen are involved in volunteer work in a variety of fields, also Rachael has served her community as a City Councillor, Borough Councillor (England), and as a Health Board member.

Rachael is also the author of *From the Other End of the World - Memories of post-war immigrants to New Zealand from Great Britain*.
www.gwwservices.com

PHILOSOPHY

ECE Consultants aims to provide early childhood centres with reliable, experienced, temporary staff at affordable rates. We also endeavour to provide temps with diverse, flexible and rewarding employment opportunities.



SELECTION & SUPERVISION OF TEMPS

Prospective temps are interviewed, and required to provide at least two referees. Referees are required to complete a written questionnaire, which is then followed up with a phone call.

Temps who **do not** hold a recognised NZ teaching qualification or NZ Teachers Council Registration are Police vetted through the Licensing & Vetting Service Centre in Wellington.

Unregistered temps are not referred to centres until satisfactory referee reports have been completed and a Police vet has been received.

In the case of qualified Early Childhood Teachers, copies of qualifications and registration details are kept on file and made available to the centres in which they are working.

NZ Teachers Council Registered Teachers are not required to complete the Police Vetting form as this is carried out as part of the registration process.

Unfortunately, we cannot stress strongly enough that centres need to ensure that relievers are supervised by centre staff. Temps are not always aware of potential hazards, and safety procedures especially those which may be unique to a particular centre.

Please remember that temps, even experienced, qualified ECE teachers, are not in your centre to manage it (unless this arrangement has been discussed and agreed to). They are provided as team members and

should work alongside existing permanent staff.

Temps should not be expected to deal with parents, especially in delicate situations including accidents, complaints, and health issues. Centres need to ensure that staffs who are competent to represent the centre at a managerial level are on duty at all times.

There is a wide range of experience levels amongst the ECE relievers. Even though we are confident of their suitability to work with young children, there is no way of briefing them on every possible scenario within a centre.

We select our temps based on their honesty, reliability and their genuine, caring nature. While experience is an added bonus, we do take on people who we believe have the ability to learn and be of value to centres. They are people, who love working with young children, who we expect to have good commonsense.



Many of our experienced temps find permanent positions in centres and go on to enrol in Teacher training programmes. Temps are a valuable source of future ECE teachers.

REGISTRATION & BOOKING PROCEDURES

To register with ECE Consultants just give us a call. There is no requirement for you to use our services exclusively, in fact we see ourselves as complimentary to any arrangements your centre may currently have for organising relievers. Once registered, our booking procedure is simple.

We have competent office staff on hand to process your requirements. Give us a call, fax, email or text and let us know the days, times and what area of your centre the temp will be required for. You also need to let us know if you require a qualified or unqualified reliever.

- Phone - calls can be made from 6.45am to 9.30pm Mon to Thurs,

6.45am to 6pm Friday, and Sunday 3pm to 9.30pm. However, there are various times of the day when you may get our answer phone. Please leave a detailed message as we check them regularly.

- Emails - while we check these regularly, please don't use this medium for urgent bookings.
- Faxes - anytime is fine.
- Txt - anytime is fine.

In most cases we will ring and confirm your booking. If you are unsure or haven't heard from us, please feel free to ring and confirm your booking.

Extending a Booking

If you have a temp working for you and find you need a reliever for the next day, or later in that week, and would like that particular reliever, please phone our office and let us know. We will happily oblige, **please don't organise it directly with the temp without telling us.**

Cancelling or Changing a Booking

If you have made a booking and wish to cancel it, please ensure you give us a minimum of 2 hours notice. If a temp is already on their way, we cannot cancel the assignment. You will be expected to pay the temp fee and a minimum of 3 hours wages for that temp.

If early into a shift, you find your numbers are lower than expected, or you are overstaffed and no longer require your reliever, our policy is that you pay them for a minimum of three hours. **Please ring us as soon as you realise this situation has occurred, as we maybe able to send the temp to another centre and waive your fee.**

Please be aware that some of our temps are full time relievers. They depend on full time hours, so please don't book a temp for a whole day if you are aware you may not need them. We carefully place temps based on a number of factors including the temp's availability, consistency for

the centre, centre and temp preferences, and the number of hours requested by the temp. Hence we have different temps for short shifts, and full day shifts, part week, and full week assignments.

TIME SHEETS & INVOICES

Temps are required to fill in and sign timesheets for each assignment. Please call the ECE office for a copy of our standard timesheet, or it can be downloaded from the 'Resources' page on our website (www.ececonsultants.co.nz).

Timesheets need to be faxed, emailed or phoned through to our office on Friday or by noon each Monday at the latest.

Invoices are prepared from the timesheets. For a copy of our current Pricing Structure please call the ECE office.

Invoices are due for payment within 7 days. We prefer payment to be by automatic payment - our bank details are: **02-0300-0103669-000**

Please remember to put the centre name as a reference on your payment and fax or email us details of the invoices paid.

TEMP PAY RATES

Temps are paid a preset rate according to their qualifications, level of training and experience.

Temp wages are reviewed regularly and feedback from centres is vital for this process.

PERMANENT PLACEMENTS

At times we are able to find permanent teachers and educators for centres. This is not our core business, but if we have someone suitable

to your needs we will happily arrange interviews for you and work with you to fill your vacancy. This is an area that we hope to expand upon in the future.

We are happy to advertise any permanent full-time or part-time positions you have for qualified or unqualified staff in our temp newsletters, which we publish quarterly. Please call the office if you wish to advertise a position.

More often than not, permanent placements arise from successful temping assignments. A particular temp may have been in your centre, and you find they work well with your team. If a vacancy arises and you offer them a position, or would like to offer them a position, please give us a call.

We invest a lot of money in each temp via advertising, application packs, interviews, police vets, referee checks, badges, handbooks and maps.

We charge a permanent placement fee for temps we have introduced to a centre who secure a permanent position and are removed from our relieving list.

We also charge a fee if a multi-centre company offers a reliever a position of any kind, including ongoing relieving, or permanent placements in any of their centres.

Our introduction fee is very reasonable; please see our Pricing Structure for details. We operate a largely good will system with this and rely on you to advise us when an engagement changes in nature from relieving to permanent or ongoing.

HEALTH & SAFETY

It is expected that centres will meet all legislative requirements including health and safety and Ministry of Education



requirements.

Centres are expected to ensure that temps are fully informed of existing safety procedures, hazards and policies for both staff and children within the centre.

Child Safety

Centres need to ensure that temps are aware of any special procedures for play and other equipment, or any issues relating to particular children that may be applicable. You may, for example, have an issue with a child who bites, or is particularly aggressive. If you have strategies in place to deal with particular children please ensure the temps are aware either of the strategies or the fact that they should not deal with the particular children concerned.

Temp Safety

If a reliever is injured while working in your centre a copy of the incident report should be faxed to us immediately.



If a reliever has to leave work part way through a shift as a result of a work place accident, you maybe expected to pay for the remainder of the shift. This will be negotiated with you depending on the length of the shift, and the nature of the accident.

Centres are expected to have adequate first aid kits available to treat any minor medical matters.

As a general rule temps should never be left alone with children in areas where they are unable to be supervised. This may include a sleeproom that is tucked away down a hall. Temps are aware of this policy and should always be vigilant about ensuring they are visible and in a public place, while still being helpful to the centre.

Examples of this may be: temps are fine changing nappies and assisting in the bathroom when the centre is carrying out routine bathroom duties. However, if the children are all outside and one child needs to be changed, and the building is empty, it is probably preferable that the

person taking the child in to be changed is a permanent member of staff rather than a temp.

If temps are required to supervise sleeping children it may be preferable for them to sit in the doorway, especially if they are alone. This will ensure that they are visible to other staff and parents as they are coming and going.

Temp should be mindful of safety at all times, however, centres are responsible for ensuring temps are aware of all the hazards which have been identified within the centre. These may include slippery surfaces, uneven surfaces, etc.

WORK BREAKS

While every centre operates its own system for its staff, we have in the past found that temps are often overlooked in the break process.

We request that centres follow the following schedule for breaks:



All hours of work should be continuous from the time of starting each day without any breaks other than a rostered paid ten minute morning and afternoon refreshment break daily for each temp and a rostered $\frac{1}{2}$ hour break for lunch daily between the hours of 11am and 2.30pm for each temp.

No temp should be required to work longer than three hours without a refreshment break or five hours without a meal break. The meal break can be extended or reduced by mutual agreement between the centre and the temp.

Split shifts are not advisable; however, we recognise that at times this may be an option which suits all parties involved, mutual consent must be given by all parties involved.

BEHAVIOUR MANAGEMENT

Our policy on behaviour management states that smacking, rough handling, shaking, squeezing, pulling, or pushing are not acceptable. Children should not be physically forced to perform a task or activity. ECE Consultants do not condone any physical, mental, emotional or verbal abuse. This is never appropriate or acceptable.

ECE Consultants recommend positive reinforcement and role modelling approaches, however, temps are directed to follow the centre's policy on behaviour management. Please make sure you let temps know if you have particular issues like children with special needs, or challenging behaviours, as these can be difficult situations for temps to negotiate especially when they are unfamiliar with your centre policies.

HELP OUR TEMPS TO HELP YOU

Please remember that temping is not easy. It's difficult to walk into a centre with 50 new faces and names to learn. Different centres have different policies and procedures, and it takes time for relievers to become familiar with the differences and commonalities of the various centres.

Temps are there to help you. Please be respectful of their different needs, knowledge and experience levels. They should be treated the same as any other member of the team, not delegated all the less desirable jobs. We expect that they will be involved with all the daily tasks including food preparation, cleaning, tidying, and interacting with the children.

If a temp doesn't enjoy working with your centre, they may request not to be placed there in future. We respect the temp's wishes in these cases. If we find that we are receiving an undue amount of negative feedback about your centre, we will contact you and let you know so that you are aware of the situation.

Have patience, give them positive feedback and be gentle with criticism.

Remember that what is appropriate in one centre maybe frowned upon in another. You can make all the difference between a temp having a good experience or a negative one by ensuring they feel welcomed and comfortable.

FEEDBACK, QUERIES & COMPLAINTS

For all general queries and bookings please contact our office. For specific concerns, complaints, or constructive feedback please phone or fax Rachael or Stephen.



We take our responsibility for placing temps in your centre extremely seriously.

Temp appraisals or any feedback by your centre is appreciated on all relievers who are new to your centre, or if a situation arises which the centre feels should be brought to our attention.

We have a standard appraisal form for your convenience. If you don't already have a copy, give us a call, or download a copy from the 'Resources' page on our website (www.ececonsultants.co.nz).

If you have concerns about a temp's behaviour or conduct or you are just unsatisfied with a particular temp, please contact us immediately. We keep a record of relievers you do not wish to have back in your centre.

If any temp receives a negative appraisal report from a centre we review their status based on previous feedback and the nature of the issues raised. If several negative appraisal reports are received temps are removed from our list.

Any issue involving a serious breach of basic safety protocol will result in a temp being removed from the list immediately.

Any serious complaints are handled on a case-by-case basis.

Remember, your feedback helps us improve our service and also to know that we are meeting your needs. Please don't be afraid to give constructive feedback. Nobody likes to be grumbled at, but if you have an issue and can help us to find a solution we want to hear from you. If you don't give us feedback, then we can't improve.

FUTURE DEVELOPMENTS



We are always looking forward and working on ways to make our service better for both centres and temps.

We are currently designing a seminar/workshop for unqualified relievers as an introduction to temping in the early childhood sector. Your input would be valued.

If you have any ideas for long-term improvements, we would love to hear about them.



DONATIONS

Throughout each year ECE Consultants donate to various charities. As a client of ECE Consultants we would like to thank you for enabling us to continue to contribute to the following charities and organisations:

- NZ Suicide Prevention Trust
- Westpac Waikato Air Ambulance
- Child Abuse Prevention Trust
- The Lions Club Chartwell Hamilton
- Hope for Children Foundation
- Special Children's Christmas Party
- What's Up?
- Canteen
- CCS
- Plunket
- The Kids Foundation
- Make a Wish Foundation

TERMS & CONDITIONS

August 2010

1. BACKGROUND

- (a) ECE Services and Staff Ltd “ECE Consultants” provide temporary staff (“Temps”) to early childhood centres “The Centre or Centres” on temporary assignments (“Assignments”),
- (b) By engaging a Temp from ECE Consultants, The Centre accepts these Terms and Conditions.

2. ADDITIONAL AND IMPLIED TERMS

- (a) These terms and conditions (subject to any variation under clause 2c) are the terms agreed in respect of each Assignment and comprise all of the terms, representations and warranties between the parties and supercedes all prior discussions and agreements covering the subject matter of this agreement.
- (b) All implied terms, conditions and warranties are expressly excluded from this agreement to the fullest extent permitted by law.
- (c) All representations, warranties or commitments made by a Company agent or representative must be first authorised in writing by a manager or person of authority in ECE Consultants. ECE Consultants shall not be bound by any unauthorised statement.

3. LIABILITY

ECE Consultants makes every effort to ensure that there is a high standard of skills, integrity and reliability from temporary staff, and to provide staff in accordance with assignment details. However,

- (a) The Centre will supervise, direct and control the manner and conditions of work a Temp will perform while on Assignment.
- (b) ECE Consultants are not responsible for any acts and omissions of any Temps whether wilful or negligence, and whether occurring on or off the premises of The Centre or the place of performance of assignment.
- (c) ECE Consultants will not be liable under any circumstances whatsoever for any loss, damage or expense suffered by the Centre arising from or in any way connected with the actions of Temps on Assignment to the Centre.
- (d) The Centre must use their best endeavours to not place Temps in a position where allegations of impropriety or inappropriate behaviour can easily be made against Temps (i.e. Temps should always be visible and supervised, never left alone with children).
- (e) ECE Consultants will obtain work permits, confirmation of registration, and copies of qualifications where applicable, but will not be responsible for the validity or accuracy of such documents.

4. COMPLIANCE WITH LEGISLATION

- (a) The Centre agrees to provide a safe workplace for Temps and will comply with all legislative and regulatory requirements relating to employees, including but not limited to health and safety, human rights and the Employment Relations Act 2000.
- (b) The Centre shall not allow any Temps to carry out work on site or equipment considered unsafe by any party, or where the Temp does not have previous experience.
- (c) The Centre shall notify ECE Consultants of any injuries to Temps and notify the relevant Authority of any serious harm.
- (d) If the Temp is injured or subject to any breach of any statute while on Assignment with the Centre, The Centre will indemnify ECE consultants in respect of any liability resulting from the injury, or breach, including (but not limited to) any claims brought by the Temp against ECE Consultants arising out of their employment relationship (i.e. under the Employment Relations Act 2000);

5. NATURE OF RELATIONSHIP BETWEEN TEMP AND THE CENTRE

- (a) The parties agree that ECE Consultants employs Temps and that Temps while on Assignment do not become employees of the Centre.

6. PAYMENT

- (a) The Centre agrees to pay ECE Consultants fees as set out in the current Pricing Structure. ECE Consultants Pricing Structure is subject to review bi-annually. Any changes to the Pricing Structure will be notified in writing with at least 1 months notice.
- (b) The Centre agrees to pay all ECE Consultants invoices within 10 days of receipt of the invoice. Late penalty fees in accordance with ECE Consultants Pricing Structure may apply if invoices remain outstanding.
- (c) ECE Consultants may withdraw any of its Temps on Assignment with the Centre at any time if the Centre does not comply with the Terms and Conditions of this agreement.
- (d) A claim or dispute raised by the Centre does not entitle the Centre to off set against, or withhold payment of, any money owed to ECE Consultants.

7. GUARANTEE

Should a Temp be found unsatisfactory by the Centre on reasonable grounds within three (3) hours of the start of an Assignment and ECE Consultants is informed within that time, ECE Consultants will use its best endeavours to replace the Temp, at no extra charge.

8. SUBSTITUTION OF A TEMP

ECE Consultants, in its sole discretion, may substitute one Temp for another on any Assignment.

9. DETAILS OF ASSIGNMENT

The Centre agrees to provide ECE Consultants the following details relating to each Assignment before the Temp starts work on the Assignment;

- (a) The required qualification and experience level of the temp
- (b) An indication of where the Temp is to perform the work; and
- (c) An indication of the hours to be worked by the temp.
- (d) No Temp shall be required to use his or her own vehicle, or act as the designated driver of a vehicle supplied by the Centre for the purposes of an Assignment.

10. FURTHER ASSIGNMENT

If within four months of the termination of an Assignment or the most recent referral of a Temp to the Centre, the Centre;

- (a) engages the Temp as an employee or as an independent contractor; or
- (b) introduces the Temp to another person or organisation and that person or organisation engages the Temp as an employee or as an independent contractor;

the Centre agrees pay the introduction fee calculated in accordance with ECE Consultants Pricing Structure.

11. CANCELLATION OF ASSIGNMENT

The Centre will give a minimum of 2 hours notice if they wish to cancel an Assignment.