



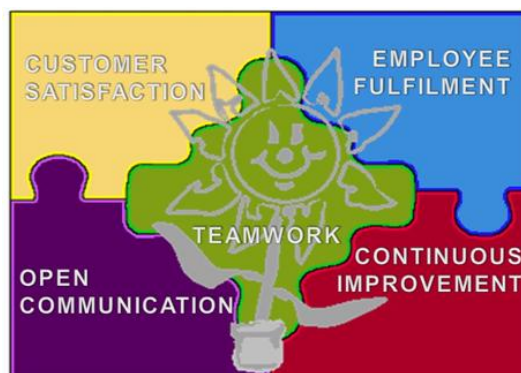
**therapy**  
**focus**

HELPING CHILDREN GROW

[www.therapyfocus.org.au](http://www.therapyfocus.org.au)

## Employee Benefits Package

2011



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## **Introduction**

Therapy Focus is a not-for-profit organisation registered in Western Australia as an incorporated association.

It is governed by a Board of Directors consisting of six professionals from diverse backgrounds who all hold substantial positions in the corporate community. The Board is supported by the Executive Committee consisting of the CEO and three Executive Managers.

Funded primarily by the WA Government via the Disability Services Commission, the organisation delivers therapy services to children and young people with disabilities.

To deliver these services we need quality, professional employees. Recognition of the value of employees is far more than a salary or wage paid, and can encompass numerous means of acknowledging the contribution people make.

## **Core strategies**

### *Values*

A values based organisation working with children, young people and their carers and families in communities, schools and home environments.

### *Autonomy*

An organisation that trusts its employees as professionals, with scope for determining workload priorities and the flexibility of meeting those priorities within a team.

### *Remuneration*

An organisation that pays competitively for the professional skills and experience.

### *Employee Potential*

An organisation that is interested in developing its employees to their full professional potential, just as it aims to work with children and young people to realise their full potential.

### *Work Life Balance*

An organisation that understands the tapestry of life and the challenges faced by all of its employees at different times in their lives.

## Values

Therapy Focus is a values based organisation working with children, young people and their carers and families in communities, schools and home environments.



Each employee, through their **personal commitment** to Therapy Focus and its mission, demonstrate their alignment of personal values with the organisation's. By aligning the values of the organisation with each employee's, Therapy Focus is able to strive to realise its **Vision** of children and families growing to reach their full potential.

Employees live the **values** both in work and in the wider community. The teamwork applies not only to the mini team of therapists, but to the administration, support teams and management also. Importantly it also applies to the wider sector and **working with partners** delivering like services, as well as schools and community groups. In working in this manner and living the values, employees are better able to support children, young people, and their families in their life journey.

It is every employee's personal commitment that supports the culture of open communication that facilitates teamwork by all involved in the child's life which in turn continuously improves services so that the child or young person, as the customer, gains improved satisfaction. This outcome, when confirmed by the children and their families, provides employees with immense fulfilment.

Therapy Focus lives its values by empowering staff to take charge of their work. By living an inclusive culture and embracing **participative management**, the workplace is inclusive of ideas and practices. All employees are able to contribute to decisions that affect them in their daily lives.

Therapy Focus recognises that quality employees want confidence in their colleagues and in their teams. Employees have this confidence knowing that all employees have been screened by the Australian Federal Police and have undergone a **Working with Children Check**.

## Autonomy

**Therapy Focus trusts its employees as professionals, with scope for determining workload priorities and the flexibility of meeting those priorities within a team.**

Therapy Focus provides employees with unique opportunities to contribute to the life journey for children and young people with disabilities. Whether working in multidisciplinary therapy teams, or a range of specialist and general support services, Therapy Focus is a **family of dedicated professionals** working for the same purpose.

Employees are empowered to manage their workloads. Whilst each employee has defined work expectations, their method of achieving the expectations can be tailored, according to team priorities. A range of business practices support this **autonomy**, including the provision of resources to conduct the work and professional development opportunities that assist with knowledge. Employees are able to seek flexibility in their working schedules where circumstances justify and where there is a capacity to support.

Therapy Focus aims to provide employees with the **tools of the trade** to conduct their work. These tools include fleet cars, mobile phones, wireless access and laptops or other mobile devices.

Knowing that most professional people today are tertiary qualified and carry high expectations of themselves and of their employer, Therapy Focus has responded by developing the **professional suite**.

Every employee is endowed with perquisites to align their professionalism with the professional ethos of the organisation. Therapy Focus will provide each employee with a **corporate uniform** consisting multiple items of various styles that are all tailored to present the corporate image shared by over 100 professional employees.

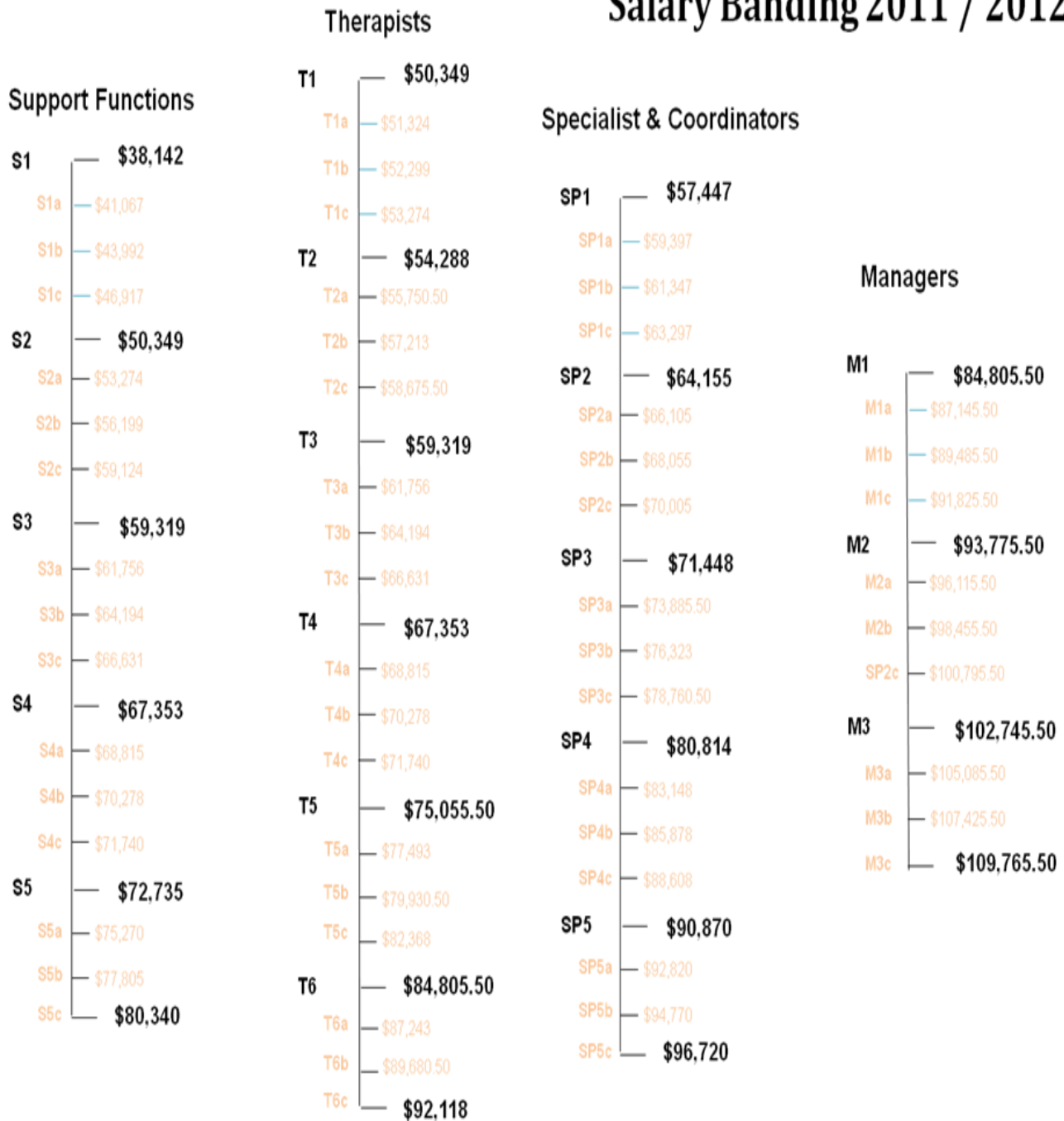
It also provides every employee with a professional quality **folio** so that business is presented in a business-like manner. For those staff that interact with people outside the organisation, whether clients, partners, or providers, professional quality **business cards** are available, as well as a personalised magnetic **name badge**.

## Remuneration

An organisation that pays competitively for the professional skills and experience.

With defined **salary bands** that are nationally benchmarked according to role and responsibility, employees have access to a payment system that recognises performance and allows career progression.

## Salary Banding 2011 / 2012



Salaries above will be indexed in future years.

Due to the employer's status of Public Benevolent Institution (PBI), employees are able to **salary package** a portion of their salary before tax, to pay for non-cash benefits supplied by a third party. Based on PBI status, the amount packaged must not exceed limits prescribed by the Australian Taxation Office (ATO) beyond which Fringe Benefits Tax Liabilities may be incurred.

Salary Packaging is only agreed by the employer where the following conditions are met:-

- There is nothing illegal in the manner in which the salary is packaged
- Any Fringe Benefit Tax liability incurred as a result of salary packaging arrangement is borne by the employee.
- The total cost of the package, exclusive of performance payments, does not exceed the amount approved by the employer.
- The agent managing the salary packaging, if external to the employer, is approved by the employer.
- The employer maintains its PBI status, as reviewed from time to time.

Whilst salary packaging is not compulsory, it can provide substantial savings to the individual, depending on personal circumstances. Therapy Focus recommends all staff get professional advice prior to entering into an agreement.

The packaging agent appointed by Therapy Focus is Pay-Plan. Pay-Plan has expertise specific to the not-for-profit sector which will assist employees in deriving the greatest benefit from salary packaging arrangements available to them.



A range of other non-salary benefits is available to employees. These range from cost saving benefits like the inclusion of kitchen amenities and parking at each workplace to some flexibility in workplace locations should an employee's place of residence change. Not the least is the confidence employees can have in working for an established leader in the sector and the largest provider of therapy services to school age children. Employment contracts are underpinned by continued funding from the Western Australian Government that has been ongoing since 1998.

## Employee Potential

**Therapy Focus is interested in developing its employees to their full professional potential, just as it aims to work with children and young people to realise their full potential.**

Recognising professional people have higher expectations than ever, Therapy Focus has committed to ongoing **professional development** for employees.

Accessing professional development support is via a structured **performance management** policy and process which includes identification of development needs and the means to meet the needs. The policy borrows from best-practice in that it also involves a Behaviour Impact Strategy so that a better assessment can be made of the contribution an employee is making towards the mission of the organisation and its stated objectives.

In addition to the **behaviours framework**, the Performance Management Policy is underpinned by the following procedures:

- Performance Review Form
- Procedures for Managing Grievances in the Workplace
- Procedures for Managing Poor Performance and Misconduct
- Record of Interview with Employee Form
- Scoring Definitions Form

The intent of the comprehensive framework is to have an objective way of measuring a subjective concept like performance. Agreeing on the deliverables of the work expectations, rather than the daily tasks, and defining them in achievable and measurable terms is the key.

Therapy Focus recognises that individual employees identify different development needs and wants. Recognising this, and further supporting autonomy, Therapy Focus embraces **self-directed learning**. Where therapists are meeting discipline-specific requirements, they may negotiate access to further development opportunities. For example a therapist may be interested in front-line management and, in turn, leadership. Therapy Focus promotes the development of well-rounded professionals.

Opportunities also exist for **supported study**. Where an employee contributes to their own long-term development, Therapy Focus may contribute both financially and/or through the provision of leave. Employees wishing to undertake further study should discuss options with the organisation prior to enrolment. Study proposals should be aligned with the strategic priorities of the organisation and will be assessed accordingly on a case by case basis.

Therapy Focus has developed a successful **Graduate Program** which provides new graduates with an 11-month structured work placement, including assessment of competencies in practice. This gives fresh ideas and energy to employees, but also a real opportunity to contribute to the next generation of therapists – a very rewarding experience.

## Work Life Balance

**Therapy Focus understands the tapestry of life and the challenges faced by all of its employees at different times in their lives.**

With busy lives facing us all, Therapy Focus has prioritised work life balance for its employees and offers a fully funded week holiday over the Christmas/New Year period, in line with the annual organisation closure. This means that every employee effectively receives **five weeks leave**. There is also an option to purchase a sixth week of leave.

In addition to annual leave is a provision for **extended leave**. By reducing the take home salary over a four year period, employees can elect to take the fifth year off whilst retaining the same regular income.

An operational organisation that delivers valuable services, the flexibility is there to have time off as required. **Flexitime** can be negotiated to enable those short stints away from work. Some of these can be the most important, like watching your child receive a merit certificate at a school assembly, or getting your passport photo taken in readiness for that all important holiday overseas.

Of-course life also has its challenges and can be unpredictable. In valuing employees and supporting them during the challenging times, Therapy Focus offers an **Employee Assistance Program (EAP)**. Provided by People Sense, this EAP is available to all employees and their immediate families and provides a free confidential counselling service with 24hour response for crisis situations.



For peace of mind, Therapy Focus has negotiated an attractive solution for staff looking for **health insurance**. An MBF Corporate Plan is available for staff which allows access to substantial savings in market premiums as well as benefits like reduced excesses for first visits.



Therapy Focus recognizes that employees demand credibility from their employer, as well as a sound **referee**. Therapy Focus invites employees to be active in planning their careers, and commits to proactively supporting its employees, commensurate with performance reviews, in **career modeling** activities including, for example, via LinkedIn.



Working for Therapy Focus to deliver valuable services to children and young people with disabilities is fulfilling. Employees gain a sense of self-worth by contributing so much to the children, their families and carers. This contribution is also recognised by the staff **acknowledgement** program, including the Sunny's Star Awards.

A values based organization, Therapy Focus strives to provide a **safe and healthy workplace** where employees are able to work together to achieve the organisation's mission.

# Our Strategic Plan 2008-2013

## Our Vision

Children and families grow and achieve their full potential

## Our Mission

We help children grow to: Walk, Talk, Learn, Laugh, Play and Be Independent

## Our Values

- Customer Satisfaction
- Employee Fulfillment
- Open Communication
- Team Work
- Continuous Improvement

## Our Strategic Objectives

### Clients

- To meet the Disability Service Commission contract requirements:
  - School Age
  - Early Intervention
  - Community Aids and Equipment Program
- To meet the needs of other non Disability Service Commission contract clients (compensable, post hospitalisation)
- To meet the Disability Service Commission Quality Outcome Standards
- To ensure parent/carer information and communication channels meet family requirements

### New services

- To create a *Help a Child Grow* Fund to enhance community capacity
- To create new business activities with surplus income streams to add to the *Help a Child Grow* Fund
- To meet the needs of children ineligible for government funding via The Complete Advantage
  - Kids Advantage
  - School Advantage
  - Community Advantage
  - Training Advantage

### People

- To attract and retain high quality staff who will complement the organisational culture
- To continually improve levels of staff satisfaction
- To continually enhance the performance of staff
- To establish a values based culture and Human Resources Management system
- To establish organisational systems and processes to maximise productivity and customer focus
- To become an employer of choice within the Disability Sector

### Sustainability

- To create financial sustainability and growth to meet short and long term requirements
- To encourage and support innovations through vigorous risk analysis
- To contribute to the knowledge base and capacity of the disability sector
- To be an advocate and promote inclusion and participation of children with disabilities
- To establish systems and processes that ensure consistency and sustainability