

**Rising  
TO THE  
CHALLENGE**

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# ***Accidental HR Manager: there is more to hiring and firing***

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## Psychopaths

Bradley Waldroup' was prosecuted for murdering his wife. Assistant District Attorney Drew Robinson charged Waldroup with the felony murder of Bradshaw, which carries the death penalty, and attempted first-degree murder of his wife. It seemed clear to them that Waldroup's actions were intentional and premeditated.

Dr Kiehl's and others' research has found that psychopaths' brains tend to have very low levels of density in the paralimbic system, the area of the brain associated with the processing of emotion, something that may be genetically determined. The result is that psychopaths tend to have impulsive personalities and show little evidence of feeling guilt, remorse or empathy.

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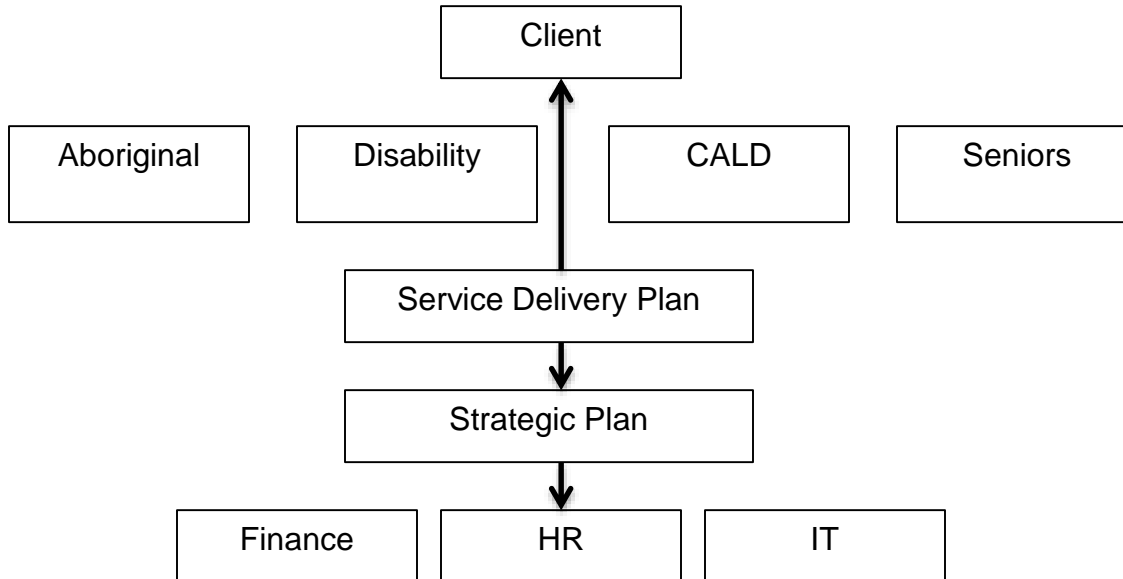
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## **Basics**

- What is our mission?
- What are our values?

## Our Strategy



## HR Functions

HR Services

People  
Development

HR Strategy

Employee  
Relations

Recruitment

Job  
Description

HR Policy

Performance  
Management

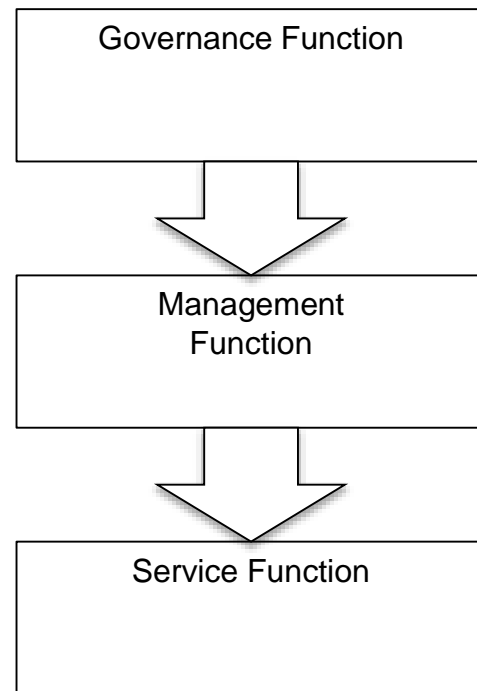
Manager

Employee

## Organisational Structure

### Management Committee

- Provide effective supervision and senior manager support for the senior staff as per org structure
- Ensure that there are mechanisms in place for identifying and informing staff if problems arise in the performance of their duties
- Address any problems unresolved by the senior manager in a fair and supportive manner



## HR Policy

- Code of conduct
- Recruitment and selection
- Attendance, work hours and leave
- Remuneration
- Performance planning and performance management
- Occupational health & safety
- Grievance resolution
- Disciplinary process
- Separation

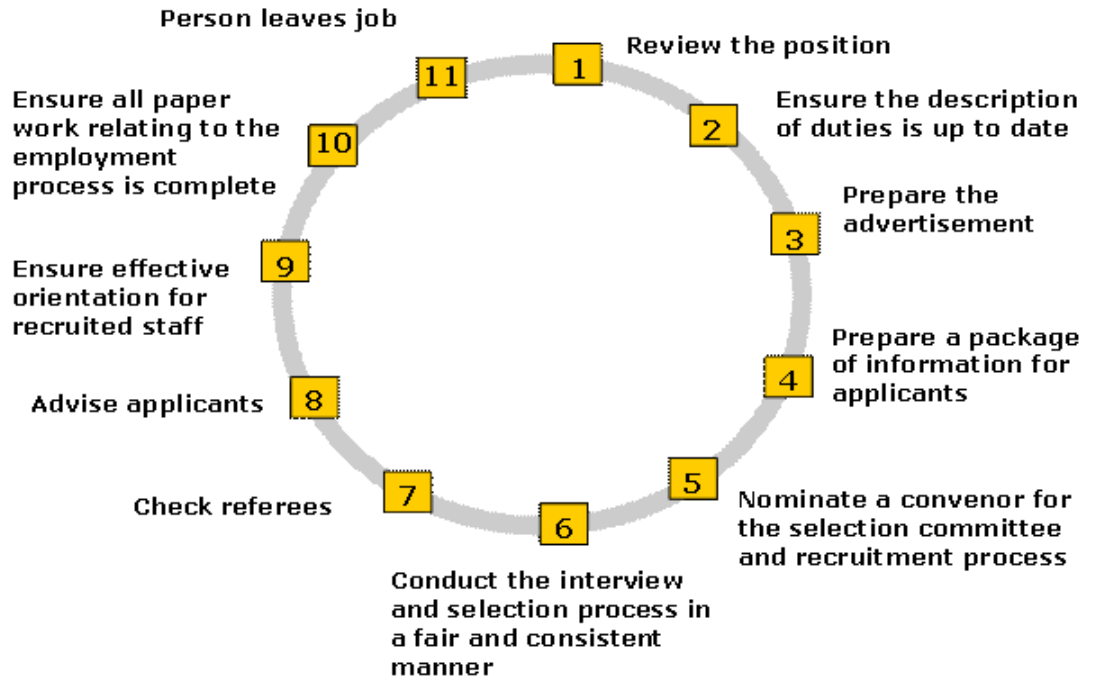
## Position Description

- Name of the position
- Supervisor
- Direct reports
- Classification
- Position summary
- Duties



## Recruitment

- Identify the HR requirement of the Service Delivery Plan
- Review the job description
- Draft selection criteria
- Establish the selection panel
- Develop interview questions
- Advertise
- Interview
- Conduct referee check
- Draft recruitment panel's report
- Offer job
- Conduct Induction



## Supervision

- Consistent framework, following agreed principles and procedures
- Systems: management support meetings, team meetings, reports to management against work plans, performance/ planning development

## Performance Planning and Management

### Principles

- Regularity
- Balanced  
(accountability/support/development)
- Cooperation
- Clarity of parameters
- Supportive and constructive
- Forward looking

### Process

- Review performance planning policy
- Develop a performance plan template
- Conduct performance planning meeting
- Agree and sign off the performance plan
- Manage poor performance

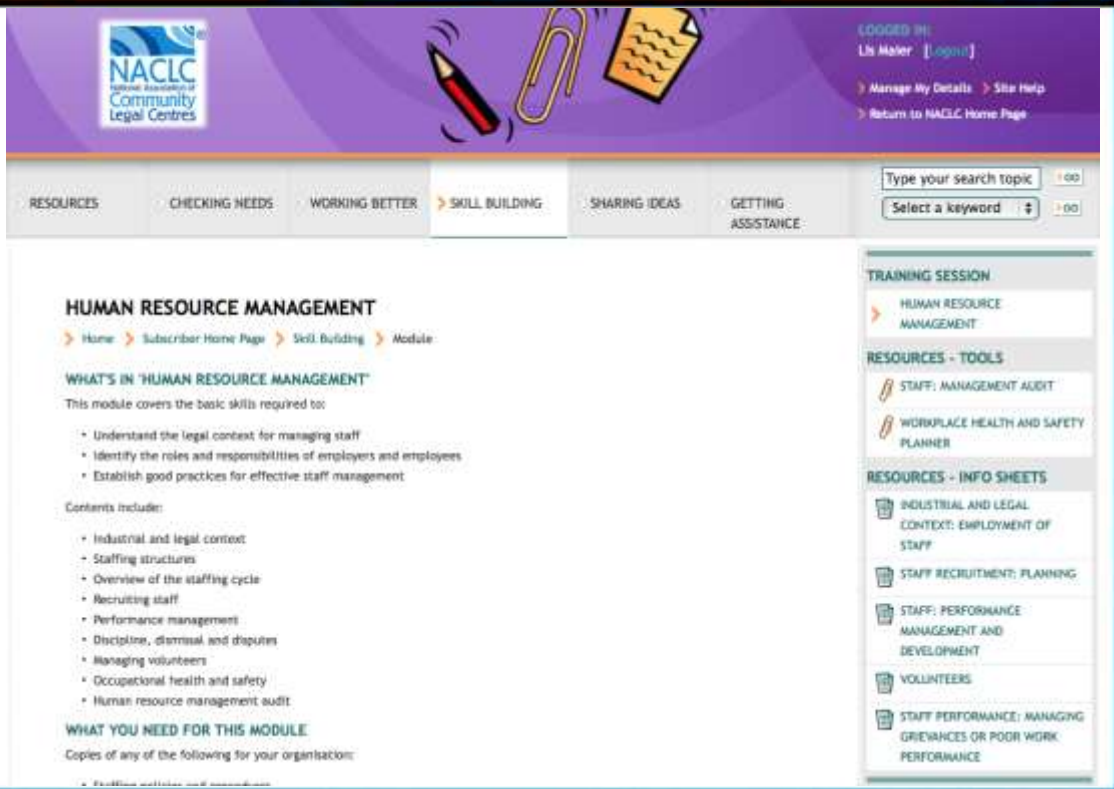
## Discipline, dismissal and disputes

- Conduct within legal framework
- Careful, fair and objective handling within an agreed process
- Documentation
- Balancing management responsibility and staff rights
- Achieving mutual agreement where possible

## **Anthony**

You manage CHR which is medium sized CLC with four lawyers and a CLE worker. Anthony's has been working as the principle solicitor in your centre for a long time. While the new lawyers enthusiastically taking on more cases, helping clients and doing innovative CLE work, Anthony has been withdrawing and even seeing less caseworks. He tries to avoid any socialising event and sometimes he makes appointments when you have team meetings. His skills have not seemed to be improved for the last several years, since you have started supervising him. When you tries to talk to him diversifying and improving the types of cases your CLC does, Anthony resists saying, 'This is how this service has been running for ten years... We are carrying a weight of ten solicitors...' and so fourth.

- ### NACLC Resources
- MSO
  - SPP



The screenshot shows the NACLC website interface. At the top right, it is logged in as 'Liz Moler' with a 'Logout' link. Navigation links include 'Manage My Details', 'Site Help', and 'Return to NACLC Home Page'. A search bar is present with the text 'Type your search topic' and 'Select a keyword'. A horizontal menu contains 'RESOURCES', 'CHECKING NEEDS', 'WORKING BETTER', 'SKILL BUILDING' (highlighted), 'SHARING IDEAS', and 'GETTING ASSISTANCE'. The main content area is titled 'HUMAN RESOURCE MANAGEMENT' and includes a breadcrumb trail: 'Home > Subscriber Home Page > Skill Building > Module'. The section 'WHAT'S IN 'HUMAN RESOURCE MANAGEMENT'' states that the module covers basic skills required to:

- Understand the legal context for managing staff
- Identify the roles and responsibilities of employers and employees
- Establish good practices for effective staff management

Contents include:

- Industrial and legal context
- Staffing structures
- Overview of the staffing cycle
- Recruiting staff
- Performance management
- Discipline, dismissal and disputes
- Managing volunteers
- Occupational health and safety
- Human resource management audit

The section 'WHAT YOU NEED FOR THIS MODULE' states: 'Copies of any of the following for your organisation:'

The right-hand sidebar contains three sections: 'TRAINING SESSION' with a link to 'HUMAN RESOURCE MANAGEMENT'; 'RESOURCES - TOOLS' with links to 'STAFF: MANAGEMENT AUDIT' and 'WORKPLACE HEALTH AND SAFETY PLANNER'; and 'RESOURCES - INFO SHEETS' with links to 'INDUSTRIAL AND LEGAL CONTEXT: EMPLOYMENT OF STAFF', 'STAFF RECRUITMENT: PLANNING', 'STAFF: PERFORMANCE MANAGEMENT AND DEVELOPMENT', 'VOLUNTEERS', and 'STAFF PERFORMANCE: MANAGING GRIEVANCES OR POOR WORK PERFORMANCE'.



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## HR Policy Checklist

<i>Staffing policy checklist</i>	<i>Current</i>	<i>Needs review</i>	<i>To be done</i>
<b>Employment structures</b>			
Staff structure and reporting lines			
Reporting requirements			
Limits of authority/ chart of delegations			
Representing the organisation (including publicity, media, external committees)			
<b>Employment terms and conditions</b>			
Job designs and job descriptions			
Specification of conditions and job contracts			
Vehicle use			
Volunteers			
<b>Recruitment</b>			
Anti-Discrimination/ Equal Opportunity Policy			
Recruiting and selecting staff			
<b>Staff support and supervision</b>			



## How to become a good HR Manager?

*Treat others in the same way that you would you like to be treated by others.*