

Scott Harry

Example of how Scott manages his team



The two most important things for me are

1. Defining the aims of the team
2. Techniques I use to maintain positive team culture

I start at the interview stage to define aims and outcomes for the team and set expectations. I ask potential workers what they would expect of a worker who came into their home? I talk to people about what it means to be working in my home.



My home is my sanctuary, even though it will be their workplace. What does this mean in terms of the expectations I have of people? My brother and I want positivity in our home (and therefore the workplace). This doesn't mean discounting the fact that people might be having a bad day or that there is something going on in their personal life (more on this later)

Once I hire someone I also continue to set expectations. When new workers are being trained I talk to people about the behaviour I want from my team. We are a big family and we need to look out for one another. I introduce people to my personal life goals, which helps people understand why they are here.

I think positive team culture starts from day 1. Vital to this is finding the right people to begin with. This has taken my brother and I some practice to find the right kind of person. But since this everything has gone much more smoothly. Once you have a core of dedicated workers, bringing new people on board becomes much easier.

Other trusted workers are quickly able to identify whether new people will be suitable or not.

We have also developed our own policies and procedures. It is very important that these are enforced and stuck to. They are like the boundaries. If you are lax on the boundaries or don't maintain them, then you get problems. Also there is no point having procedures if they are not consistently implemented.

When I notice an issue I will use humour in the first instance. For example, if someone is wearing thongs I might say "Nice shoes, are they made from that new invisible material?" People catch on pretty quickly.



I also practice these techniques:

Honesty

If I make a mistake, it is important that I own it too and that I learn from it. I encourage you not to be afraid to make big decisions. If the behaviour of one person is detrimental to you and the team and reflects the fact they are unable to fulfil their job role and responsibilities, and you've given that person a genuine chance to change, don't be afraid to make a decision to let them go. If you don't, I find the issues just go on and on.

Variety

We have found it is not good to have someone working too many shifts in a row for example. We don't give people more than 3 of the same shifts each week.

Appreciation

It is vital to show appreciation. We might leave a box of chocolates out for people or a cake. When we're out and about we might shout someone a coffee. We have 3 team meetings per year with a light lunch and social event. We have a Christmas party. We ask workers themselves what the best ways are to build our team culture.

One of the consistent messages we have got back is how good it is to be able to have a good laugh, not take ourselves too seriously. For example, one worker is really afraid of spiders, so we usually have a good laugh about this.

Attitude

My attitude is key. Respect is a two way street. All people have good and bad days.

It is important to me to ask people when they arrive how they are going. It is OK if there is something going wrong for them. Taking the mood temperature is very helpful. It helps us develop mutual understanding and respect. It means that I don't have to worry that I have done something to upset the person. I also like my workers to ask me the same thing.

Team Scott & Daniel Harry: Policies & Procedures

By Scott & Daniel Harry

(This is just an example of how Scott & Daniel approach things.
You do not have to do the same)



1. Rosters

1.1) At the beginning of every third week of the month, Scott will email support workers & enquire about availability for the next month.

e.g. Hi All, Hope you are well. I will be preparing next month's roster this week. Could you please advise your availability and specific days you are not available to work?

Guidelines for preparing rosters: these guidelines are in place to prevent worker burnout and fatigue.

- Workers should do no more than 38 hours per week or 76 hours per fortnight. It is ok to do a few hours over these amounts, but no more than 5 hours extra per week.
- No more than 10 shifts per fortnight
- All workers must have 4 days off per fortnight
- No more than 3 overnight shifts per worker each week
- If you are called in at short notice to cover for someone else's shift, and this causes you to exceed any of the above guidelines, we will endeavour to replace one of your shift going forward, to stay within the guidelines.

1.2) Scott will prepare roster & upload roster for the following fortnight to Google Calendars no later than Thursday of the fourth week of the month.

2. Timesheets

2.1) Timesheets must be completed & signed by 6pm on Sunday at the end of the pay fortnight. If you are doing the overnight on this Sunday, the Key Worker will add this shift on to your timesheet when we process the timesheets on Sunday evenings.

2.2) Only fill out your timesheet towards the end of your shift. Do not fill it out ahead of time.

2.3) Worker's wages should be transferred to their bank account by the Thursday morning after timesheets are due.



3. Mobile Phones, Tablets & Laptops

3.1) While we permit staff to have Mobile phones switched on during shifts, we ask workers to only make calls during a break period. If your phone rings, provided you are not in the middle of a task, you may answer it, but keep it brief & call the person back during a break or at the end of your shift. Do not play games or constantly engage in text conversations on your phone. We ask you not to abuse the privilege of allowing you to have your mobile switched on while at work.

3.2) We ask staff not to bring laptop computers or tablets to work during daytime or evening shift. Overnight staff may bring laptops or tablets in, but we ask you to only use them AFTER all scheduled tasks are completed. If this is not adhered to, you will be asked to leave them at home.

4. Breaks

4.1) Meal breaks

(i) Each employee who works in excess of five hours are entitled to a meal break of 30 minutes, to be taken at a mutually agreed time after commencing work. Before taking your meal break ask Scott & Daniel if they need anything, so they do not have to disturb you during your break.

(ii) If on with another worker try to have your meal break staggered by about 15 minutes, in doing so allows Scott & Daniel to only have to be without support for a 15 minute duration.

(iii) Meal breaks have to be taken within the premises.

4.2) Tea breaks

(i) Every employee will be entitled to a paid 10 minute tea break in each four hours worked at a time to be agreed between the employer and employee.

(ii) Tea breaks will count as time worked.

5. Footwear

5.1) Employees must wear fully enclosed shoes. They need to be stable and well fitted footwear with appropriate soles to prevent slips/trips.



6. Illness

6.1) If you are suffering the symptoms of cold or flu, such as sore throat, runny nose, cough, fever, headache and/or diarrhoea & vomiting, within 48 hours of an upcoming shift, let our Key Worker, Lynda know as soon as you can. That way if you cannot make it to your shift, we can try to have another worker on standby to do your shift if you can't make it. It is not always easy to find a replacement on short notice, so the more time you give us the better.

7. Unable to work a shift

7.1) Our Lifestyle Assistants are employed as casual so we can be flexible when doing the roster. It is not so you can ring an hour before your shift & cancel. We do understand emergencies happen, but if you don't turn up for a shift, it will cause a big inconvenience to everyone.

7.2) Support Workers are to call our Key Worker to cancel their shift, with a 6 hour minimum notice (preferably 24hrs), unless there is an emergency. If you cannot contact the Key Worker, call Scott & Daniel's house phone or send them a text message.

7.3) The Key Workers may ask you to call one of our other workers, or give you other instructions.

7.4) You also may be asked to swap your cancelled shift for one later in the week.

8. Staying awake at night

8.1) If you are working an overnight shift, it is absolutely vital that you don't fall asleep. Your normal overnight procedures are to turn us when requested during the night & complete the tasks listed in the duties roster. You are there to make sure our ventilators are working & being ready to attend to us in the event of a power or ventilator failure. Studies have shown that up to 10 percent of all deaths of people with DMD who use assisted ventilation, occur due to failure or complications with their breathing devices. So you need to check that at least one torch is working & within easy reach at the beginning of your shift.

8.2) The voice/baby monitors MUST be left on all night, & not be switched off until Scott/Daniel commence their morning routine.

8.3) Make sure you get adequate sleep before & after your overnight shift, as Daniel and Scott are relying on you to be awake & alert the entire night. If you feel you cannot fulfill this expectation, let us know & we will not roster you on overnight shift.

8 actions to create and keep your dream team

By Carolyn Campbell McLean



Acknowledge

Ensure you are proactive in acknowledging the skills, achievements and news from each team member. Do things individually and on a group level.

Inform

Provide accurate and timely information that assists the team to function well, keep up-to-date, interested, focused and enthusiastic.

Offer

Regularly offer training opportunities and other incentives that will keep team members feeling like they are acknowledged and valued.

Troubleshoot

Resolve any problems quickly and with open communication. Use your intuition if you sense something might be a problem for someone, and try to be aware where people are at. Even if there is a hint of miscommunication, nip things in the bud and check-in with team members to ensure they don't need any support, time off etc.



Positive feedback

Be deliberate in providing continual feedback, praise for good work and gratitude for anything that goes above and beyond. Compliment staff for their good qualities and work.

Constructive feedback

When providing less than desirable feedback use the feedback sandwich and remember **“SLICE OF”**:

- **S**trengths – start with something positive
- **L**isten – use active listening skills
- **I**dentify – the actual issue or problem
- **C**oach – suggest ways to resolve issue
- **E**ncourage - them with another positive
- **O**btain **F**ollow up – check-in on them afterwards.



Culture

Encourage the teamwork approach so that people more likely to 'fill in' for each other. Create a culture of supporting each other whilst keeping things fair and 'everyone doing their share'.

Celebrate

Find ways to recognise and celebrate the achievements of individual team members and the team as a whole. Provide opportunities for socials and celebrate festive occasions such as end of year and leaving parties. Celebration increases morale, allow team members to bond and creates a positive atmosphere that people want to share in.



Chrissy Party



To all our beautiful Senioritas

Join us for a night out to celebrate the silly season
and the end of another wonderful year

Saturday 15 December @ 6pm

Dos Senioritas Mexican Restaurant
and afterwards for drinks and dancing at the

Bayview Tavern

It's Retro Saturday!!

Games, Carers Awards and
Secret Santa (details to come)
"Dress Christmassy Senioritas"

Caz and Steve xx

PS. Partners welcome and carpools to be organised

Example: Keeping your team up-to-date

By Carolyn Campbell-McLean



From: Carolyn Campbell-McLean
Sent: Sunday, 21 December
Subject: Festive message and new roster

Dear Team,

An enormous THANK YOU to all of you for such a wonderful year; your high quality support, diligent TLC, flexibility, fun and friendship means so much to us. Sadly we say goodbye to Anna at the end of January as she makes the move to start life in Melbourne - I can feel a Melbourne trip coming up next year!

Happy holidays to Allana who goes to Bali and Lyn on her 'tester cruise'. Karen has a few days rest from the salon and Mary has school holiday fun to enjoy! Thanks to Wanda for filling in over the holidays as we wish Brodie all the best for her study exchange trip to Norway. When Steve returns from Christmas with his parents' home we will be off Sydney Summer exploring, and I look forward to lots of Aunty and crafty time.

December has been a hard month with so much sadness, violence and distress - let's hope for love, peace and happiness for all in 2015!

Wishing you and your families a joyful Christmas and may all your dreams for the coming year be fulfilled.

Love Caz and Steve xx