

Human resource system

It is important that all practice team members understand what their specific roles and responsibilities are, and how the practice operates overall as a team. Staff also need to know who is responsible for the various aspects of the practice's operations, including who has primary responsibility for quality improvement, risk management and infection control.

RACGP 4th Edition Standards

4.1.1 *Our practice supports effective human resource management.*

Assessment Methods

- Interviews with GPs and practice staff

Surveyors will interview GPs, nursing staff and administrative staff on the day of the visit to check staff's understanding of the practice's systems and processes, and how they apply them in meeting the current Standards. These discussions should include staff competently and confidently describing their individual roles and responsibilities. Staff should be able to identify who at the practice is responsible for leading quality improvement and risk management processes, and who is responsible for coordinating the seeking of feedback and the investigation and resolution of complaints. The practice team must be able to demonstrate how regular discussions, encouraging involvement and input from all team members, are facilitated.

- Documentation review

Surveyors will request to see a selection of staff position descriptions and induction programs, and/or templates for the different staff roles, that is, for a GP, nurse and administrative staff member. Ideally, evidence of regular practice discussions will be available for review, such as regular practice meeting minutes.

Meeting the Standards

GPs, and all other staff, must have documented position descriptions, which outline their roles, responsibilities and conditions of employment. Position descriptions should be customised to each role, or staff person, to cover specific areas of responsibility, such as cold chain, infection control and risk management. Ideally, position descriptions will be signed by employees to indicate that roles and responsibilities are acknowledged and understood, and kept in each staff member's personnel file. It is important that the practice team has identified leaders in areas such as clinical care, information management, complaints and patient feedback, and human resources. Each and every member of the practice team should have the opportunity to discuss administrative issues with the practice directors or owners when necessary.

For guidance in creating your own orientation program, please refer to the QPA *Induction Orientation Program Checklist* template and the *Induction / Orientation Program for new GPs and staff* fact sheet.

Best practice

Ideally, the staff member assigned responsibility for leading quality improvement and risk management processes, and for coordinating the seeking of feedback and the investigation and resolution of complaints, will have this leadership role outlined in his or her position description. Whilst not essential in meeting the Standards, it is recommended that practices undertake regular performance appraisals with staff, which is one way to monitor staff performance against their current position descriptions. Ideally, the practice's policies and procedures manual will outline human resource processes also.