ALOR GROUP

Clinical Workforce Governance Framework

Our commitment to safe, high-quality and ethical workforce practices.

Strengthening trust.
Supporting quality.
Delivering better outcomes.

Alor

VERSION 2.1 • JULY 2026

OUR COMMITMENT

At Alor Group, we understand that engaging temporary healthcare professionals carries responsibilities across recruitment, compliance, employment and patient safety. Our Clinical Workforce Governance Framework sets out the standards and processes that guide how we recruit, credential, place and manage our temporary healthcare workforce across Australia. For our healthcare partners, this provides a clear approach to workforce assurance, with defined responsibilities, consistent pre placement checks and ongoing oversight throughout each engagement. We work collaboratively with HR, recruitment, workforce and clinical leadership teams to understand their requirements and support the appropriate deployment of healthcare professionals.

SCOPE

Our framework applies to temporary healthcare professionals supplied or employed by Alor Group across Nursing & Midwifery, Aged Care, Allied Health, Medical Imaging and other appropriately qualified healthcare disciplines. It supports placements across public and private hospitals, aged care services, general practices, specialist clinics, community health services and other approved healthcare environments. The framework also applies to Alor Group personnel responsible for recruitment, credentialing, placement coordination, administration and ongoing workforce management. Requirements are assessed according to the profession, role, jurisdiction, service environment and contractual obligations associated with each assignment.

WORKFORCE GOVERNANCE PRINCIPLES

Our workforce governance approach is underpinned by six core principles that guide recruitment decisions, compliance oversight and ongoing workforce management. These principles support consistent standards, clear responsibilities and effective collaboration with our healthcare partners throughout each engagement.

- **Workforce Quality:** We maintain structured recruitment, screening and credentialing processes to assess whether healthcare professionals have the qualifications, experience and capabilities required for their assignments.
- **Clear Accountability:** We define the responsibilities of Alor Group, the host organisation and the healthcare professional to support consistent expectations throughout the engagement.
- **Compliance & Professional Standards:** We verify applicable pre-placement requirements and monitor mandatory credentials throughout employment.
- **Workforce Risk Management:** We identify and address workforce-related risks through screening, assignment assessment, ongoing engagement and appropriate escalation.
- **Collaborative Partnerships:** We maintain communication with HR, workforce and clinical stakeholders to coordinate placements, respond to concerns and support workforce requirements.
- **Continuous Improvement:** We use compliance information, feedback, performance outcomes and audit findings to strengthen our recruitment and workforce management practices.

RECRUITMENT & SELECTION

Our recruitment processes assess a healthcare professional's suitability for temporary employment and the requirements of prospective assignments. This includes reviewing qualifications, relevant employment history, professional experience and references, alongside the mandatory screening requirements applicable to the role. We work with healthcare partners to clarify role requirements, required capabilities and any additional conditions of engagement before presenting suitable professionals. This supports informed selection decisions and alignment between the individual's experience and the organisation's workforce needs.

CREDENTIALING & COMPLIANCE

Healthcare professionals must satisfy all mandatory credentialing requirements before commencing an assignment. Depending on the role and healthcare setting, verification may include:

- Identity and Australian working rights.
- Professional registration and qualifications.
- Employment history and professional references.
- Background screening and relevant clearances.
- Health, immunisation and occupational requirements.
- Mandatory training and certifications.
- Client-specific compliance and onboarding requirements.

Our credentialing processes support consistent pre-placement checks while accommodating the requirements of individual healthcare organisations. Credentialing records are maintained to support workforce oversight and relevant contractual obligations.

ASSIGNMENT SUITABILITY & ROLE ALIGNMENT

Compliance clearance forms one part of the placement assessment. Before each assignment, we consider the healthcare professional's qualifications, relevant experience, competencies and authorised scope of practice against the role requirements. We also consider the service environment and any additional requirements communicated by the healthcare organisation. Only professionals whose qualifications, experience and demonstrated capabilities are appropriate for the assignment are presented for placement. The host organisation remains responsible for local induction, clinical supervision and allocating duties appropriate to the individual's role and competence.

GOVERNANCE ROLES & RESPONSIBILITIES

Clear responsibilities help HR and workforce teams coordinate temporary engagements and manage concerns effectively.

Alor Group's Responsibilities

Alor Group manages the recruitment, credentialing, employment and ongoing workforce administration of the temporary healthcare professionals it supplies. Our responsibilities include:

- Verifying mandatory pre-employment and placement requirements.
- Assessing suitability against assignment requirements.
- Maintaining employment, credentialing and compliance records.
- Monitoring mandatory registration and credential renewals.
- Providing employment support throughout the engagement.
- Managing employment-related performance, conduct and compliance concerns.
- Coordinating with clients on incidents, complaints and investigations.
- Implementing workforce restrictions or other appropriate actions where risks are identified.
- Meeting applicable employer, contractual and insurance obligations.

Host Organisation Responsibilities

The healthcare organisation retains responsibility for the workplace and clinical services in which the professional is engaged. This includes:

- Confirming role requirements and required capabilities.
- Providing local orientation and workplace induction.
- Providing appropriate clinical supervision.
- Allocating duties consistent with the professional's role and competence.
- Providing access to relevant policies, procedures and systems.
- Maintaining a safe working environment.
- Managing clinical incidents within the service.
- Promptly communicating performance, conduct, attendance or safety concerns to Alor Group.

Healthcare Professional Responsibilities

Healthcare professionals are expected to maintain their credentials, competence and professional conduct throughout each engagement. They must provide accurate compliance information, complete required induction and training, follow relevant workplace policies and promptly disclose changes affecting their eligibility or ability to work safely.

ONGOING COMPLIANCE MONITORING

We monitor mandatory compliance requirements throughout employment to support continued eligibility for placement. This includes monitoring relevant registration and credential expiry dates and following up on required renewals. Healthcare professionals must promptly notify Alor Group of changes to their registration, working rights, compliance status or fitness for

work. Where mandatory requirements are no longer satisfied, placement restrictions may apply until the matter has been resolved. We also coordinate additional client-specific requirements where these apply to an engagement.

WORKFORCE SUPPORT & PERFORMANCE MANAGEMENT

We maintain communication with healthcare professionals and host organisations throughout placements to support effective working relationships and identify concerns early. Workforce performance is monitored through client feedback, placement reviews, worker engagement, attendance, reliability, compliance information and reported incidents or complaints. Where concerns arise, Alor Group assesses the available information and determines an appropriate response in consultation with relevant stakeholders.

Actions may include:

- Clarifying role requirements and performance expectations.
- Coaching or additional support.
- Further training or competency assessment.
- Increased monitoring and follow-up.
- Placement restrictions or temporary stand-down.
- Other appropriate employment action.

Host organisations retain responsibility for day-to-day clinical supervision. Alor Group manages employment-related performance processes and assesses ongoing suitability for future placement.

WORKFORCE RISK & ESCALATION

Our framework supports the identification and management of risks associated with recruitment, credentialing, employment and placement. Concerns may be identified through screening, compliance reviews, client feedback, worker disclosures, performance information, incidents or audits. We assess each matter according to its nature and seriousness, with actions proportionate to the identified risk. Where necessary, we coordinate with the host organisation to clarify concerns, obtain further information and implement appropriate workforce controls. Healthcare professionals are not placed where mandatory requirements remain unmet or an unacceptable workforce risk has been identified.

INCIDENT, COMPLAINT & CONDUCT MANAGEMENT

We maintain processes for reporting, assessing and escalating incidents, complaints and conduct concerns involving Alor Group healthcare professionals. Our approach supports timely communication, fair assessment, confidentiality and appropriate documentation. Host organisations retain responsibility for managing clinical incidents within their services. Alor Group collaborates with HR, workforce and clinical stakeholders to support investigations and address related employment, conduct or compliance matters. Where required, outcomes may include additional support, performance management, competency assessment, placement restrictions or referral to a relevant regulatory authority. Healthcare professionals are expected to report concerns promptly and participate appropriately in investigation and review processes.

SAFEGUARDING & PROFESSIONAL CONDUCT

We expect healthcare professionals to uphold standards of conduct that protect the safety, dignity and wellbeing of patients, colleagues and the wider community. Our approach includes relevant screening, verification of role-specific clearances and clear expectations regarding professional boundaries, confidentiality, respectful behaviour and cultural sensitivity. Safeguarding concerns involving an Alor Group worker are treated as a priority. We work with the host organisation and relevant authorities, where appropriate, to assess concerns and implement suitable workforce actions. Healthcare professionals must comply with applicable safeguarding and mandatory reporting requirements.

WORKFORCE RECORDS & CONFIDENTIALITY

We maintain secure workforce records to support employment administration, compliance monitoring and governance oversight. Records may include:

- Employment and onboarding documentation.
- Qualifications and professional registration.
- Screening and credentialing evidence.

- Mandatory training records.
- Assignment history.
- Performance feedback and review information.
- Incident and complaint records.

Access is restricted to authorised personnel, with information managed in accordance with applicable privacy, contractual and organisational requirements.

QUALITY ASSURANCE

We review workforce compliance, performance information, client and worker feedback, incidents, complaints and audit outcomes to assess the effectiveness of our governance processes. Periodic audits evaluate workforce records and compliance activities, with their scope and frequency informed by risk, contractual requirements and previous findings. Management reviews support the identification of trends, emerging risks and opportunities to improve service delivery. Corrective actions may include process updates, additional training, system improvements or strengthened compliance controls. These actions are monitored to assess their effectiveness.

FRAMEWORK REVIEW

Our Clinical Workforce Governance Framework is subject to document control, management approval and review at least annually. Earlier reviews may occur following changes to applicable requirements, significant operational changes, audit findings, incident trends or identified workforce risks. The framework provides the overarching structure for supporting policies, standards and procedures across recruitment, credentialing, employment, workforce performance, incident management, work health and safety, privacy and professional conduct.

PARTNER WITH ALOR GROUP

To discuss your organisation's temporary workforce requirements, credentialing expectations or governance processes, contact the Alor Group team.

CHANGES TO THIS POLICY

We may update this Clinical Workforce Governance Framework from time to time. The current version will be available on our website and will include its effective date.

Effective date: 1 July 2026
Last reviewed: 1 October 2026