

# Workforce Strategy: Improving supports for people with a disability 2008 – 2013 and beyond





# Workforce Strategy: Improving supports for people with a disability

2008 – 2013 and beyond

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## Foreword



The Government has made a substantial investment in new services and supports, introduced new legislation and policies since the launch of the *Victorian State Disability Plan 2002-2012* with the aim of improving the quality of life for Victorians with a disability.

*The Workforce Strategy: Improving supports for people with a disability* has been developed as one of a number of initiatives to further build the capacity of the industry to respond to the changing support needs of people with a disability.

By building and maintaining a skilled workforce and workforce culture that emphasises empowerment, community inclusion and active support, the industry will be better placed to develop solutions and meet the aspirations of people with a disability to determine and direct their own support requirements.

I am committed to progressing the initiatives outlined in this strategy and look forward to working with you in the ongoing process of building the capacity of the workforce to contribute to the quality of life of Victorians with a disability.

A handwritten signature in black ink, appearing to read 'Lisa Neville', written in a cursive style.

**HON LISA NEVILLE MP**  
**Minister for Community Services**

## Message from the Executive Director Disability Services



As Chair of the Industry Advisory Group, I am pleased to present this *Workforce Strategy: Improving supports for people with a disability*. This strategy provides an opportunity to position the industry well into the future.

This strategy aims to acknowledge the vast range of industry initiatives already taking place and the value and contribution of the current workforce, which is comprised of people who are dedicated in their work with people with a disability.

However, accelerating demand for disability services combined with a tightening labour supply will be a major issue for the industry in the future. The disability industry can be strengthened by ensuring that it develops and maintains a workforce with a broader range of skills, greater resilience and a stronger community focus.

This strategy has been developed using a partnership approach and a working group was established to inform the development, implementation and monitoring of this workforce strategic plan.

Representatives on this working group included staff from the Department of Human Services and key stakeholders, including National Disability Services, training organisations, unions and service providers.

I thank working group members and all the individuals and organisations consulted in the development of this strategy including disability service providers and people with a disability. All feedback was taken into account when preparing this document. It would not have been possible to develop this strategy without the collaboration and sense of ownership by the industry.

The Department of Human Services will work together with people with a disability, support workers, unions, training organisations, service providers, peak bodies and other government agencies to make this strategy happen.

The *Workforce Strategy: Improving supports for people with a disability* aims to position the workforce beyond 2013 to help support the personal aspirations, goals and needs of people with a disability. Project activity has been linked to key priority areas and will build the capacity of the industry to compete for labour and support workers to assist the lifestyle aspirations of people with a disability well into the future.

A handwritten signature in black ink, appearing to read 'A Rogers', written over a light grey background.

**ARTHUR ROGERS**  
**Executive Director Disability Services**

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## Executive summary

This *Workforce Strategy: Improving supports for people with a disability* provides an opportunity to position the industry well into the future.

The workforce comprises people who are dedicated in their work with people with a disability and this strategy acknowledges their value and contribution.

Workforce planning and development is a central issue for all industries due to the ageing population, intense competition for skilled workers and a shrinking labour market. Within the disability sector this is overlaid with new policy directions guiding change in the way that support is provided to people with a disability.

The disability industry can be strengthened by building and maintaining a workforce with a broader range of skills, greater resilience and a stronger community focus.

A planning and development working group was established to develop, implement and monitor this workforce strategic plan. The working group includes staff from the Department of Human Services and key stakeholders, including National Disability Services, training organisations, unions and service providers.

The working group identified four priority areas:

- Priority 1: Strategic approach to workforce improvement
- Priority 2: Attracting workforce
- Priority 3: Enhancing job satisfaction
- Priority 4: Learning, development and support.

Under each of these priority areas, actions have been identified that will enhance the capacity of the workforce and flow on to assist people with a disability to support their lifestyle aspirations.

By 2013, the workforce strategy aims for:

- people with a disability to have the support that enables them to participate in the community and to play an important role in influencing and strengthening the workforce
- a skilled workforce of managers and workers with the 'right values'\* and with structured and well developed career paths
- evolving service providers that deliver and support quality services and value and support all staff in their changing roles and work environments
- a flexible and dynamic service-delivery system, which provides tailored support to enable people with a disability to experience the outcomes valued by all Victorians.

This *Workforce Strategy: Improving supports for people with a disability* aims to position the workforce beyond 2013 to support the personal outcomes and lifestyle aspirations of people with a disability.

This strategy has been developed for five years (2008-2013), but it is anticipated it will extend to 2020. Over its lifespan this strategy will be constantly revised to take into account new initiatives.

It is anticipated that the success of this strategy will become evident over time.

\* *Note for the purpose of this document the 'right values' refers to values consistent with the Victorian State Disability Plan 2002-2012 and the Disability Act 2006. The right values include: commitment, a passion for the job, open mindedness, ability to be adaptable, respectful and ability to foster community inclusion.*

## Purpose

The purpose of the *Workforce Strategy: Improving supports for people with a disability* is to position the industry well into the future by ensuring that the industry develops and maintains a skilled workforce.

The disability industry's workforce comprises a wide variety of roles,

including direct-support workers (the largest component), allied health professionals and people in supervisory, management and leadership roles. This strategy takes into account the changing nature and complexity of roles across the industry.

## Industry definition (as defined in the Victorian Industry Development Plan)<sup>1</sup>

In the context of this document, 'industry' refers to government-provided supports (through the Secretary of the Department of Human Services) and supports provided by community-service organisations and agencies funded by the Disability Services Division of the Department of Human Services. The integral role of family and carers in supporting people with a disability should be recognised.

In the future, the generic service sector will become more important in providing support to people with a disability. The definition of 'industry' will become more diffuse and involve a broader range of support providers. This will provide the opportunity to further engage with businesses, the community and the three tiers of government in responding to the aspirations, goals and needs of people with a disability.



<sup>1</sup> Department of Human Services, *Partnering for the Future: The Victorian Industry Development Plan for the provision of support for people with a disability*, 2006, [http://www.dhs.vic.gov.au/disability/improving\\_supports/industryplan](http://www.dhs.vic.gov.au/disability/improving_supports/industryplan).

## Policy context

*Growing Victoria Together* and *A Fairer Victoria* focus on stronger and more inclusive Victorian communities.

*Growing Victoria Together* is a 10-year vision that articulates the priorities the government has set to build a better society by 2010. This includes the goal of building friendly confident and safe communities and a fairer society that reduces disadvantage and respects diversity.<sup>2</sup>

*A Fairer Victoria* is a whole-of-government social-policy action plan to address disadvantage and promote inclusion and participation. This action plan contributes to a new approach to providing support for people with a disability, based on planning and organising support around individual needs.<sup>3</sup>

The *Victorian State Disability Plan 2002-2012* and the *Disability Act 2006* are part of the policy framework for a whole-of-government and whole-of-community approach, which enables people with a disability to more actively participate in their communities. The *Victorian State Disability Plan 2002-2012* is clear in its vision for people with a disability, which focuses on ensuring that:

**‘By 2012, Victoria will be a stronger and more inclusive community – a place where diversity is embraced and celebrated, and where everyone has the same**

**opportunities to participate in the life of the community, and the same responsibilities towards society as all citizens of Victoria.’<sup>4</sup>**

This represents a shift away from the traditional skills and roles of the disability workforce and a change in the type of work, skills and attributes required of the future workforce. It also implies a revision of the roles and relationships between people with a disability and the service system and its development and delivery.

In 2006, the Department of Human Services released *Partnering for the Future: The Victorian Industry Development Plan for the provision of support for people with a disability*. This plan is integral to realising the objectives of the *Victorian State Disability Plan 2002-2012*. The industry plan’s vision is that:

**‘Support providers will embrace and embed the vision of the State Disability Plan into their day-to-day operations and practices to create a vibrant, sustainable and rewarding industry delivering high quality supports that are responsive to the evolving needs and expectations of people with a disability, their families and carers.’<sup>5</sup>**

The industry plan identifies five key action areas for priority attention:

1. Creating individualised support responses

2. Workforce planning and development
3. Increasing community awareness and valuing diversity
4. Community strengthening through partnerships
5. Industry governance, management, planning and investment.

Governance arrangements to oversee the plan comprise two complementary advisory groups: a Consumer Advisory Group comprised of people with a disability and an Industry Advisory Group. Workforce planning and development were identified as a key priority for both groups.

A workforce planning and development working group was established to assist in developing, implementing and monitoring a strategic plan for the disability industry. The working group includes Department of Human Services staff and representatives from key stakeholders, including National Disability Services, training organisations, unions and service providers.

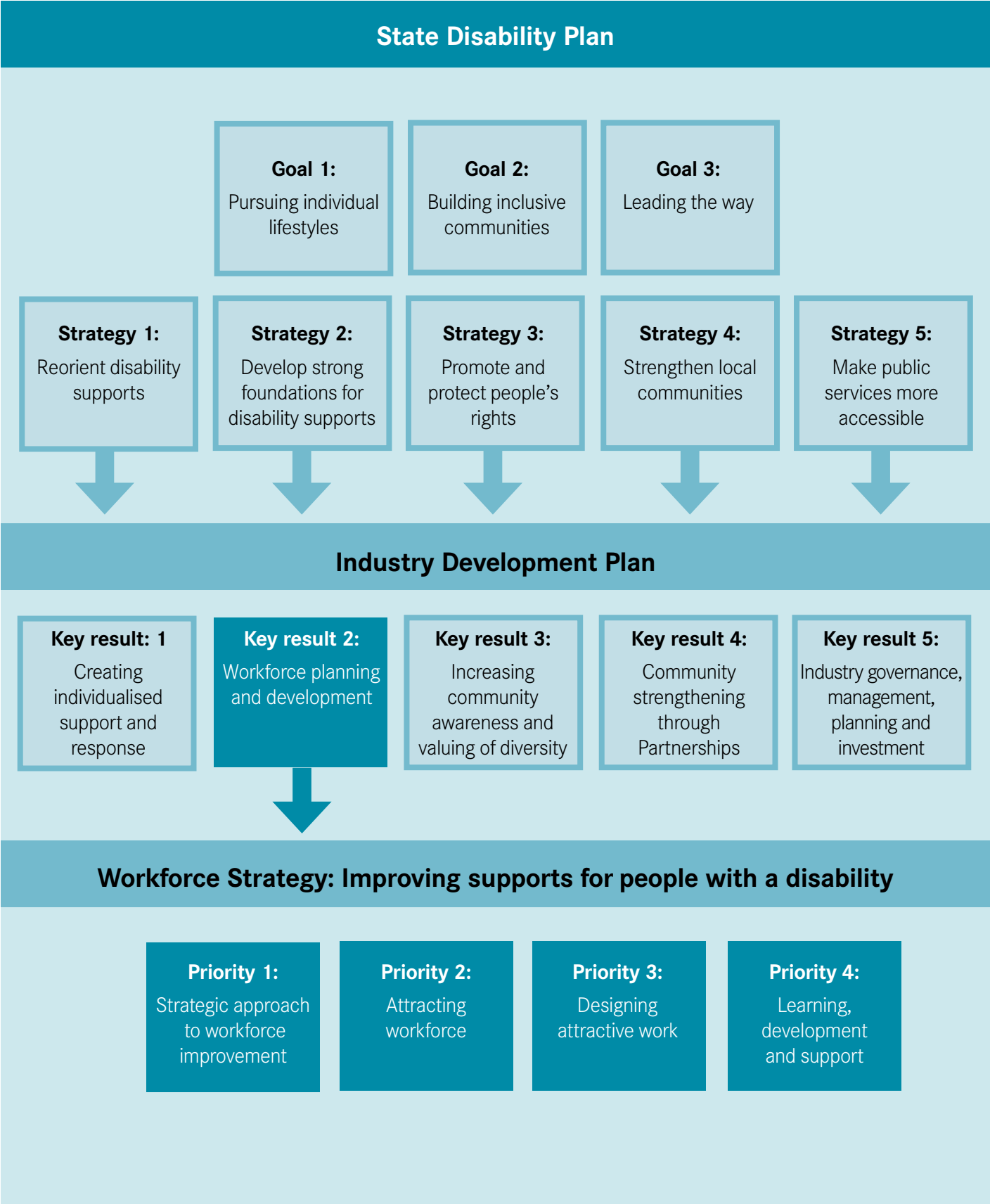
A draft strategy was released for consultation between 8 August 2008 and 5 September 2008. Feedback from this consultation was taken into account when preparing this document.

<sup>2</sup> Department of Premier and Cabinet, *Growing Victoria Together: A Vision for Victoria to 2010 and Beyond*, [http://www.dpc.vic.gov.au/CA256D800027B102/Lookup/GVTIIISummaryDocument/\\$file/reference\\_card.pdf](http://www.dpc.vic.gov.au/CA256D800027B102/Lookup/GVTIIISummaryDocument/$file/reference_card.pdf).

<sup>3</sup> Department of Planning and Community Development, *A Fairer Victoria*, <http://www.dvc.vic.gov.au/web14/dvc/dvcmain.nsf/AllDocs/BA66A032F874AC59CA2572D00026A891?OpenDocument>, May 2008.

<sup>4</sup> Department of Human Services, *Victorian State Disability Plan*, [http://www.dhs.vic.gov.au/disability/state\\_disability\\_plan](http://www.dhs.vic.gov.au/disability/state_disability_plan).

<sup>5</sup> Department of Human Services, *Partnering for the Future: The Victorian Industry Development Plan for the provision of support for people with a disability*, [http://www.dhs.vic.gov.au/disability/improving\\_supports/industryplan](http://www.dhs.vic.gov.au/disability/improving_supports/industryplan).



## Other policy developments

As part of the *Quality Framework for Disability Services in Victoria (2007)*, workforce management and service management are identified as contributing to the achievement of quality outcomes for people with a disability. Areas of practice outlined in the framework that are important to organisations include:

- organisational culture and governance
- policies and practice
- support options
- working with individuals
- working with personal networks
- working collaboratively.<sup>6</sup>

This *Workforce Strategy: Improving supports for people with a disability* also takes account of activity in other spheres of government and the community-services sector. This includes the Victorian Government's *Action Plan on Strengthening Community Organisations*, the Federal Government's social inclusion agenda, the Community Services and Health Industry Skills Council's Community Services Training Package Review and work pursued through the National Disability Agreement.

The *Action Plan on Strengthening Community Organisations* incorporates a focus on workforce and is committed to developing a community-services workforce capability framework to guide:

- an improvement in overall quality and effectiveness across the sector and improved client outcomes
- a greater capacity to provide professional development and learning across the sector
- better career paths and recognition for community-sector employees
- enhanced and more flexible professional and management practice across the sector
- improved recruitment and retention.<sup>7</sup>

Additionally, as part of the Federal Government's social inclusion agenda, a commitment was made to improve disability employment services (this includes the Disability Employment Network and Vocational Rehabilitation Services). A review is currently being undertaken within the broader context of the General Employment Services Review, the development of a National Mental Health and Disability Employment Strategy and the National Disability Strategy.<sup>8</sup>

This strategy is also linked to the Community Services and Health Industry Skills Council's Community Services Training Package Review. In 2006, the council began a major review of the Community Services Training Package. This review concluded in late 2008. The revised training package contains 72 qualifications, almost 1000 units of

competency and many new skill sets which set the standards for work in community services.<sup>9</sup>

Workforce capacity has been identified as a priority to be addressed by all jurisdictions as part of the next National Disability Agreement following research undertaken in 2005 and the completion of the report *Investigation into disability workforce capacity issues* in 2006.<sup>10</sup>

Developing and implementing this workforce strategy to ensure the industry develops and maintains a skilled and qualified workforce will assist in re-orienting disability supports.

This strategy is linked to a future national approach and aims to position the workforce beyond 2013. It aims to support the personal outcomes and lifestyle aspirations of people with a disability.

For an overview of workforce planning and development initiatives currently taking place please refer to appendix 1.

<sup>6</sup>Department of Human Services, *Quality Framework for Disability Services in Victoria (2007)*, *Standards for Disability Services in Victoria, 2007*.

<sup>7</sup>Department of Planning and Community Development, *The Victorian Government's Action Plan: Strengthening Community Organisations, April 2008*, p. 6

<sup>8</sup>Australian Government, *Disability Employment Services Review*, <http://www.workplace.gov.au/workplace/-/Publications/policyreviews/disabilityemploymentservicesreview/>, 2008.

<sup>9</sup>Community Services and Health Industry Skills Council, *CHC08 Community Services Training Package CD ROM*,

[https://www.cshisc.com.au/index.php?page=shop.product\\_details&flypage=shop.flypage&product\\_id=38&category\\_id=4&manufacturer\\_id=0&option=com\\_virtuemart&Itemid=48](https://www.cshisc.com.au/index.php?page=shop.product_details&flypage=shop.flypage&product_id=38&category_id=4&manufacturer_id=0&option=com_virtuemart&Itemid=48), 2008.

<sup>10</sup>KPMG, *National Disability Administrators: Investigation into workforce capacity issues, April 2006*.

## Introduction

Competition for skills and the ageing of Australia's workforce is known to present a significant challenge for all Australian industries. This includes the disability sector. Over the past 20 years the Australian workforce has been ageing at a faster rate than the general population.<sup>11</sup> This is a concern particularly in the health and community services sector where workers are among the oldest in Australia.

In the disability sector the workforce is ageing (40 per cent of the non-government sector is over 45 years of age) and predominately female (75 per cent).<sup>12</sup> While the value of older workers is significant in providing experience and knowledge, the ageing profile of the workforce indicates that high turnover will occur within a relatively short period. A review of the Victorian disability workforce shows that the workforce is employed across government and non-government services, employs over 11,000 staff and has less ethnic diversity than the community as a whole. Much of the work is part time or casual (see figure 1). The view held by industry is that casual rates are likely to increase in the future. One third to half of the workers possess TAFE qualifications while around a fifth of the workforce possess no training qualifications.<sup>13</sup>

Figure 1 - Employment type – full time, part time, casual

	Full time	Part time	Casual	Total
Government	1,576	2,282	817	4,675
Government %	33.7%	48.8%	17.5%	39.9%
Non-government	1,745	3,905	1,400	7,050
Non-government %	24.8%	55.4%	19.9%	60.1%
<b>Total</b>	<b>3,321</b>	<b>6,187</b>	<b>2,217</b>	<b>11,725</b>
<b>Total average %</b>	<b>28.3%</b>	<b>52.8%</b>	<b>18.9%</b>	

Source: KPMG, Partnering for the Future (Draft) The Victorian Industry Development Plan – for the provision of support for people with a disability (Background Paper), 2006, p.12.

The disability work environment has changed significantly and the ageing profile of the workforce indicates supply problems will continue as increasing numbers of workers retire. Action must be taken to expand labour supply to avert a detrimental impact on the availability and quality of services for people with a disability. Accelerating demand for disability services combined with a shrinking labour supply will be a major issue for the future of the industry.

The table over the page developed by Lime Management Group highlights some of the disability workforce demand and supply drivers and identifies pressures and opportunities on employers as the population ages.

<sup>11</sup>Department of Parliamentary Services - Parliament of Australia, Australia's Aging Workforce, Research note, 7 March 2005.

<sup>12</sup>Lime Management Group, A Regional Approach to Enhancing the Disability Workforce, Southern Metropolitan Region, March 2006, p. 3.

<sup>13</sup>Disability In-Service Training Support Service, Strategic Development Project 2007 - Disability Workforce Learning and Development - A Literature Review, 2007, p. 4.

**Figure 2 - Disability services workforce demand and supply demand drivers**

<b>Demand drivers</b>	<b>Supply drivers</b>
<p><b>Demographics</b></p> <ul style="list-style-type: none"> <li>• Increase in population with a disability due to ageing low birth weight and increasing premature and</li> <li>• Increasing longevity and life expectancy and increase in complexity of need</li> </ul>	<p><b>Demographics</b></p> <ul style="list-style-type: none"> <li>• Ageing workforce particularly in human services</li> <li>• Slowing of labour supply due to reduced population growth and increased retirements</li> </ul>
<p><b>Socio-cultural</b></p> <ul style="list-style-type: none"> <li>• Reduced number of carers and absent extended family</li> <li>• Increases in social isolation</li> <li>• General reduction in volunteer base</li> <li>• Increasing consumer expectation of service quality, accessibility and responsiveness</li> </ul>	<p><b>Socio-cultural</b></p> <ul style="list-style-type: none"> <li>• Greater desire for work life balance</li> <li>• Changing expectations of work among young people</li> <li>• Low status of caring and disability work</li> </ul>
<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Funding pressures and priorities</li> <li>• Demand for service outstripping funded supply</li> <li>• Productivity and effectiveness of workforce</li> <li>• Individualised 'market based funding</li> <li>• Unit pricing</li> </ul>	<p><b>Economic</b></p> <ul style="list-style-type: none"> <li>• Low unemployment and strong economy</li> <li>• Market forces including wages and conditions impacting on competition for staff within disability services and other sectors</li> </ul>
<p><b>Policy/service quality</b></p> <ul style="list-style-type: none"> <li>• State Disability Plan</li> <li>• Individualised planning and support</li> <li>• Community inclusion</li> <li>• Matching profiles of client and worker</li> <li>• Service provision in home and community</li> </ul>	<p><b>Policy</b></p> <ul style="list-style-type: none"> <li>• Workforce strategies of other sectors</li> <li>• Training availability and incentives, for example traineeships</li> </ul>
<p><b>Technology</b></p> <ul style="list-style-type: none"> <li>• New technology to assist people with disabilities</li> </ul>	<p><b>Work design and practices</b></p> <ul style="list-style-type: none"> <li>• Casualisation including short shifts</li> <li>• Job insecurity</li> <li>• Increasing isolation of workers</li> <li>• HR practices and organisational culture</li> </ul>

In KPMG’s 2006 draft background paper on the industry in Victoria, the most frequently identified workforce issues were pay and award conditions, lack of qualifications among staff and lack of training. Commonly proposed strategies to address these issues included accreditation programs for the industry, increased training opportunities, development of clear career structures and skills development.<sup>14</sup> These issues were considered in developing this workforce strategy.

This strategy has been developed for five years, however it is anticipated that the forecasting and actions developed will extend to 2020. It will be constantly revised to take into account the changing environment.

Additionally, there are differences between metropolitan, regional and rural areas in providing support and services and attracting staff. This strategy aims to address workforce issues state-wide. In some instances, local place-based strategies will be implemented.

Source: Lime Management Group, Regional Approach to Enhancing the Disability Workforce, 2006, p.7.

<sup>14</sup>KPMG, *Partnering for the Future (Draft) – The Victorian Industry Development Plan, 2006, p. 26.*

## Vision

There is an increasing need for the disability-support industry to adapt to a changing environment in providing support for people with a disability. This includes:

- a capacity to respond to the changing needs and expectations of people with a disability and the community
- the development of alternative approaches of support to focus on empowerment
- community development.

Support for people with a disability depends on building and maintaining a workforce that has a broader range of skills, greater resilience and a

community focus. Some of the challenges in achieving this are attracting and retaining staff, increasing trends towards casualisation of the workforce and the decreased availability of workers in a competitive labour market.

This *Workforce Strategy: Improving supports for people with a disability* aims to implement actions to meet the vision outlined below and better position the disability industry for the future. Actions outlined in this strategy will assist disability workers and flow on to assist people with a disability to support their lifestyle aspirations.

*\* Note for the purpose of this document the 'right values' refers to values consistent with the Victorian State Disability Plan 2002-2012 and the Disability Act 2006. The right values include: commitment, a passion for the job, open mindedness, ability to be adaptable, respectful and ability to foster community inclusion.*

### People with a disability

People with a disability to have the support that enables them to participate in the community and to play an important role in influencing and strengthening the workforce

### Staff

A skilled workforce of managers and workers with the 'right values'\* and with structured and well developed career paths

### Organisation

Evolving service providers that deliver and support quality services and value and support all staff in their changing roles and work environments

### Industry

A flexible and dynamic service-delivery system, which provides tailored support to enable people with a disability to experience the outcomes valued by all Victorians

## Success indicators and outcomes

The following describes the indicators of success and outcomes to be achieved:

- Enhanced forecasting of labour-market trends informed by contemporary workforce practices and establishment of performance benchmarks.
- The industry is identified as offering attractive and meaningful employment opportunities.
- Organisational structures and processes continue to adapt to the changing needs of people with a disability and the workforce.
- Evidence of staff continuing to build on their skills to undertake their required roles.

The development of a workforce database (identified in priority 1) will inform trends that will demonstrate the following:

- increase in workforce flexibility
- continuous improvement
- reduction in casual staff numbers
- increase in the supply, quality and availability of staff
- increased attraction and retention rates.

## Priority areas

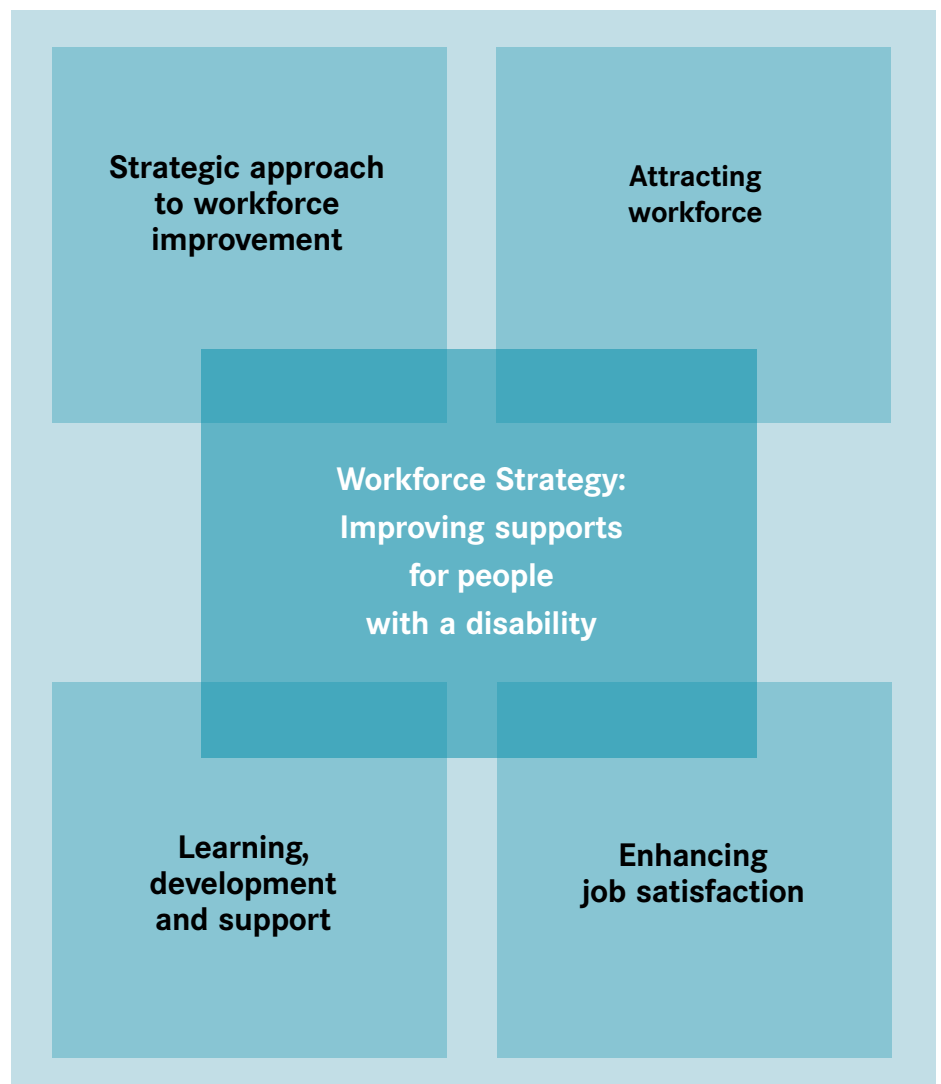
Four priorities are identified in this strategy:

**Priority 1: Strategic approach to workforce improvement**

**Priority 2: Attracting workforce**

**Priority 3: Enhancing job satisfaction**

**Priority 4: Learning, development and support.**



## Priority areas

### **PRIORITY 1 - Strategic approach to workforce improvement**

The availability of quality information underpins an effective workforce strategy. Currently there is a substantial gap in the capacity to systematically monitor labour-market trends in Victoria to forecast workforce needs for people with a disability. This data would inform recruitment, retention and learning and development strategies.

Accelerating demand for disability workers combined with a tightening labour market means that attracting and retaining a workforce will be a major issue for the industry. Changing models of service delivery also will be considered in implementing a strategy of workforce improvement. This priority aims to address workforce planning and development and to raise the profile and focus of the workforce at industry and organisational levels using robust strategic data.

Additionally, the gap analysis work outlined below (action 1.3) has been identified as critical to inform further actions identified in this strategy.

### **Objectives – Strategic approach to workforce improvement**

- Raise the strategic approach at both industry and individual organisational level.
- Establish a robust, sound evidence base to inform this strategic approach on an ongoing basis.
- Identify the skills and supports required to sustain the future workforce.
- Develop approaches that manage market competition and collaboration within the sector.

### **Strategy – Industry level**

#### **Action 1.1 - Use existing information to inform planning in the short term**

Use existing workforce information and data to inform planning in the short term. Data sources include the Australian Bureau of Statistics (ABS), National Disability Services (NDS) National Workforce Project survey and the Department's workforce data.

#### **Action 1.2 - Database developed to identify and collect workforce data**

Develop a framework and database to identify and collect workforce data on an ongoing basis applicable across the industry. This database will enable monitoring of trends and will improve the knowledge of workforce

requirements to take into account service growth projections. An approach developed through the NDS National Workforce Project (Rimfire) will be evaluated for application.

#### **Action 1.3 - Gap analysis: work evaluation study**

Gap analysis work is critical and will assist in informing actions identified in this strategy. The gap analysis work to include:

- mapping all disability worker roles from present (2008) to future (2013)
- identifying key competencies, skills, attributes and knowledge required by staff
- identifying comparable work roles in other industries
- identifying differences and variations in wages and conditions, qualifications, approaches to job classifications and learning and development
- profiling the workforce career structures from a vertical, horizontal and tangential perspective
- benchmarking workforce data across the community sector and Australia wide
- analysing differences between metropolitan and rural areas
- mapping may also provide information to better align staff to appropriate duties.

**Action 1.4 – Ideas bank: collect and disseminate information on best practices**

Develop a system to collect, maintain and disseminate information about workforce planning, development and management. This would draw from research and best practice across the industry, Australia wide, internationally and other industries. Using technology to share information among the industry will bridge barriers of isolation.

**Strategy – Organisational level**

**Action 1.5 – Agency training to raise awareness about workforce issues and planning**

Deliver training to staff on workforce programs to raise awareness about the workforce issues and importance of planning.<sup>15</sup> Develop a systematic approach to enable organisations to use the tools available to them, build their capacity to plan for workforce requirements and incorporate this in all aspects of their business planning.

**PRIORITY 2 - Attracting workforce**

Recruitment is essential to address attrition and meet the increasing service demand in the disability sector. It is necessary to build a quality service for people with a disability and attract people who want to be part of this industry.

The labour market comprises people with varying life experience, skills, knowledge, needs and expectations which they bring to the workplace. Recruitment approaches must be tailored to attract people into the disability workforce and to respond effectively to the different characteristics of the potential workforce pool.

Younger people are an important target group and organisations must be prepared to cater for younger workers. Based on international benchmarks, the greatest scope for short-term workforce growth is among women with dependents and older workers. Young people constitute the group providing maximum benefit over time.<sup>16</sup> Other potential target groups include people with a disability. As with the population generally, education and training levels and health are key drivers of participation.<sup>17</sup>

Across the industry there is strong competition from other sectors and industries for quality staff. Recruitment is costly in terms of recruiting (advertising and selection), training and replacing selected candidates who are either not of high quality or not retained. It is more difficult to attract workers in rural areas, where relocation is not conducive to casual or fixed-term work if the workforce cannot be found in the region.

There is a recognised need to promote careers in the sector through an awareness campaign to attract new entrants, raise the profile of disability services and increase the self-worth of the existing workforce. Research demonstrates that approaches to recruitment should address a range of attraction drivers for disability-support workers. These drivers relate to:

- the desire to make a difference and assist others
- personal factors particularly associated with choice of place to live
- job satisfaction
- interesting and challenging work
- income-earning capacity
- balance between work and family.<sup>18</sup>

<sup>15</sup>The Recruitment and Retention Toolkit developed by National Disability Services (NDS) has been developed to assist organisations to recruit and retain staff - <http://www.ndsqldprojects.net/nwp/resources.htm>.

<sup>16</sup>Victoria's Workforce Participation Taskforce, *Victoria: Working Futures, Report of Victoria's Workforce Participation Taskforce, November 2005, p. 87.*

<sup>17</sup>Victoria's Workforce Participation Taskforce, *Victoria: Working Futures, Report of Victoria's Workforce Participation Taskforce, November 2005, p. 87.*

<sup>18</sup>Lime Management Group, *A Regional Approach to Enhancing the Disability Workforce, Southern Metropolitan Region, March 2006.*



It is necessary for the industry to attract workers who possess the ‘right values’ and who can support people with a disability to exercise decision making. The right values include commitment, a passion for the job, open mindedness and the ability to be adaptable and respectful. Workers increasingly need good interpersonal skills, knowledge of specific health issues and related practices, skills in community development, ability to work in unpredictable environments, make complex decisions and work independently.

Additional challenges to be considered when attracting staff include the ageing workforce, gender bias and under-representation of indigenous and cultural and linguistically diverse groups. These challenges must be addressed if the sector is to meet the needs of a diverse population. People with a disability often need access to their peer group and workers can be an important part of that peer group.

### Objectives – Attracting workforce

- Increase the profile of the disability services workforce to the wider community.
- Strengthen attraction and recruitment practices of organisations and employers to attract workers with the ‘right values’.
- Develop strategies to accurately and realistically inform workforce entrants or potential entrants to the sector.

### Strategy – Industry level

#### Action 2.1 - Analysis of barriers to workforce participation and innovation opportunities

Analyse the labour market by identifying:

- the best demographic characteristics of groups to target and attract in recruitment
- differential approaches to attracting people into the disability workforce
- why workers leave or are reluctant to enter the disability-services workforce
- the advantages of working in the community sector
- the differences and challenges between metropolitan, regional and rural regions.

This action is linked to the data collection initiative outlined in Priority 1.

#### Action 2.2 - Professional marketing program

Develop a sector-wide, multifaceted professional marketing program (informed by action 2.1). A professional marketing program would promote the value of disability work to the wider community and assist in attracting a workforce. This marketing program could include:

- advertising (print, radio, television)
- improved use of technology (such as web1.0 and web2.0)
- attendance at employment and careers expos

- streamlined processes for application and selection
- a targeted approach to the education and job network sector.

The workforce needs to reflect the diversity of the community. The marketing program also would aim to attract a mix of people that possess the ‘right values’. Tools would be identified to assist in providing a realistic job profile to attract staff and reduce turnover. People with a disability and direct-support workers will be included in the planning and content of promotional activities conveying positive messages about employment in the sector.

#### Action 2.3 – Promoting recruitment of people with a disability to work in the industry

Promote and recruit people with a disability to work in the industry by raising awareness, addressing barriers and developing tools to highlight the benefits of such employment.

#### Action 2.4 - Cadetship / work placement / scholarship program

This program would explore initiatives to facilitate cross-sector recruitment in community services, using collaboration and innovative models that go beyond an organisation. It could involve working with the Victorian Curriculum and Assessment Authority to identify opportunities with the Victorian Certificate of Applied Learning to engage students with the disability sector. For example, students might do volunteer work to gain an inside look at the industry and on-the-job experience.

A work-placement program would strengthen links with educational institutions and provide a pathway into work that could assist recruitment. It would benefit students, employers and educational institutions.

Additionally, promote scholarship programs that encourage entry into the disability workforce by providing scholarships to pay TAFE/university fees to selected students. Fees are rising and this initiative may prove attractive for students considering a career in the sector. Increase the take up of existing scholarship programs for students completing higher-level studies to concurrently earn a viable income and gain industry experience in working with people with a disability.

### **PRIORITY 3 - Enhancing job satisfaction**

Staff turnover within disability services is relatively low compared to other human-services workforces. This includes both government and non-government services. In 2003, non-casual turnover was estimated to be 3.5 per cent in government and 9.5 per cent in the non-government sector.<sup>19</sup> However, it is worth noting that the disability workforce is made up of many different components and this should be taken into account when analysing turnover figures. For example, in 2007-08 the non-casual government direct-support workforce had an estimated turnover of 4.3 per cent, compared with the allied health workforce's 24.1 per cent.<sup>20</sup>

Many other human-services sectors experience annual staff turnover in excess of 20 per cent.<sup>21</sup> Research in workforce turnover trends in Queensland in 2006-07 conducted with 29 disability service providers (excluding government) indicated that turnover reached 21 per cent.<sup>22</sup> This level of turnover would be of concern if it was reflected in Victoria.

Research undertaken by the University of Minnesota demonstrates that most of the staff that leaves the disability workforce does so in their first six to 12 months. This is because either the job is different to what they

were led to believe or they have a poor relationship with their supervisor.<sup>23</sup> This is supported by the KPMG 2006 report, which also identifies as 'critical' the need to align workers expectations and reality to reduce this turnover.<sup>24</sup>

Turnover will be an increasing area of concern and a phenomenon of the workforce in general. The need for flexibility and the changing expectations of the next generation of employees also present challenges. Therefore, there is a strong case for improving the design of work environments and arrangements.

Various reports including the OECD's Measures of Job Satisfaction suggest that there are many aspects that make a satisfying job. For instance, from a sample of workers in OECD countries, pay is said to be one of the least important job characteristics. There are generally six components that make a job 'good' as viewed by workers including:

- pay
- hours of work (both overwork and not enough work)
- future prospects (promotion and job security)
- how hard or difficult the job is
- job content (interest, prestige and independence)
- interpersonal relationships.<sup>25</sup>

<sup>19</sup>Department of Human Services, *Industry Development Plan - A New Way, New Choices, Your Future, Fact Sheet No.5 - Workforce in Disability Services*, p.3.

<sup>20</sup>Department of Human Services - Information Centre, *Turnover Rate by Job Family*, 2008.

<sup>21</sup>Department of Human Services, *Industry Development Plan - A New Way, New Choices, Your Future, Fact Sheet No.5 - Workforce in Disability Services*, p.3.

<sup>22</sup>National Disability Service Workforce Benchmarking Report 2007. p.5.

<sup>23</sup>Amy Hewitt, *Research and Training Centre on Community Living, University of Minnesota Workforce Development Presentation*.

<sup>24</sup>KPMG, *National Disability Administrators: Investigation into workforce capacity issues*, April 2006.

<sup>25</sup>Andrew Clark, *Measures of Job Satisfaction - What Makes a Good Job? Evidence from OECD Countries, Labour Market and Social Policy - Occasional Papers No.34, OECD, 1998*.



The State Services Authority's *People Matter Survey* also identifies the following ranking of items according to their importance of job satisfaction: relationship with members of your workgroup (40 per cent of respondents selected this item as one of their five most important), work-life balance (39 per cent), job security (36 per cent), pay (35 per cent) and interesting/challenging work provided (34 per cent).<sup>26</sup>

A survey conducted in the United Kingdom demonstrated that salary is not the only indicator of work satisfaction. The physical surroundings and the social atmosphere of the working environment also are very important.

Therefore, a combination of factors result in employees being satisfied with work. The ability to attract and

retain staff in the disability sector includes enabling workers to feel they are making a difference, having interesting and challenging work and a balanced work and family life. Due to the relationship-based nature of the work, people with a disability can assist in retaining staff through their working relationships with direct-support workers. This relationship is a significant factor in job satisfaction and is a practical way of valuing the roles of these two groups.

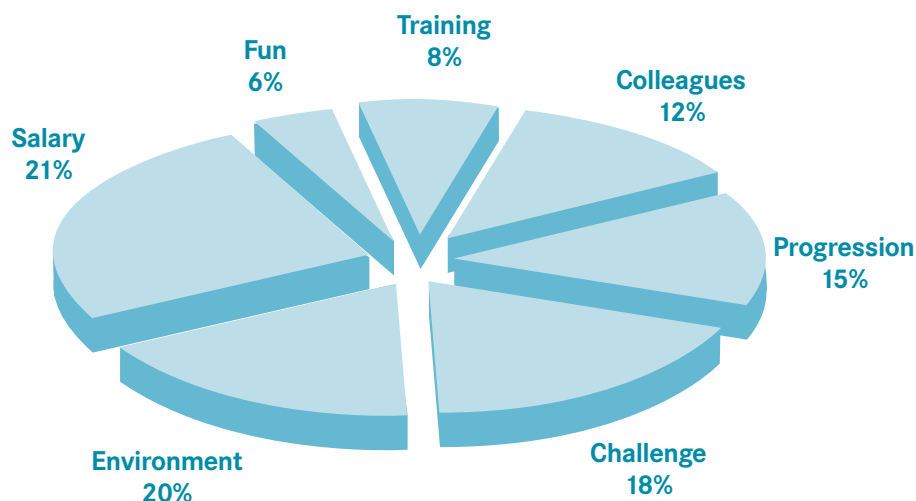
Some future challenges for the industry include the requirement to address the increasing casualisation of the workforce (part time and short shifts) and the need to support organisations to develop strategies to decrease casualisation rates and increase learning and development opportunities for

casual staff. There also is a need for defined development paths and meeting the challenges associated with individualised funding, such as providing an environment that is safe and healthy for people with a disability and staff. Providing attractive work opportunities will increase the sector's capacity to recruit and retain workers. New and creative means of providing support, supervision and training will be critical, as will be the need to find ways of reducing the isolation experienced in sole-worker arrangements, such as in-home support.

#### Objectives – Designing attractive work

- Promote practices that customise and optimise work arrangements for staff and support the unique relationships between direct-support

**Figure 3 - Priority placed on different reasons for satisfaction at work**



Source: Job Satisfaction – Guaranteed? <http://www.jobsite.co.uk/articles/candidate/c170/s192/a320.html>

<sup>26</sup>State Services Authority, *People Matter Survey 2007 – Main Findings Report, 2008*.

workers and the person with a disability that they work with.

- Develop clear roles, responsibilities, skills and knowledge across the disability workforce to inform job design and the creation of career pathways.
- Engage the workforce in a way that addresses cross-organisational training, collaboration and cooperation.

### Strategy – Industry level

#### Action 3.1 - Flexible work arrangements and variety

Implement flexible work arrangements, portable long-service leave and explore the possibility of employment flexibility to work across sites, which would add interest and variety. Flexible work arrangements would take into account the different types and level of skills and knowledge required across differing job roles and in working with individuals with different disabilities. This action could also:

- establish and publish a tool kit of ideas and approaches
- explore strategies to manage older workers and provide options for their gradual exit from the workforce
- focus on matching staff work arrangements with the needs of people with a disability.

#### Action 3.2 – Use technology for effective workforce management

Use technology for effective workforce management. For example, engagement through phones and personal digital assistants will help reduce the isolated nature of the way people work. The development of robust and useful systems to support financial and workforce functions will be beneficial in supporting change by streamlining processes and supporting direct-support staff in new ways.

#### Action 3.3 – Staff/support bank and Disability Industry Group Training & Employment Organisation Model

A staff bank refers to organisational arrangements grouping staff into a single entity from which they can be deployed by agencies to work in a variety of organisational settings. A support bank refers to organisational arrangements that group staff together and can be accessed by people with a disability, benefiting users who require temporary or one-off support. Both the staff and support banks would engage the workforce in a different way. This action aims to investigate the feasibility of a disability-industry group training and employment organisation model in the context of the

staff/support bank. This model aims to address cross-organisation training, quality labour supply (permanent and casual) and arising portability issues. It can enhance inter-agency understanding, cooperation, support-skills development and diversification in the workforce.

#### Action 3.4 – Resourcing and lessening the compliance burden

Increase job capacity by exploring ways to lessen the compliance burden and minimise administrative tasks. This action is linked to action 1.3, which will explore worker roles.

### Strategy – Organisational level

#### Action 3.5 – Extend established knowledge network arrangements

Networks encourage cooperation and shared services across organisations. Members can be drawn from rural and urban regions, be large or small in operation, and provide community services across a broad spectrum. The Disability Knowledge Network<sup>27</sup> model is an example of where a network of community service organisations use a friendly, efficient and effective web-based document-management system to cooperate and collaborate. This cooperation and collaboration has extended into other arenas.

<sup>27</sup>The Disability Knowledge Network (dKnet) was established through the Department of Human Services Community Sector Investment Fund in 2005.



#### **PRIORITY 4 – Learning, Development and Support**

The workforce must be able to adapt to changing needs and service models in response to the increasing complexity of support needs and new approaches to support (particularly the focus on empowerment, individualised planning, support and funding).

An evaluation of the direct-payments project found that direct payments had significant positive outcomes on the lives of users relating to community participation, personal confidence, quality of life and being in control of supports. The report recommended trialling direct employment of support workers for people with a disability.<sup>28</sup>

New workforce cultures will focus on community development and active-support models. In the future, staff will need to work with more autonomy and with less on-the-spot management. Organisations and employers will need stronger and more flexible staff-support models, while providing an environment that is safe and healthy for both clients and staff.

Therefore, it is important to have a strong and robust approach to learning and development across all organisational levels. This includes managers,

supervisors and boards of management. This learning and development strategy will assist to enhance the capacity of the industry to:

- increase recruitment and retention of skilled staff
- achieve higher productivity
- enhance client outcomes and satisfaction
- establish more efficient and collaborative management structures develop meaningful career pathways.

There is scope to improve the quality/ appropriateness of training and it is critical that any learning and development initiatives engage with consumers and ensures a strong alignment between training, values and attitudes, and the competencies required by the industry and people with a disability. It is important that best practice is at the forefront of service delivery and that staff have the knowledge and skills to manage potential occupational health-and-safety hazards. This will require training and ongoing learning opportunities.

Corporate Leadership Council research demonstrates that high performance organisations are characterised by leaders who believe in development and act on those

beliefs.<sup>29</sup> Jobs of the future will require a different mix of skills. Currently, there are more than 1.4 million adult Victorians who do not hold any post-school qualification.<sup>30</sup> Given the benefits of increasing Victoria's skill levels, the Victorian Government is proposing a partnership to reform training. The aim is to have a more dynamic and responsive training system to meet the needs of the 21st century. This includes boosting the numbers of individuals and businesses accessing training. Objectives include increasing the skills of Victoria's workforce and ensuring the system is more responsive to the changing needs of businesses and individuals.<sup>31</sup>

It is expected that over the life of this strategy there will be ongoing discussion about the 'professionalism' of disability work and seeking a balance between valuing staff as 'professionals' while not building barriers to working with people with a disability.

#### **Objectives - Learning, development and support**

- To increase the value of learning, development and support at all levels including management, supervisor and direct-support workers within the sector to embed learning in practice.

<sup>28</sup>LDC Group, *Evaluation of the Direct Payments Project – Final Report, August 2007, p. 10.*

<sup>29</sup>Corporate Leadership Council, *Improving Talent Management Outcomes – 10 Talent Management Insights for the Chief Human Resources Officer Presentation, 24 July 2008 (data sourced from Succession Management Survey 2003).*

<sup>30</sup>Victorian Skills Commission, *Securing Our Future Economic Prosperity – Discussion Paper on Skills Reform, April 2008.*

<sup>31</sup>Victorian Skills Commission, *Securing Our Future Economic Prosperity – Discussion Paper on Skills Reform, April 2008.*

- To develop diverse approaches and collaborative opportunities to learning and development (including the involvement of people with a disability).
- To develop a process for working collaboratively on projected skill requirements with training organisations, people with a disability, disability-support workers and the wider sector to meet learning needs.

### Strategy – Industry level

#### Action 4.1 - Capacity identification and capacity building of managers

Managers can greatly influence staff behaviour and retention. Identifying and building the capacity of managers requires strong leadership and management training and support. This could involve collaboration with an educational institution to provide relevant learning and development opportunities and investigate leadership approaches that support cultural change to implement the principles of individualised planning and funding. Development and support of ongoing learning and development to complement and extend competency-based training could be linked to supervision, support and other factors known to increase retention and improve the outcomes for people with a disability. Ongoing learning and development is likely to assist the embedding of good practice.

#### Action 4.2 - Increased cooperation and collaboration between government and (within) the industry

To access scarce labour resources there needs to be greater collaboration across the government and industry as a whole. Cooperation of service providers working together will provide benefits. For example, collaboration would assist in attracting people to work across different areas of disability support or to consolidate hours of work for staff working within a geographical area. It is critically important to share knowledge and achieve structural change within the disability-services sector to promote innovation, networking and to embed learning in practice.

#### Action 4.3 - Research and training

Work more closely with the TAFE and university sectors to identify projected skill requirements for the workforce and ensure that the key messages of people with a disability and the State Disability Plan are integrated into accredited training programs. Feedback and development to be a two-way process to give the industry access to international learning and development research and evidence-based practice and research to be promoted. Training to include:

- actively involving people with a disability in training workers in the industry
- fostering a greater understanding of the rights of people with a disability in a way that is empowering
- focus on values and attitudes.

#### Action 4.4 – Development of tools to assist people with a disability and their workers

People with a disability require skills to be good employers and this can assist in retaining workers. This action will develop tools to enable people with a disability to gain the skills to manage their workers (while at the same time recognising the vast differences in capability of people with a disability).

### Strategy – Organisational Level

#### Action 4.5 – Diverse approaches to learning and development including coaching, mentoring and peer support

Resourcing agencies to mentor, coach and provide peer support to workers, managers and leaders and identify and promote effective models. This action will model a more empowering way of working aimed at increasing support and improving retention of workers. Technology may assist.

#### Action 4.6 – Reward and recognition

Further promote the Department of Human Services and National Disability Services annual disability support awards and develop methods to recognise staff at all levels for their commitment and outstanding contributions. Greater rewards and recognition of best workplace practices for individual staff may assist in lifting the profile of the industry and influence change.

**Action 4.7 –  
Induction and Orientation**

Orientation/induction training to be provided to new staff to ensure they are familiar with and feel a part of their organisation. If implemented effectively, induction has the potential to reduce turnover, absenteeism and boost morale. It is important that managers are trained in their responsibilities and ensure that staff inductions include occupational health and safety requirements. This induction/orientation program also could involve people with a disability.

## Conclusion

It is anticipated that the success of this strategy will become evident over time. Project activity has been linked to the key priority areas and will build the capacity of the industry to successfully compete for labour and support their workers.

This strategy also aims to build upon the skills of the disability workforce to support the personal outcomes and lifestyle aspirations of people with a disability.



## Summary of priorities and actions

Priority	Action
Strategic approach to workforce improvement	Industry Level
	1.1 Use existing information to inform planning in the short term
	1.2 Database developed to identify and collect workforce data
	1.3 Gap analysis: work/job evaluation study
	1.4 Ideas bank: collect and disseminate information on best practices
Strategic approach to workforce improvement	Organisational level
	1.5 Agency training to raise awareness about workforce issues and planning
Attracting workforce	Industry Level
	2.1 Analysis of barriers to workforce participation and innovation opportunities
	2.2 Professional marketing campaign
	2.3 Promoting recruitment of people with a disability to work in the industry
	2.4 Cadetship / work placement / scholarship program
Enhancing job satisfaction	Industry Level
	3.1 Flexible work arrangements and variety
	3.2 Use technology for effective workforce management
	3.3 Staff/support bank and disability industry group training & employment organisation model
	3.4 Resourcing and lessening the compliance burden
	Organisational Level
3.5 Extend established knowledge networks arrangements	
Learning, development and support	Industry Level
	4.1 Capacity identification and capacity building of managers
	4.2 Sharing of knowledge and importance of collaboration
	4.3 Research and training
	4.4 Development of tools to assist people with a disability and their workers
	Organisational Level
	4.5 Diverse approaches to learning and development including coaching, mentoring and peer support approaches
	4.6 Reward and recognition
4.7 Orientation and induction	

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## Appendix 1 - Summary of workforce planning and development initiatives currently taking place

Priority 1 – Strategic approach to workforce improvement		
Action No.	Action	Initiatives currently taking place
1.1	Use existing information to inform planning in the short term	<ul style="list-style-type: none"> <li>• Australian Bureau of Statistics data (<a href="http://www.abs.gov.au/">http://www.abs.gov.au/</a>)</li> <li>• National Disability Services (NDS) National Workforce Project Survey</li> <li>• Department of Human Services (DHS) workforce data</li> <li>• Disability In-Service Training Support Service (DISTSS) Recruitment &amp; Retention Community of Practice (including on-line literature and resources) (<a href="http://www.distss.org.au/recruitment/">http://www.distss.org.au/recruitment/</a>)</li> </ul>
1.2	Database developed to identify and collect workforce data	<ul style="list-style-type: none"> <li>• Community Services Workforce Profiling Project – State, Territory and Commonwealth governments have commissioned a national survey and census of the community services workforce (including disability). The project will be modelled on the National Institute of Labour Studies aged-care work. Final report is due December 2009.</li> <li>• National Disability Services Workforce Benchmarking Report 2007 (Queensland) Rimfire Resources initiative to be explored. (<a href="http://www.nds QLD projects.net/qwa/index.htm">http://www.nds QLD projects.net/qwa/index.htm</a>)</li> </ul>
1.3	Gap Analysis: work/job evaluation study	<ul style="list-style-type: none"> <li>• Industry Skills Council (John Buchanan paper): Identifying paths to skill growth or skill recession: Decisions for workforce development in the community services and health industries.</li> <li>• Better Skills Best Care (BSBC) – Stage 1: methodology may be useful for potential role-redesign projects.</li> <li>• Department of Human Services and Health Services Union of Australia (HSUA) Heads of Agreement 2008 commits to review roles for a range of positions, in particular house supervisors.</li> </ul>
1.4	Ideas bank – collect and disseminate information on best practices and trends	<ul style="list-style-type: none"> <li>• Funded Agency Channel (CSO information portal) is the department’s primary information, communication and business tool for use by funded agencies and provides easy access to information and resources to support funded agency business and supports collaboration, discussion and networking throughout the human services sector. (<a href="https://fac.dhs.vic.gov.au/home.aspx">https://fac.dhs.vic.gov.au/home.aspx</a>)</li> <li>• Community workforce village (<a href="http://www.communityworkforcevillage.org.au/">http://www.communityworkforcevillage.org.au/</a>)</li> <li>• National Disability Services, DISTSS, and Disability Professionals Victoria (DPV) – best practice presentations.</li> </ul>

1.5	Agency training to raise awareness about workforce issues and planning	<ul style="list-style-type: none"> <li>• National Disability Services attraction and retention toolkit (<a href="http://www.nds QLD projects.net/nwp/resources.htm">http://www.nds QLD projects.net/nwp/resources.htm</a>)</li> <li>• State Services Authority (SSA) workforce planning toolkit, a guide for workforce planning in small to medium-sized Victorian public sector organisations. (<a href="http://www.ssa.vic.gov.au/CA2571410025903D/WebObj/WFPToolkitReport1/\$File/WFPToolkitReport1.pdf">http://www.ssa.vic.gov.au/CA2571410025903D/WebObj/WFPToolkitReport1/\$File/WFPToolkitReport1.pdf</a>)</li> <li>• Attractive Employer Model recruitment and retention planning framework: will include tools and links to existing initiatives, for example the Rural Workforce Planning Guidelines.</li> </ul>
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## Priority 2 – Attracting workforce

Action No.	Action	Initiatives currently taking place
2.1	Analysis of barriers to workforce participation and innovation opportunities	<ul style="list-style-type: none"> <li>• Associate Professor (ASPRO) academic positions: rural research into allied-health recruitment and retention issues. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> <li>• Department of Human Services HSUA Heads of Agreement 2008 commits to considering alternative qualifications as entry points to the career structure.</li> <li>• State Services Authority – Barriers and enablers to the attraction, recruitment and retention of mature-aged workers (<a href="http://www.ssa.vic.gov.au/CA2571410025903D/WebObj/WFP_ageingworkforce_research/\$File/WFP_ageingworkforce_research.pdf">http://www.ssa.vic.gov.au/CA2571410025903D/WebObj/WFP_ageingworkforce_research/\$File/WFP_ageingworkforce_research.pdf</a>)</li> </ul>
2.2	Professional marketing campaign	<ul style="list-style-type: none"> <li>• National Disability Services attraction and retention toolkit</li> <li>• State Services Authority – Best Practice Recruitment and Selection Toolkit (<a href="http://www.ssa.vic.gov.au/CA2571410025903D/0/0A56FDC9243B4E73CA2574B8000B48CC?OpenDocument">http://www.ssa.vic.gov.au/CA2571410025903D/0/0A56FDC9243B4E73CA2574B8000B48CC?OpenDocument</a>)</li> <li>• Department of Human Services People Strategy is aiming to attract the best people and develop, support and retain them. (<a href="http://www.dhs.vic.gov.au/__data/assets/pdf_file/0020/245450/people_strategy.pdf">http://www.dhs.vic.gov.au/__data/assets/pdf_file/0020/245450/people_strategy.pdf</a>)</li> <li>• Human Resources Branch (Department of Human Services) role includes marketing at employment expos and developing brochures.</li> <li>• Community Sector Investment Fund (CSIF) marketing strategy project (delivered by Victorian Council of Social Service) showcasing the community sector included exhibition ‘care to make a difference’ in May 2008. (<a href="http://www.vcross.org.au/what-we-do/community-sector/showcasing.htm">http://www.vcross.org.au/what-we-do/community-sector/showcasing.htm</a>)</li> </ul>

		<ul style="list-style-type: none"> <li>• CSIF promoted working in the community sector to rural secondary schools. Kangan Batman TAFE developed a student friendly website that promotes and provides information on different occupations and career pathways within health and community services. (<a href="http://hcscareers.vic.edu.au/">http://hcscareers.vic.edu.au/</a>)</li> <li>• Community Active Careers (<a href="http://www.communityactivecareers.com.au">www.communityactivecareers.com.au</a>)</li> <li>• DISTSS Realistic Job profile DVD (proposal)</li> <li>• Department of Human Services regional recruitment information sessions.</li> <li>• Industry Skills Council recruitment website (<a href="http://www.isc.org.au/">http://www.isc.org.au/</a>)</li> <li>• Victorian Council of Social Service (VCOSS) website (<a href="http://www.vcross.org.au/index.htm">http://www.vcross.org.au/index.htm</a>)</li> <li>• Region of Choice: promotes and supports allied health relocation to regional Victoria. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> <li>• Attractive Employer Model recruitment and retention planning framework: will provide practical tools to assist health and community services become attractive employers, with a view to an industry-wide application and sector branding to attract people to work in health and community services. (<a href="http://www.health.vic.gov.au/workforce/downloads/attractive-model.pdf">http://www.health.vic.gov.au/workforce/downloads/attractive-model.pdf</a>)</li> </ul>
2.3	Promoting recruitment of people with a disability to work in the industry	<ul style="list-style-type: none"> <li>• Office for Disability community awareness campaign (<a href="http://www.officefordisability.vic.gov.au/community_awareness.htm">http://www.officefordisability.vic.gov.au/community_awareness.htm</a>)</li> <li>• Disability Online employment services (<a href="http://www.disability.vic.gov.au/">http://www.disability.vic.gov.au/</a>)</li> <li>• Federal Government review to improve disability employment services (<a href="http://www.workplace.gov.au/workplace/-Publications/PolicyReviews/EmploymentStrategy/NationalMentalHealthandDisabilityEmploymentStrategy.htm">http://www.workplace.gov.au/workplace/-Publications/PolicyReviews/EmploymentStrategy/NationalMentalHealthandDisabilityEmploymentStrategy.htm</a>)</li> <li>• Department of Human Services – Ability at Work: be open to the possibility – a guide to the employment of people with a disability</li> <li>• DISTSS ‘Nothing About Us Without Us (NAUWU) database (<a href="http://www.disabilityconsultants.org.au/">http://www.disabilityconsultants.org.au/</a>)</li> <li>• Action for Community Living – Leadership Plus (RMIT-accredited program) (<a href="http://www.leadershipplus.com/website/Leadership%20Program%20Brochure.pdf">http://www.leadershipplus.com/website/Leadership%20Program%20Brochure.pdf</a>)</li> <li>• Attractive Employer Model recruitment and retention planning framework: will provide information, tools and links to assist with employing and retaining a diverse workforce, including people with a disability. (<a href="http://www.health.vic.gov.au/workforce/downloads/attractive-model.pdf">http://www.health.vic.gov.au/workforce/downloads/attractive-model.pdf</a>)</li> </ul>

2.4	Cadetship / work placement / scholarship programs	<ul style="list-style-type: none"> <li>• Industry Skills Council – Skilling Australia Productivity Places Program (<a href="http://www.cshisc.com.au/index.php?option=com_content&amp;task=view&amp;id=56&amp;Itemid=143">http://www.cshisc.com.au/index.php?option=com_content&amp;task=view&amp;id=56&amp;Itemid=143</a>)</li> <li>• Disability Services offers scholarships and study-tour awards to encourage current and future disability-sector employees to develop their knowledge and skills. In 2009, the scholarship initiative will provide a total of \$150,000 in financial assistance to 45 TAFE students, 15 tertiary students and five Ethel Temby study tour awards recipients. (<a href="http://www.dhs.vic.gov.au/disability/improving_supports/learning_and_development/workforce_development_and_learning/disability_studies_scholarships_and_ethel_temby_awards_2007-08">http://www.dhs.vic.gov.au/disability/improving_supports/learning_and_development/workforce_development_and_learning/disability_studies_scholarships_and_ethel_temby_awards_2007-08</a>).</li> <li>• Department of Human Services leadership scholarships: The disability services leadership scholarships allows supervisors and managers to gain further knowledge, skills and expertise in leadership to complement their roles within the supervision and management structure of disability services. (<a href="http://www.dhs.vic.gov.au/humanservicesnews/sep08/offers.htm">http://www.dhs.vic.gov.au/humanservicesnews/sep08/offers.htm</a>)</li> <li>• Department of Human Services pathways scholarships are available to department staff working in disability services who want to explore alternative career pathways within the disability and community services area.</li> <li>• Rural allied health undergraduate, postgraduate and continuing professional development scholarship programs: recurrent funding for students commencing studies and continuing professional development funding for allied health professionals employed in a rural public health service. (<a href="http://www.vha.org.au/?c_id=923">http://www.vha.org.au/?c_id=923</a>)</li> </ul>
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Priority 3 – Enhancing job satisfaction		
Action No.	Action	Initiatives currently taking place
3.1	Flexible work arrangements and variety	<ul style="list-style-type: none"> <li>• Victorian government will provide one-off funding to help establish portable long service leave for the community services. (<a href="http://www.dvc.vic.gov.au/Web14/dvc/rwpgslib.nsf/GraphicFiles/SCO+Action+Plan/\$file/SCO+Action+Plan+web.pdf">http://www.dvc.vic.gov.au/Web14/dvc/rwpgslib.nsf/GraphicFiles/SCO+Action+Plan/\$file/SCO+Action+Plan+web.pdf</a>)</li> <li>• Department of Human Services - Regional support team</li> <li>• National Disability Services attraction and retention toolkit (<a href="http://www.ndsqldprojects.net/nwp/resources.htm">http://www.ndsqldprojects.net/nwp/resources.htm</a>)</li> <li>• Attractive Employer Model recruitment and retention planning framework: will provide information, tools and links to assist with employing and retaining a diverse health and community services workforce, including consideration of generational factors and life stages. (<a href="http://www.health.vic.gov.au/workforce/downloads/attractive-model.pdf">http://www.health.vic.gov.au/workforce/downloads/attractive-model.pdf</a>)</li> </ul>
3.2	Use technology for effective workforce management	<ul style="list-style-type: none"> <li>• Department of Human Services – Roster and attendance project aims to streamline current roster and payroll processes and systems.</li> <li>• Department of Human Services – CRU-IT strategy</li> <li>• DISTSS Social Software Initiative (proposal)</li> </ul>
3.3	Staff bank / support bank and Disability industry group training & employment organisation model	<ul style="list-style-type: none"> <li>• CSIF has a commitment to implementing two staff bank models in a metro and rural region. The model will be self-sustainable, offer competitive rates, add value to the sector and target not-for-profits.</li> <li>• Rural locum projects: administered externally, these projects in optometry and pharmacy may be useful in improving recruitment and retention by supporting the existing workforce. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> <li>• Rural Health Bank pilot: an example of an innovative and collaborative approach to coordinating and allocating nurses in the Grampians region, with a view to expanding into allied health and other health-service workers.</li> </ul>
3.4	Resourcing and lessening the compliance burden	<ul style="list-style-type: none"> <li>• Office for the Community Sector (DPCD) established. The new office will be responsible for implementing the strengthening community organisations action plan, which includes 25 actions to reduce red tape, build the capacity of the workforce and strengthen the long-term sustainability of the community organisations. <a href="http://www.dvc.vic.gov.au/Web14/dvc/dvcmain.nsf/allDocs/RWP5FCB0E3A722237C7CA25727C00059BFB?OpenDocument">http://www.dvc.vic.gov.au/Web14/dvc/dvcmain.nsf/allDocs/RWP5FCB0E3A722237C7CA25727C00059BFB?OpenDocument</a></li> </ul>

		<ul style="list-style-type: none"> <li>• Reducing the Regulatory Burden initiative finds ways to streamline and simplify the workings of government in its dealings with sectors such as community and non-profit sectors. (<a href="http://www.dtf.vic.gov.au/CA25713E0002EF43/pages/reducing-the-regulatory-burden">http://www.dtf.vic.gov.au/CA25713E0002EF43/pages/reducing-the-regulatory-burden</a>)</li> <li>• Better Skills Best Care (BSBC) – Stage 1: methodology may be useful for potential role-redesign projects in establishing a support workforce.</li> </ul>
3.5	Extend established knowledge network arrangements	<ul style="list-style-type: none"> <li>• CSIF knowledge development project is intended to build ongoing knowledge sharing arrangements.</li> <li>• DISTSS Community Forums (<a href="http://www.distss.org.au/">http://www.distss.org.au/</a>)</li> <li>• Advanced Practice Toolkit: once completed, it will help to facilitate links between and across health services by sharing case studies and providing examples of how to implement successfully.</li> </ul>

## Priority 4 – Learning, development and support

Action No.	Action	Initiatives currently taking place
4.1	Capacity identification and capacity building of managers	<ul style="list-style-type: none"> <li>• Strengthening Community Organisations (Action 12) investing in leadership development – Government is funding a feasibility study to determine the most effective means of developing leadership capabilities within the community sector. (<a href="http://www.dvc.vic.gov.au/Web14/dvc/rwpgslib.nsf/GraphicFiles/SCO+Action+Plan/\$file/SCO+Action+Plan+web.pdf">http://www.dvc.vic.gov.au/Web14/dvc/rwpgslib.nsf/GraphicFiles/SCO+Action+Plan/\$file/SCO+Action+Plan+web.pdf</a>)</li> <li>• Department of Human Services leadership scholarships: The disability services leadership scholarships gives the opportunity for supervisors and managers to gain further knowledge, skills and expertise in leadership that will complement their roles within the supervision and management structure of disability services.</li> <li>• Department of Human Services – Regional support team</li> <li>• Department of Human Services – Well@Work strategy provides tools to assist managers where absenteeism is identified as a sign of stress in the work place.</li> <li>• Region of Choice: helping to build the capacity of health services to undertake recruitment and retention in regional Victoria. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> <li>• MentoringWorks: provides mentoring for allied health professional managers in rural and remote publicly funded health and community services. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> <li>• State-wide allied health workforce education program (SAHWEP): incorporates modules in CPD such as team management and leadership skills for allied health professionals. (<a href="http://www.greaterhealth.org/media/resources/DHS_June2007_CPD_Report.pdf">http://www.greaterhealth.org/media/resources/DHS_June2007_CPD_Report.pdf</a>)</li> <li>• Attractive Employer Model recruitment and retention planning framework: will provide information, tools and links to assist with effective leadership practices. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> <li>• DISTSS Leadership Program</li> <li>• DISTSS &amp; National Disability Services “Enhanced Good Governance Training”</li> <li>• Development and implementation of an online Leadership Learning Needs Analysis survey for use with managers in Department of Human Services managed disability services.</li> <li>• Development and implementation of a suite of leadership learning and development programs for managers in Department of Human Services managed disability services.</li> </ul>

4.2	Sharing of knowledge and importance of collaboration	<ul style="list-style-type: none"> <li>• The Disability Services Statewide Sector Forum is a bi-annual event presented by Disability Services Division for the disability-services sector to meet and discuss issues and ideas relevant to people with a disability in Victoria.</li> <li>• National Disability Services member forums (<a href="http://www.nds.org.au/">http://www.nds.org.au/</a>)</li> <li>• Department of Human Services - existing communication bulletins such as Learning Curve, EB bulletin</li> <li>• Support for the development and ongoing maintenance of regional communities of practice focused on implementation of the Disability Act 2006.</li> <li>• Disability Services runs twice yearly forums with Registered Training Organisations to support collaboration between Department of Human Services as employer and training sector.</li> <li>• Strengthening Community Organisations (Action 24) facilitating dialogue and exchange between the sectors and government - support a state-wide forum to discuss issues. (<a href="http://www.dvc.vic.gov.au/Web14/dvc/rwpgslib.nsf/GraphicFiles/SCO+Action+Plan/\$file/SCO+Action+Plan+web.pdf">http://www.dvc.vic.gov.au/Web14/dvc/rwpgslib.nsf/GraphicFiles/SCO+Action+Plan/\$file/SCO+Action+Plan+web.pdf</a>)</li> <li>• Funded agency channel (<a href="https://fac.dhs.vic.gov.au/home.aspx">https://fac.dhs.vic.gov.au/home.aspx</a>)</li> <li>• Better Skills Best Care (BSBC) roadshows and workshops</li> <li>• Allied Health Forums: to engage and obtain stakeholder input and sharing of initiatives. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>).</li> <li>• Advanced Practice Toolkit: once completed, will help to facilitate linkages between and across health services by sharing case studies and providing examples.</li> <li>• Learning opportunity links between academic and practitioners e.g. DISTSS /RMIT/ University of Minnesota RTC learning collaborations. (<a href="http://www.distss.org.au/">http://www.distss.org.au/</a>)</li> <li>• DISTSS Infocast network (<a href="http://www.distss.org.au/">http://www.distss.org.au/</a>)</li> <li>• DISTSS “Leadership, Learning and Development Resource” (currently in production)</li> <li>• DISTSS Trainer database (<a href="http://www.distss.org.au/">http://www.distss.org.au/</a>)</li> <li>• DISTSS web-based resources, such as materials, case studies, forum notes and discussion boards (<a href="http://www.distss.org.au/">http://www.distss.org.au/</a>)</li> <li>• Department of Human Services &amp; DISTSS ongoing development, distribution and/or administration for workplace learning e.g. Fire, Emergency, Evacuation Training, Infection Control DVD etc (<a href="http://www.distss.org.au/">http://www.distss.org.au/</a>)</li> </ul>
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4.3	Research and training	<ul style="list-style-type: none"> <li>• Community services training package review (to be completed late 2008) (<a href="http://www.cshisc.com.au/index.php?option=com_content&amp;task=view&amp;id=30&amp;Itemid=169">http://www.cshisc.com.au/index.php?option=com_content&amp;task=view&amp;id=30&amp;Itemid=169</a>)</li> <li>• CSIF workforce training program</li> <li>• Clinical Skills Centres in Hospitals project: Train the trainer inter-professional simulation-based course for medical, nursing and allied-health clinical educators. Training packages are being developed around core competencies.</li> <li>• Training grants: financial assistance provided for those training as a support level workforce due to introduction of new Certificate/qualification (IV in allied health assistance).</li> <li>• Partnership grants: financial assistance provided to support health and community services to work with training providers to develop course materials in recognition of a new certificate/qualification (IV in allied health assistance).</li> <li>• DISTSS “Disability Workforce Learning and Development – A Literature Review” (<a href="http://www.distss.org.au/">http://www.distss.org.au/</a>)</li> <li>• “DISTSS: Learning and Development in the Victorian Disability Sector – Strategic Development Summary Report” 2007.</li> </ul>
4.4	Development of tools to assist people with a disability and their workers	<ul style="list-style-type: none"> <li>• Individual support planning – possible tools being developed.</li> <li>• DISTSS Learning Partnerships Project – development and sharing of innovative collaborative learning models between people with a disability and direct support workers.</li> <li>• Attractive Employer Model recruitment and retention planning framework: will provide information, tools and links to assist with employing and retaining a diverse workforce, including people with a disability. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> </ul>
4.5	Coaching, mentoring and peer support approaches	<ul style="list-style-type: none"> <li>• Strengthening Community Organisations (Action 14) government will develop a placement and mentoring program – this program will seek opportunities to second and place public sector workers with interested community organisations and encourage businesses to consider similar arrangements. (<a href="http://www.dvc.vic.gov.au/Web14/dvc/rwpgslib.nsf/GraphicFiles/SCO+Action+Plan/\$file/SCO+Action+Plan+web.pdf">http://www.dvc.vic.gov.au/Web14/dvc/rwpgslib.nsf/GraphicFiles/SCO+Action+Plan/\$file/SCO+Action+Plan+web.pdf</a>)</li> </ul>

		<ul style="list-style-type: none"> <li>• MentoringWorks: provides mentoring for allied health professionals in rural and remote publicly funded health and community services by establishing and facilitating relationships (inter-disciplinary and across services). (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> <li>• Attractive Employer Model recruitment and retention planning framework: will provide information, tools and links to assist with the provision of effective leadership practices. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> <li>• Disability Services has developed 'Mentoring in the Department of Human Services – a Self-directed Kit.'</li> </ul>
4.6	Reward and recognition	<ul style="list-style-type: none"> <li>• Annual Awards for Disability Support Workers (Department of Human Services) – The purpose of these awards is to recognise the achievements and value the role of direct support workers in the Victorian disability services field. The awards celebrate the contribution of disability support workers and their professional relationships with people with a disability, their family members and friends, peers, other service providers and community network. (<a href="http://www.dhs.vic.gov.au/disability/improving_supports/learning_and_development/workforce_development_and_learning/disability_support_worker_awards_2007-08">http://www.dhs.vic.gov.au/disability/improving_supports/learning_and_development/workforce_development_and_learning/disability_support_worker_awards_2007-08</a>)</li> <li>• Annual National Disability Services Awards provide an opportunity to recognise the extraordinary contributions of individuals – volunteers and staff – as well as the valuable partnerships being formed with businesses. Annual NDS Award categories include outstanding contribution in a voluntary role, staff role and contribution to the disability sector. (<a href="http://www.nds.org.au/vic/default.htm">http://www.nds.org.au/vic/default.htm</a>)</li> <li>• Community services annual achievement awards</li> <li>• DPV awards: Professional of the Year and Emerging Leader of the Year. (<a href="http://www.dpv.org.au/html/s02_article/default.asp?nav_top_id=62&amp;nav_cat_id=148">http://www.dpv.org.au/html/s02_article/default.asp?nav_top_id=62&amp;nav_cat_id=148</a>)</li> <li>• Attractive Employer Model recruitment and retention planning framework: will provide information, tools and links to assist with improving organisational culture and effective leadership practices. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> </ul>

4.7	Orientation and induction	<ul style="list-style-type: none"> <li>• DISTSS – Ready 4 Work (<a href="http://www.distss.org.au/r4w/index.html">http://www.distss.org.au/r4w/index.html</a>)</li> <li>• Disability client services learning and development e-resource kit provides staff in disability client services with informal resources relevant to their role and links to current Department of Human Services and DSD policies, forms and templates and information.</li> <li>• Department of Human Services induction for new disability client services staff – including new starter practice forums.</li> <li>• Regional orientation programs for new starters in Department of Human Services</li> <li>• Health, Safety and Wellbeing Strategy 2008-2010 (Department of Human Services)</li> <li>• National Disability Services /WorkSafe occupational health and safety project to build the sectors knowledge and capacity to maintain safe workplaces, improve occupational health and safety outcomes, create and strengthen relationships between the sector and government departments, unions and WorkSafe agents.</li> <li>• Region of Choice: helping to capacity build health services to undertake recruitment and retention in regional Victoria, including links to health and community service orientation programs. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> <li>• Attractive Employer Model recruitment and retention planning framework: will provide information, tools and links to assist with improving organisational culture and effective leadership practices. (<a href="http://www.health.vic.gov.au/workforce/allied.htm">http://www.health.vic.gov.au/workforce/allied.htm</a>)</li> <li>• Transition to practice resource book: developed for occupational therapists to assist the transition from study to practice, this concept may be widened to apply to other allied health professionals and other health workers.</li> </ul>
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