

The Specialist Homelessness Sector Transition Plan (2018-2022)

Build a SHS workforce development strategy

The Specialist Homelessness Sector Transition Plan (2018-2022) outlines 15 goals.

Action tables have been developed to provide more specific detail on what each goal means, why it is important, future vision, relevant literature, good practice examples and helpful resources.

The action tables are designed to be a useful reference and a good starting point for organisations or individuals wanting to action any of the 15 goals in the SHS Transition Plan.

All 15 action tables can be found at: chp.org.au/shs-transitionplan18/.

11. Build a SHS workforce development strategy

What we mean	Creating a strategy that builds and retains a high quality SHS workforce by considering a wide range of impacting variables. Identifying key benchmarks associated with things like workforce diversity, satisfaction and capacity for review against later progress.
Why is this important	<ul style="list-style-type: none">• Attracting, retaining and building the capacity of a high quality workforce in the SHS is critical to achieving positive client outcomes• The rapid growth in health and human services workforces means that there is strong demand for quality health and community support professionals• Continued provision of high quality SHS services will require sophisticated workforce development activities.
Future Vision	<ul style="list-style-type: none">• A well regarded, branded and promoted SHS attracting and retaining a high quality workforce• A SHS workforce capable of delivering high quality services and achieving positive outcomes• The SHS has the capacity to measure improvements against benchmarks.
Literature	A National Council of Social Services review ¹ suggested workforce development can be conceptualised from a systems perspective, and includes the following factors: <ul style="list-style-type: none">• Legislation• Policy• Funding

¹ National Council of Social Services (2007). Models of Workforce Development (*community services sectors*)

- Recruitment and retention
- Resources
- Support mechanisms
- Incentives.

The review highlights five distinct models which could be used to frame a workforce development strategy. A review of these models may be helpful in considering the best approach for the SHS. The first four are discussed below, the fifth relates more the capacity development of individual members of the workforce and is not considered here.

Model 1: A 'Three Levels' Approach^{2,3}

This model identifies three key principles for good workforce development: Best practice; Effectiveness; and Sustainability. The model considers these principles at three levels of activity: Systems; Organisations; and Team/Individual.

Model 2: Workforce Development as a Component of Capacity Building⁴

This model uses the concept of 'capacity building', including both individual and structural capacity building elements. The model identifies two key elements necessary for effective workforce development: Workforce Sustainability; and Management and Supervision.

Model 3: A 'Strategic Imperatives' Model⁵

This model was developed by the New Zealand Ministry of Health and addresses systems and organisational strategies to produce five 'strategic imperatives' for workforce development. The five 'strategic imperatives' are: Infrastructure development; Training and development; Retention and recruitment; Organisational development; and Research and evaluation.

Model 4: A 'Systems, Current and Future' Approach⁶

This approach includes the following two areas: Workforce planning and development; and Workplace environment. These areas are then located in a framework of three levels, 1. Systems 2. Current Workers 3. Future Workforce.

² Skinner, N., Roche, A., O'Connor, J., Pollard, Y. and Todd, C. (2005) (editors) The Resource Kit for the Alcohol and Other Drugs Field, Alcohol Education and Rehabilitation Foundation Ltd (AER). The National Research Centre on AOD Workforce Development (NCETA). Cited in: National Council of Social Services (2007). Models of Workforce Development (community services sectors)

³ NCETA Workforce Development 'TIPS' (Theory into Practice Strategies): A Resource Kit for the Alcohol and Other Drugs. Cited in: National Council of Social Services (2007). Models of Workforce Development (community services sectors)

⁴ Skinner, N., Freeman, T., Shoobridge, J., and Roche, A. (2003). The National Research Centre on AOD Workforce Development (NCETA). Key Workforce Development Issues for the Alcohol and other Drugs Non-Government Sector: A Literature Review. The National Research Centre on AOD Workforce Development (NCETA). Cited in: National Council of Social Services (2007). Models of Workforce Development (community services sectors)

⁵ National Council of Social Services (2007). Models of Workforce Development (community services sectors).

⁶ Roche, A. (2012). Workforce Development: Our National Dilemma' National Research Centre on AOD Workforce Development (NCETA).

<p>Good practice examples</p>	<ul style="list-style-type: none"> • AOD Workforce Development Strategy (2004-2006) (Minimum Qualifications) Strategy (DHHS) • Mental Health Workforce Framework (2014-2024) (DHHS) • NSW Homelessness Industry Workforce Development Strategy (2017-2020)
<p>Helpful Resources</p>	<ul style="list-style-type: none"> • DHHS Strategic Framework for Workforce Development (Workforce Development Branch, DHHS) (2018). The framework outlines six key result areas, these should be considered in any further workforce development activities for the SHS. The six areas are: <ul style="list-style-type: none"> ○ Improving workforce availability; ○ Building workforce capabilities and quality; ○ Increasing worker diversity; ○ Improving worker health, wellbeing, safety and engagement; ○ Strengthen leadership and collaboration, and, ○ Deliver person centred, integrated care. • There are goals which sit under each key result area. A model for workforce design supports the framework, encouraging consideration of a comprehensive suite of potential strategies at the workforce, organisation, local area and system level. The Workforce Development Branch is also identifying the importance of a 'single model for workforce design' which captures short, medium and longer term goals, and system, organisational and workforce level considerations. (DHHS Workforce Development Branch, 2018).