



Queensland Aboriginal and Torres Strait Islander  
Community Controlled Child Protection  
Sector Workforce Strategy

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Implementation Plan  
2018 - 2023



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## 1) Attract and recruit the right people



## 1) Attract and recruit the right people

### A) Enhance the capacity of Aboriginal and Torres Strait Islander Community Controlled Child Protection services to attract the right people to meet community needs.

#### Actions:

- Create an Employer Value Proposition for use in talent acquisition, to outline the advantages and benefits of working in the sector.
- Finalise the employer brand process which will ensure accurate messages and the “real” experience is communicated.
- Utilise the strategic vision, values and significant social standing of the organisation to help build momentum in attraction and a clear link to prospective applicants’ intrinsic values.
- Identify the organisations ‘why’ and build this into the attraction and selection processes.
- Work with funders to improve remuneration levels for practitioners in Aboriginal and Torres Strait Islander Community Controlled Child Protection services to better reflect the value of the work performed.

### B) Create new, innovative entry pathways to the sector.

#### Actions:

- Partner with universities and relevant training organisations to embrace student placements in Aboriginal and Torres Strait Islander Community Controlled Child Protection services.
- Develop opportunities for secondments/exchanges between staff of Aboriginal and Torres Strait Islander Community Controlled Child Protection services & Department of Child Safety, Youth and Women (DCSYW).
- Develop targeted talent acquisition strategies to promote the attraction of gender diversity into the sector.
- Source and offer traineeships for specific roles within Aboriginal and Torres Strait Islander Community Controlled Child Protection services.
- Develop opportunities for single parents to enter/re-enter the Aboriginal and Torres Strait Islander Community Controlled Child Protection workforce.
- Source and offer Cadetship Programs for students within Aboriginal and Torres Strait Islander Community Controlled Child Protection services.
- Create clear alignment to similar organisations to create graduate program opportunities and potential resource sharing arrangements.
- Explore opportunities for the creation of roles requiring partial skill sets.



## 1) Attract and recruit the right people

### C) Undertake more efficient and effective talent acquisition processes.

#### Actions:

- Develop a talent acquisition and selection toolkit to provide seamless process.
- Provide behavioural based interviewing tools and training for hiring managers.
- Identify relevant IT systems for talent acquisition and implement with a specific focus on candidate tracking, talent pooling and reporting.
- Profile the desired attributes for workforce positions going forward, abilities, knowledge, aptitude and attitude, for use in talent acquisition campaigns.
- Source training opportunities in talent acquisition and selection.
- Undertake workforce planning to allow for changes in the workforce needs such as parental leave and retirement.



## 2) Build and promote professional identity



## 2) Build and promote professional identity

### A) Ensure services are delivered within an Aboriginal and Torres Strait Islander Cultural Practice Framework.

#### Actions:

- Provide training to all new staff in the Queensland Aboriginal and Torres Strait Islander Community Controlled Child Protection Practice Standards.
- Include the cultural competency framework within the induction and onboarding of all staff as a core module.
- Provide annual refresher training to staff in the Queensland Aboriginal and Torres Strait Islander Community Controlled Child Protection Practice Standards, focusing on implementation of the standards.
- Develop a professional supervision framework for all staff, that provides instruction, guidance, support and oversight.

### B) Ensure staff in Aboriginal and Torres Strait Islander Community Controlled Child Protection services have access to (or information on) appropriate professional worker associations.

#### Actions:

- Provide professional speaking opportunities to staff members within associations to build profile and enhance organisation advocacy. Enabling staff to share their knowledge and experiences with other associations at the professional level will result in an awareness of staff profiles and their organisation's activities.
- Provide lunch and learn sessions for staff members to understand the membership offerings and benefits of professional worker associations.
- Investigate the relevance of existing representative bodies for Aboriginal and Torres Strait Islander Community Controlled Child Protection workers, for example the Australian Community Workers Association.

### C) Create ongoing knowledge transfer and sharing opportunities between organisations.

#### Actions:

- Create an inclusive network approach to professional practice similar to other organisations and universities.
- Utilise closed groups within social media with appropriate governance to increase collaboration.
- Develop a framework that enables mentoring, secondments and knowledge sharing to utilise the vast skills and experience of members for learning and problem solving.



## 2) Build and promote professional identity

### D) Maximise opportunities to promote the success, expertise, knowledge and challenges of organisations.

#### Actions:

- Identify opportunities for speaking engagements, research, publications and any other opportunities to promote success.
- Provide internal and external storytelling (yarning circles) to enhance the experiences associated with the service and build a sense of pride.
- Embrace the grapevine and use it to spread the word around what the future looks like and how people can be involved.





### 3) Grow and develop staff



## Grow and develop staff

### **A) Ensure staff of Aboriginal and Torres Strait Islander Community Controlled Child Protection services have the relevant qualifications and/or experience required or support them to achieve a relevant qualification.**

#### **Actions:**

- Undertake a capability review of primary roles and map the qualification requirements to ensure clear and agreed role requirements.
- Support staff to complete relevant qualifications for their particular role (where required).
- Develop the Queensland Aboriginal and Torres Strait Islander Community Controlled Child Protection Practice Standards course in partnership with Griffith University.
- Promote and deliver the Queensland Aboriginal and Torres Strait Islander Community Controlled Practice Standards course in partnership with Griffith University.

### **B) Increase the knowledge and capability of the frontline delivery and para-professional workforce by providing learning opportunities with appropriate supervision within the workplace.**

#### **Actions:**

- Create a baseline workshop series (mapped back to the capability matrix) for current staff to further develop skills such as communication, negotiation, influencing and theoretical knowledge while identifying resilience improvement activities.
- Work with major universities offering education appropriate to specific roles within Aboriginal And Torres Strait Islander Community Controlled Child Protection services.
- Create opportunities for secondment and extension opportunities between sector organisations and government departments.
- Induction, training & development needs are identified and addressed, prioritising child focussed activities.
- Reduce the barriers to training and development by implementing a learning and growth strategy based on best practice (level 5) and a self-directed approach.
- Utilise the desired attributes profile for workforce positions going forward, capabilities, knowledge, aptitude and attitude, to identify and address any development requirements for current staff.



## Grow and develop staff

### **C) Build a centralised Human Resource (HR) function for utilisation by Aboriginal and Torres Strait Islander Community Controlled Child Protection organisations to facilitate best practice systems.**

#### **Actions:**

- Review current HR delivery model and identify baseline practices, policies, procedures and systems.
- Undertake a full Responsible Accountable Consulted and Informed (RACI) matrix process to map key activities, linked to roles, and ensure a clear baseline is created.
- Create a change management approach (with appropriate resources) to help centralise activities safely and ensure current operations are not affected.
- Create a communications strategy to keep all stakeholders informed.
- Identify the important future metrics which can be tracked to ensure success and build this into the change process of people and systems.
- Develop systems for key HR functions such as talent management, succession planning, performance review, remuneration etc.
- Develop a centralised talent acquisition hub to identify a pool of people interested in working in the sector. Individual services could draw from this pool to assess a candidate's suitability for vacant positions.
- Build an appropriately resourced and skilled team, operating under ways of working, as agreed with key stakeholders.

### **D) Develop leadership capability to enable greater support systems for workforce.**

#### **Actions:**

- Ensure the leadership cohort contains appropriate Aboriginal and Torres Strait Islander representation, and non-Indigenous leaders receive cultural training to ensure a supportive and culturally aware leadership team.
- Create a framework providing valuable and supportive supervision to workers, to provide guidance and assistance.
- Create a mentoring framework for leaders.
- Provide training to enable leaders to support workers through challenging situations and adequately address issues and reported concerns.



## 4) Nurture and retain staff



## Nurture and retain staff

### A) Ensure teams have the appropriate support and administrative structures in place to enable resilience and high performance.

#### Actions:

- Implement an organisation wide development program to create an environment which builds trust, embraces diversity of views and constructive debate, is performance orientated and has strong alignment.
- Undertake a whole of structure RACI matrix mapping to help identify high level deliverables and accountabilities.
- Undertake a review of workloads, to determine if workload pressures exist, and what measures may ease the issue such as reallocation of duties, extra resources, change of procedures or efficiency opportunities while also giving consideration to cultural obligations.
- Review a professional supervision framework for all staff, that provides instruction, guidance, support and oversight.
- Review the organisational structures of each service from the primary leadership team and cascading through the organization to determine how best to meet organisational goals.
- Review the effectiveness, including cost, and utilisation of the internal and external support mechanisms and wellbeing programs in place for staff including physical, social and emotional, and cultural.

### B) Appropriate systems are in place to assist the workforce to focus on core work and desired outcomes.

#### Actions:

- Ensure appropriate Workplace Health and Safety (WH&S) system are in place to protect and assist staff to perform their roles and that staff are trained to execute within these systems.
- Provide comfort to staff that the basic resources and systems are provided and remain client centric.
- Audit the systems and remove any non-required or excessive policies, procedures and ways of working. Simplify the system.
- Ensure adequate processes are in place for lodging and managing incidents and complaints.



## Nurture and retain staff

### C) Maximise retention rates for staff members.

#### Actions:

- Create 'stay' interviews for existing staff which allow for two-way discussions to occur encouraging openness and transparency between supervision and team members. This approach replaces the traditional performance reviews and will be more focused on alignment to values and ensuring a genuine relationship exists.
- Gather data from exit surveys and other means to identify trends affecting retention and seek to address these.
- Review remuneration and benefit's strategy and actions with a view to ensuring parity amongst member organisations, and competitiveness with similar sectors.
- Ensure access and utilisation of professional and clinical supervision is provided to team members.
- Create opportunities for flexible work options such as additional part-time, job share and casual positions.
- Ensure structured pathways exist for career and skill development opportunities.

### D) Develop a supportive, resilient culture with a child focussed approach.

#### Actions:

- Start with 'Why'. Ensure that a structured program is created to continue to reinforce why the organisation exists and why the team are so valuable.
- Encourage guest speakers from community to attend and openly engage within organisational activities using storytelling to provide important energy and feedback to continue to advocate for and work within the sector.
- Develop measures to maintain close connections with community stakeholders.
- Create a behavioural framework to achieve the desired culture.
- Ensure related systems and practices reflect desired culture.
- Adopt a holistic approach to ensure that all frameworks and strategies align to core values, aims and objectives across the sector.