

SA HEALTH &  
COMMUNITY SERVICES  
SKILLS BOARD



# Disability Sector Workforce Development Project

Report  
August 2008

SA Health & Community  
Services Skills Board



## CONTENTS

<b>CONTENTS .....</b>	<b>2</b>
<b>1. EXECUTIVE SUMMARY .....</b>	<b>3</b>
<b>2. INTRODUCTION &amp; BACKGROUND OF THE PROJECT.....</b>	<b>4</b>
<b>3. GOVERNANCE &amp; PROJECT MANAGEMENT .....</b>	<b>5</b>
3.1 PROJECT MANAGEMENT .....	5
<b>4. PROJECT OUTCOMES .....</b>	<b>6</b>
4.1 OBJECTIVE 1 : LEADERSHIP DEVELOPMENT PROGRAM .....	6
4.1.1 <i>Leadership Development Network (LDN) program</i> .....	6
4.1.2 <i>Accredited Leadership Training Program with TAFESA</i> .....	7
4.1.3 <i>Change Management &amp; Organizational Development program.</i> .....	8
4.2 OBJECTIVE 2 : INDUSTRY – RTO LINKS .....	9
4.3 OBJECTIVE 3 : ATTRACTION OF NEW WORKERS.....	9
4.4 OBJECTIVE 4 : GOOD EMPLOYMENT PRACTICES .....	10
4.5 PROJECT EVALUATION.....	11
<b>5. RECOMMENDATIONS.....</b>	<b>12</b>
<b>6. CONCLUSION.....</b>	<b>13</b>
<b>7. APPENDICES.....</b>	<b>14</b>
7.1 PROJECT TIMEFRAME .....	14

## 1. EXECUTIVE SUMMARY

In early 2007, the SA Health & Community Services Skills Board (SAHCSSB), submitted an application for funding from the Department of Further Education, Employment, Science & Technology (DFEEST) for a Disability Sector Workforce Development Project (DSWD). Upon confirmation of the funding, the project commenced in July, 2007.

The DSWD Project involved innovative approaches to workforce development in an effort to address broader workforce concerns in the sector.

These common concerns included attraction and retention issues, high turnover, low pay, a predominantly female workforce, growing demand for services (because of ageing of those with disabilities, ageing workforce, growing population and increasing demands/ expectations of the sector).

This project was aimed at supporting leaders to be well equipped to provide a stable workforce in their organizations to meet current and emerging service demands in the disability sector. Good leadership practices would therefore contribute to better attraction and retention in the sector. The project would also look at programs to support employees with appropriate skills and knowledge to undertake services required now and in the future.

The DSWD Project was designed to achieve four key objectives:

- Design, develop and implement a leadership development program for the disability sector
- Develop strategies to foster greater linkages between the industry and registered training organizations
- Develop strategies and design resources to attract and retain new workers to the disability sector
- Research, document and promote best practice employment models across the disability sector

The DSWD Project ran for 13 months (July 2007 – August 2008.) In that time, it delivered:

- a consultation forum for the managers of disability services to identify leadership needs in the sector
- a networking event for RTOs providing Certificate III in Community Services (Disability Work) and the disability sector.
- Leadership Development Network training sessions. This comprised of three (half day) LDN sessions followed up with one-on-one individual sessions for participants.
- Accredited leadership training program with TAFESA.
- Change Management & Organizational Development training program. A three day program was held. (total of 45 participants attended this program programs)
- a half day seminar on the Challenges of Change for managers (attended by 54 participants)

This report examines each objective in detail, including explaining some of the ways the delivery of the project differed from the original plan and how the project was

able to meet these revised objectives. An overview of some programs and events that took place throughout the project is provided in the appendices.

## 2. INTRODUCTION AND BACKGROUND TO THE PROJECT

The Office for Disability & Client Services (ODACS) in January 2005 set the ***Disability Services Policy DSP-15 Health Support Training and Competency Based Assessment of Care Workers***. This policy set the **Certificate III in Community Services (Disability Work)** as the “*competencies level of skills to which all existing care workers employed within the disability sector will be expected to have achieved by June 2008.*”

To implement this policy ODACS formed the People Development and Workforce Planning (PDWP) Steering Committee involving government, non government, industry associations and Registered Training Organizations (RTO) to develop strategies to support the sector to comply with the policy.

One action by ODACS was to support a research project undertaken by TAFE SA and the Association of Non Government Organizations SA (ANGOSA). In addition to addressing DSP-15 this research identified a number of additional workforce development concerns of the non government sector for some time.

The findings of the research were that:

- There was a strong need for consistent management and leadership development programs (93% of respondents).
- There was a strong need to promote the disability sector as a viable career beginning at secondary school (92%),
- There was a need for consistent training standards across the disability sector (92%). These were seen as critical for consistent service quality
- There was a need for "disability service" focused vocational training programs available through secondary schools (85%).

These findings have been validated by the key industry peaks clearly identifying an industry need for workforce development.

There are more than 140 non-government organisations providing support to people with disabilities in South Australia. Of these around 100 are not for profit and over 40 are for profit organisations.

Through consultations with the disability sector, and existing research information, it was apparent that there was a strong need to strengthen workforce development in order to provide quality and consistent service.

Therefore, the DSWD Project was hosted by the SAHCSSB to promote the capacity of the non government disability sector to develop leaders, adopt good employment practices, undertake quality training and attract new workers to the disability services sector.

The DSWD Project was designed to achieve four key objectives:

- Design, develop and implement a leadership development program for the disability sector

- Develop strategies to foster greater linkages between the industry and registered training organizations
- Develop strategies and design resources to attract and retain new workers to the disability sector
- Research, document and promote best practice employment models across the disability sector

The DSWD project has been guided by the Disability Project Advisory Committee (PAC) consisting of relevant organizations including the peak organizations National Disability Services (NDS) and ANGOSA.

### **3. GOVERNANCE & PROJECT MANAGEMENT**

#### **3.1 Project Management**

The DSWD Project was managed by SAHCSSB. Former Executive Officer, Greg Franks, then later current Chief Executive Alison Arblaster had the responsibility for the project management, with Project Officer Rosh Devi who coordinated the activities of the project. A PAC was set up to provide an advisory and monitoring role.

Members of the DSWD Project included:

- |  |   |   |
|--|---|---|
| <b>Chairperson</b>                                       | - | <b>Letizia Gentile,</b><br>Nominee of Disability Alliance (formerly known as ANGOSA))<br>General Manager - Elizabeth Bowey Lodge Inc. |
| <b>Industry Representatives-</b>                         |   | <b>Noelene Wadham</b><br>State Manager – South Australia<br>National Disability Services  |
| <b>Office for Disability &amp; Client Services – DFC</b> |   | <b>Ross Womersley</b><br>Nominee<br>Disability Alliance (formerly known as ANGOSA)  |
| <b>DFEEST</b>  | - | <b>Sonia Hilton (until April 2008)</b><br>Executive Officer<br>People Development & Workforce Planning Committee                      |
| <b>DFEEST</b>  | - | <b>Anne Bosio</b><br>Industry Liaison Officer<br>Workforce Development Directorate  |
| <b>DFEEST</b>  | - | <b>Chris Andrews</b><br>Senior Policy Officer<br>Workforce Development Directorate  |
| <b>Project Manager/s</b>                                 | - | <b>Greg Franks</b><br>Executive Officer<br>SA Health & Community Services Skills Board  |
| <b>Project Officer</b>                                   | - | <b>Rosh Devi</b><br>SA Health & Community Services Skills Board   |

## **4. PROJECT OUTCOMES**

The project was proposed to be a series of sub project activities that would be managed by the SAHCSSB. It was anticipated that some of these sub project activities may be contracted to appropriately qualified organizations with the operational capacity to deliver the outcome within the set timelines. (The overall project coordination and sub project activities and timelines are detailed in the appendices.)

### **4.1 Objective 1 : Leadership Development Program**

#### ***KPM: Design, develop and implement a leadership development program for the disability sector***

Research was carried out (using existing literature and gray literature) to identify models of leadership development within the disability and community services sectors nationally and internationally.

The researchers identified various types/ levels of leadership programs being provided by RTOs in South Australia. In order to develop a program specifically designed to meet the needs of the sector, a consultation forum with disability sector managers (Managers Consultation forum) was held (3<sup>rd</sup> October 2007, attended by 40 senior leaders) to identify these specific needs. Managers stated that:

- current leadership programs were quite generic and did not address the disability/ community sector leadership needs
- more leadership development networks and forums were needed to discuss ongoing leadership challenges in the sector and
- continuous opportunities to develop leadership skills were required.

Participants noted that the term '*Leadership*' itself was used quite diversely or ambiguously, and this seemed to have caused confusion within the sector.

A series of programs were developed to provide the managers/ leaders in the disability sector with strategic leadership skills and knowledge in order to strengthen their workforce planning and development practices. These programs were:

- Leadership Development Network (LDN) program
- Accredited Leadership Training Program – with TAFESA
- Change Management & Organizational Development Training Program

All programs required participants to contribute to the costs of the training.

#### **4.1.1 Leadership Development Network (LDN) program**

A breakfast seminar was held on March 11, 2008 to recruit participants for the LDN program. Being a pilot program, it was hoped to recruit approximately 15 participants. Eventually twelve participants enrolled in the pilot program which was designed to equip managers, supervisors and new leaders with strategic leadership skills and knowledge.

The LDN program was structured with three, half day workshops on leadership development issues, followed by a one-to-one session each between participant and the facilitator.

The structure of the program enabled people to share information on current leadership issues and their leadership styles/ practices. An individualized program was developed for each of them to work through with some guidance from the facilitator during their one-to-one sessions. The topics covered by the program included:

- Strategic planning
- Setting goals and objectives
- Communications
- Teamwork
- Tracking KPI's
- Issue resolving
- Brain-storming to find creative solutions
- Financial management

Over the course of the program, each participant worked with the facilitator during the one-on-one sessions to strengthen learning.

The participants found the program very useful. All the participants were very keen to see the program continue or to access support of a similar kind, given the positive effect of the program on their own progress and development. (Please refer to the appendices for the LDN report).

#### **4.1.2 Accredited Leadership Training Program with TAFESA**

During the Disability Sector Manager's Consultation forum, the leaders/managers had strongly expressed the need for accredited leadership programs that would specifically address their leadership needs. In response to this, an accredited leadership program was designed in collaboration with TAFESA to address the needs of the sector.

The program format included:

- Five two-day sessions to be completed in 2008
- Workshops can be taken separately
- Workshops to comprise part of an Advanced Diploma of Community Services Management, with possible links to the Vocational Graduate Diploma of Community Sector Management (under development)

Twelve managers from the broader health and community services sector enrolled into the program. The program was specifically designed to effectively assist the participants in their leadership roles. It was interesting to note the way in which these diverse sector leaders interacted and exchanged ideas. The continuation of the next stage largely depends on the number of enrollments.

### 4.1.3 Change Management & Organizational Development program

The Change Management & Organizational Development program was scheduled from 21 – 25 July, 2008. It was facilitated by Kevin Paton, who is a Principal Lecturer in Occupational Psychology and Head of the Department of Psychology at the University of Sunderland in the UK. His main interests and expertise are in the areas of Organization Development (OD) and Organization Change.

Kevin possesses academic knowledge in this area, and has more than 20 years of experience working in and with organizations on many change projects and OD programs. Kevin's work is highly regarded and he has delivered similar programs at Flinders University. He has authored many books and is intensively involved with various research projects.

The structure of the program proved to be highly effective. It was launched on the 21 July, by Sue Vardon (then Chief Executive Officer – Department of Families and Communities) and a keynote address was delivered by Dr Craig Fowler (Deputy Chief Executive, Department of Further Education, Employment, Science & Technology (DFEEST)). A three day intensive program was held from 22 – 24 July attended by 45 participants from the sector (participants included Chief Executive Officers, and middle/senior level managers). Ninety eight per cent of the participants stated in their evaluation forms that the program was much needed, highly structured, very effective and excellent. Participants went away with high quality information, tools and strategies on practical ways of implementing change and good practices within their organizations. Requests were made by the participants to be involved in an ongoing program to continue with their development in change management and organizational development through some sort of Community of Practice or networking programs.

Those who could not attend the three day program were given an opportunity to attend a half day seminar on the *Challenges & the Need for Change*. This was open to the health and community sectors in general. Response to the half day seminar was excellent and it was attended by 55 people. *(Please refer to the appendices for details on the Change Management Program)*



(3 Day Change Management & Organizational Development Participants)

## **4.2 Objective 2 : Industry – RTO links**

### ***KPM: Develop strategies to foster greater linkages between the industry and registered training organizations***

In an effort to foster linkages between the sector and RTOs, a networking event was organized on 27 November, 2007. This was to enhance the relationship between the sector and RTOs and to address a current lack of understanding of DSP 15. The event also provided participants with information about the training requirements for new and existing workers. The program was attended by twenty-one disability sector organizations and ten RTOs.

Results from the evaluation of the event highlighted the success of the program, and the benefits and opportunities it provided to relevant stakeholders. Participants were able to clarify issues in relation to the DSP 15 policy, learn about traineeships and identify avenues of assistance (appreciated by 76% of respondents). Participants also had the opportunity to meet other stakeholders, discuss common concerns and share information on current workforce development issues faced by the sector.

The majority of the participants appreciated the opportunity to meet RTOs that provided Certificate III in Disability Work (75%), whilst on the other hand, the RTOs had an opportunity to share information with each other and to speak with industry members about sector training needs.

It was also suggested that such events need to be organised on a larger scale for better representation of industry organisations. However, given that this was a pilot program, recommendations from this event can be considered when future programs of a similar nature are undertaken. *(Report on Industry & RTO Event can be found in the appendices)*



(Participants during the Event)

## **4.3 Objective 3 : Attraction of New Workers**

### ***KPM: Develop strategies and design resources to attract and retain new workers to the disability sector***

Research of both published and gray literature was carried out on attraction, recruitment & retention strategies. Research identified that some good practices on attraction and retention included organizations developing and promoting:

- Employer Brand - good organizational reputation
- Good employer values
- Good Employee Value Proposition
- Good working environment
- Flexible work conditions
- Good opportunities for training and development
- Excellent management and leadership practices
- Good work-life balance processes
- Attractive pay

As the amount of resources available on attraction, recruitment and retention is extensive, it was collectively agreed by the PAC that the DSWD Project would not itself produce any resources.

As stated in the proposal initially, this objective was co-badged with other organizations doing similar work such as the National Disability Services (NDS). As a result the DSWD project liaised with NDS on its National Workforce Project (<http://www.ndsqldprojects.net/nwp/resources.htm#dwes>) which included the production of a series of fact sheets and discussion tools on attraction and retention.

The Project Officer also liaised with an aged care industry peak body, Aged and Community Services SA & NT [www.agedcommunity.asn.au](http://www.agedcommunity.asn.au), with the Department of Health in Western Australia [www.health.wa.gov.au/worklifebalance](http://www.health.wa.gov.au/worklifebalance) and NDS (WA) <http://www.disabilitywork.com.au/> on these issues and had involvement in the development stages of their attraction, and retention resources.

#### **4.4 Objective 4 : Good Employment Practices**

##### ***KPM: Research, document and promote best practice employment models across the disability sector***

SAHCSSB in May 2005, initiated the Human Services at Work Awards for Excellence in Workforce Development which is an initiative designed to promote workforce development programs and to recognize the achievements of organizations/ individuals who have developed and/or integrated innovative practices that strengthen their capacity, and that of the sector, to attract and retain an appropriately skilled workforce.

A number of organizations in the health and community services sector in South Australia received awards in recognition of their achievements. The models of good practice from the winning organizations are being documented on the SAHCSSB website [www.sahcssb.com.au](http://www.sahcssb.com.au)

Categories of good workforce practice and the winning organizations were:

1. Innovation in workforce development  
Anglicare SA
2. Strategic workforce planning  
Southern Cross Care (SA) Inc
3. Investing in people  
Interwork Ltd

#### 4. Creating a learning culture

- i. DFC – College for Learning & Development
- ii. Masonic Homes Inc

#### **4.5 Project Evaluation**

***KPM: Evaluate the outcomes of the project and provide a project report against the key performance measures***

The project utilized an ongoing monitoring process through ongoing consultation with the PAC and the Executive Officer. Quarterly progress reports were submitted to the PAC and the Executive Officer as part of the monitoring process.

Some of the major learnings from this project include:

- Identification of leadership needs by the disability sector - through consultations and liaison with sector managers and leaders and existing research information, it was clear that there was a need for some sort of leadership development program in order to strengthen good workforce practices.
- Whilst it was apparent that good leadership styles and practices were important in the sector, lack of training funds, time and the structure of the job role (short term contract based roles) was an issue in the sector that posed an impediment to achieving this.
- Through the forum, it was evident that there were gaps in the availability of information about traineeships, DSP 15 Policy and Cert III in the sector. People were confused and did not have all the relevant information to make an informed decision on good workforce planning and development.
- There are sizeable amounts of gray literature, research and reports available on attraction and retention strategies. Employers are aware of these good workforce planning tools and strategies. However, lack of funds was identified as the key factor as to why many employers are unable to implement these strategies.
- The image of the sector was identified as the main reason why many people are not attracted/ interested to work in the disability sector. Current image gives a negative image to prospective employees. E.G. low pay, limited working hours, lack of training and development opportunities and very few incentives. Whilst research shows that the main reason people chose to work in this sector, was because of their 'values', retaining them was a concern. The sector strongly recommends some change strategies to improve the image.
- People seem to value and embrace change strategies towards better workforce planning and development. Leaders and managers in the sector are keen to see that young leaders are trained and developed for the continuation of the services, however, attracting the right people is a concern.
- Despite the project's success, one of its significant limitations was that it failed to connect with service providers in regional South Australia
- The project highlighted the important role SAHCSSB can play in bringing people together to discuss issues related to workforce planning and development
- The project highlighted the difficulty in sustaining such processes when they are generated with project funding. The need for sustainability needs to be considered within project design.

As demonstrated in this report, the project has successfully completed its objectives as stated in the Project Proposal.

## 5. RECOMMENDATIONS OF THE PROJECT ADVISORY COMMITTEE TO SAHCSSB & THE SECTOR

The DSWD Project was highly successful. One of the most pleasing aspects was the high level of engagement of the sector with the project and the level of connection and collaboration within the sector.

The PAC acknowledges the benefit of having the DSWD Project at SAHCSSB given its relevance to the sector.

Given the significance of leadership in contributing to organizational effectiveness and to workforce engagement, the PAC believes it is imperative that leadership programs in the sector be sustained. Given the project's credibility, the PAC strongly recommends that:

- I. The SAHCSSB continues to provide a facilitating role to ensure that leadership programs and other leadership development opportunities for the sector are further strengthened and developed through the collaborative work of relevant agencies (such as DFEEST, ODACS, NDS, Disability Alliance(DA), tafeSA and other training providers).
- II. The SAHCSSB establish and support a "*Community of Practice*" amongst interested participants in the Change Management Program, to provide opportunities for leaders to develop and share their change management knowledge and practice.
- III. SAHCSSB, NDS, and Disability Alliance explore funding opportunities to undertake a state-wide workforce development project to attract and retain workers in the sector.
- IV. Any future workforce development projects need to recognize and respond to the disadvantage of people in the regional areas
- V. A project be undertaken to consider how to make workforce attraction & retention data easily available to the sector.
- VI. The SAHCSSB continues to provide a facilitating role to ongoing engagement within the sector between industry and RTOs
- VII. The SAHCSSB reconvenes a meeting for the PAC after six months to monitor the impact of the project upon the sector.

## **6. CONCLUSION**

The Disability Sector Workforce Development project has been extremely successful in achieving its objectives. The project has been committed to bringing the disability sector together in an effort to embrace the workforce development challenges.

The sector identified leadership needs issues as a common denominator for staff attraction, recruitment and retention issues in the disability sector in SA and through networks, consultation and collaboration with the sector, highly effective, relevant and quality programs were delivered to current and upcoming leaders.

These included Leadership Development Network (LDN) Programs, Accredited Leadership Training Programs with TAFESA and the Change Management & Organizational Development Program. It is hoped that these programs provided leaders with insight and skills to further enhance their leadership.

Attraction and retention remain major concerns for not only the disability sector but other community services sectors as well in SA. Given the quality of research conducted for this project on attraction and retention, it was suggested that this work be continued in collaboration with other organizations such as NDS, Aged Care Services, and Western Health Services to achieve even greater milestones and to avoid duplication of the excellent work that is already being undertaken.

There are organizations in the sector that are achieving high levels of success utilizing innovative workforce development initiatives. Some of these organizations have been awarded for their good practice and their efforts will be showcased on the SAHCSSB website.

## 7. APPENDICES

### 7.1 Project Timeframe

The timelines for each of the sub project are as follows:

	2007			2008					
	Apr-May	Jun-July	Aug-Sept	Oct-Nov	Dec-Jan	Feb-Mar	Apr-May	Jun-Jul	Aug-Sept
Steering Group Meetings	1	1	1	1	1	1	1	1	1
Project Management									
<b>Leadership Development</b>									
Leadership Research									
Industry Consultation									
Program Development									
Resource Development									
Delivery of Program									
<b>Industry – RTO Links</b>									
Promote Traineeships									
Promote CSTP									
Industry-RTO Workshops									
<b>New Worker Attraction</b>									
Undertake Research									
Communication Strategy									
Resource Development									
<b>Employment Models</b>									
Undertake Research									
Document Models									
Promotion of Good Practice									
<b>Evaluation &amp; Reporting</b>									
Conduct Evaluation									
Write Project Report									

**9.2: Managers Consultation Forum Report**

**DISABILITY SECTOR MANAGER'S CONSULTATION FORUM ON WORKFORCE  
DEVELOPMENT**

**SA Health & Community Services Skills Board**

**DISABILITY SECTOR MANAGER'S CONSULTATION FORUM ON WORKFORCE  
DEVELOPMENT**

**(3<sup>rd</sup> October, 2007. 5-9 Rundle St, Kent Town)**

**REPORT**

**By: Project Officer  
Disability Sector Workforce Development**

## **Acknowledgements**

This report acknowledges the efforts of SA Health & Community Services Skills Board, the Disability Sector Workforce Development Project Advisory Committee members and the participants who attended the forum, whose valuable experiences and insights have been phenomenal for this project.

We're extremely appreciative to the following organizations who participated in the forum:

- Anglicare SA
- Barkuma Community Support
- Barkuma Inc
- CARA
- Community Living Project
- Cora Barclay Centre
- Elizabeth Bowey Lodge Inc
- Finding Workable Solutions
- Flinders University
- Inclusive Directions Inc
- Individual Supported Accommodation Service
- Life's for Living
- Minda Inc.
- National Disability Services
- Orana Inc
- Phoenix Society
- SA Group Enterprises
- SACOSS
- The Disability Information & Resource Centre

We look forward to working in close collaboration with the Disability Sector Organizations in an effort to create an empowered and strengthened Disability Sector Workforce.

## **Table of Contents**

<b>Contents</b>	<b>Page</b>
<b>PREFACE</b>	<b>4</b>
<b>INTRODUCTION</b>	<b>4</b>
<b>METHOD</b>	<b>4</b>
<b>RESULTS</b>	<b>5</b>
<b>RECOMMENDATIONS</b>	<b>7</b>
<b>WAY FORWARD</b>	<b>8</b>

## **Preface**

Researches carried out by various institutions namely as TAFE/ ANGOSA, SACOSS, Coalface have highlighted the need to strengthen the non- government Disability Sector Workforce Development.

Therefore, SA Health & Community Services Skills Board (SAHCSSB), in close collaboration with National Disability Services, (NDS) and Association of Non Government Organization SA (ANGOSA), initiated the Disability Sector Workforce Development Project within the non-government sector which has been funded by DFEEST.

The DSWD Project Aims include:

- A leadership development program within the sector
- greater industry – RTO links
- Strategy to assist attraction of new workers to the sector
- Documentation and promotion of good employment practices

The Project aims to strengthen the workforce development issues within the Disability Sector. A brief literature review is provided.

## **Introduction**

*Workforce development is defined as a multifaceted approach which addresses the range of factors impacting on the ability of staff to function effectively.* (National Centre for Education and Training in Addiction, 2001).

The term Workforce Development is widely used to encapsulate a number of key factors affecting individuals, the organizations within which they operate and the systems that surround them.

It recognizes that there are a number of factors that affect work practice. It also recognizes that focusing exclusively on education and training without considering factors that support each worker's practice, such as workplace culture and infrastructure, will reduce the effectiveness and sustainability of workforce strategies.

Workforce development is concerned with providing the evidence, framework and activities to support individuals and assist employers in developing a workforce which is fit for purpose and delivers high quality services valued by the communities served.

It is aimed that the results obtained from the forum will enable DSWD Project to identify and develop resources that will enhance good leadership practices within the Disability Sector.

## **Methodology**

As part of the project requirement, industry consultation was imperative in an effort to identify leadership needs within the disability sector. Disability Sector organizations were identified randomly by the peak bodies in the consultation forum.

Thirty five managers from the disability sector organizations were invited to attend the Disability Sector Manager's Consultation Forum on Workforce Development to identify leadership development needs within the disability sector. The participants were divided into groups of six and were given questions to discuss. Results were then discussed in the forum and collated for the report.

## **Results**

### **9. Good Practice**

Good practice was considered as a crucial factor to keep the sector healthy and vibrant. Majority of the participants identified that good practice must include better leadership and management systems. It was clearly highlighted that people in leadership roles should possess right values, goals and visions, whereas the skills and the role of the Management/ Boards should be enhanced and clearly defined.

Group Two's (Inclusive Directions Inc) responses were based on Good Induction processes. The induction process should be extensive (3 weeks) and that organizations should provide good mentoring and coaching support to assist workers on an ongoing basis. Process should be put in-place to ensure that workers get required support, training and development.

Participants (Phoenix Society) highlighted the importance of recruitment processes. Emphasis should be placed strongly on position profiles and competencies.

### **9. Leadership**

Majority of the participants stated that leadership is about supporting, motivating and inspiring others. For better leadership, leaders should possess:

- A strong sense of self-worth,
- High level of Emotional Intelligence (EQ)
- An ability to create an environment to make others successful
- Qualities to inspire "follow-ship"
- Ability to acknowledges/ create the culture of an organization.
- Creativity and courage to delegate

### **3. The specific leadership/management needs of the disability sector.**

It was stated that the disability sector was not a homogenous one, therefore, leadership issues for both small and large organizations considered important. Some of the needs highlighted by the participants included:

- Policy leadership for sector
- Focus on blend
- Broad sector knowledge & associated education
- Ability & Resources to focus on management issues
- Understanding of boarder between Board & management
- Succession enabling (broadening opportunities)
- Nature of organization
- Good resources
- Different niche leadership needs
- Basic information about training & development (Online information & training calendar)
- Costs of training (scholarships)
- Skills Board to work with RTOs & industry to provide sponsorship & cheaper trainings
- Sponsorship (by industry) for some training
- Leaders need to understand who they service
- Principles of drive service
- Services deteriorate due to funding issues
- Develop business acumen within leaders

- Right values
- Leadership skills based on values
- Relevant education
- Roles between Board & Management
- Leadership in this sector is no different to any other sector
- Leadership skills based around the values system

#### **4. Skills & general qualities needed to be a leader in the disability sector**

The following were some the qualities of leaders identified:

- Good managerial skills that's are transferable to the disability sector
- Good listening skills
- Ability to give and receive feedback (performance management)
- Strong values base
- Underpinning knowledge with flexibility to adapt
- Ability to manage the external environment (formerly known as multi-tasking)

#### **5. Tools and resources needed to be an effective leader**

According to majority of the participants, an effective leader need:

- To utilize contemporary management practices
- Access to information & support.
- Qualities identified (i.e. what are they) behavioral competencies
- To be ethical, release time, leadership review mechanism, mentoring, conflict management, information about where training was happening
- Showcase better practice
- Financial support for access to training
- Good values based training
- Training in coherent service design.

#### **9. Ongoing support needed by leaders.**

Leaders need:

- Mentors
- Support
- Training & Development
- Barriers removed – that make leadership difficult
- Exploration & flexibility (of ideas) possible for leaders
- Develop initiatives (e.g. flexi time, studies etc)

#### **7. Some of the best leadership Initiatives currently in practice**

Leaders/ participants stated that to encourage good leadership practices, organizations should:

- Let people manage/lead
- Let people take chances
- Allowing people autonomy
- Provide coaching
- Provide mentoring
- Provide training in areas such as listening skills etc.

#### **9. Good coaching, mentoring and support system for leaders include:**

- Informal opportunities & sector meetings (i.e. allow some discussion time within agenda at industry focus groups)
- Some flexibility within structured forums
- Executive coaching

#### **9. What can be done to inspire future leaders to take action to develop**

**their potential?**

- Create pathways for those with potential
- FUSA Grad cert (Disability Studies Leadership – 3 semesters)
- Time off to study

**9. How to attract people in to the sector?**

- People selected for the position should have the right values
- Most of the managers are having problems filling positions
- General recruitment & not traineeship

**Conclusion**

The Disability Sector Manager's Consultation Forum provided the leaders/ managers an opportunity to discuss pressing issues faced by the Sector in general. Discussions held between the participants were extensive and valuable and has confirmed initial thoughts and beliefs on the needs of the sector – that there is a strong need to strengthen the leadership development through good practices, training and development. Participants found the forum/ environment quite conducive for open discussions and interaction. However, it was felt that due to the number of discussion questions, results of the forum may have been affected.

**Recommendations**

Some of the recommendations from the participants at the Disability Sector Manager's Consultation Forum were to:

1. Develop an online training calendar for managers on leadership
2. Identify continuous opportunities for leadership development
3. More forums to discuss leadership challenges within the sector

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### 9.3: Accredited Leadership Program with TAFESA



**tafeSA**



#### Leadership for the New Millennium

*'...the most important work in the new economy is creating conversation. In today's world, it becomes the leader's primary responsibility to facilitate the kind of collaborative environment, mutual trust, and authentic conversations that enable the organization to access the collective intelligence of its members.'* – (Juanita Brown, *The World Café*)

During 2008, TAFE SA in liaison with the SA Health & Community Services Skills Board, will be offering a series of five two-day forums for leadership groups in the community services sector. We invite you to join us – in leadership conversations designed to focus our attention on key leadership challenges; and current/future approaches to leading in this new millennium.

#### **Workshop I – *The real work of leadership***

**Monday 28 July – Tuesday 29 July, The Monastery Conference and Retreat Centre**

In the first workshop, we discuss –

- Leadership in uncertain times – what does it look like?
- Leadership and you – leading from the future that is seeking to emerge
- Leaders and prospective/emerging leaders talking together – networking with other leaders and engaging people to bring out their own leadership capacities and the leadership in others

#### **Competencies to be covered:**

CHCORG11B Lead and develop others

CHCCOM4B Develop, implement and promote effective communication techniques

CHCCS4C Manage the delivery of a quality service

#### **Workshop II – *Becoming an Employer of Choice***

**Thursday 14 August – Friday 15 August, The Monastery Conference and Retreat Centre**

*'The best companies now know, without a doubt, where productivity - real and limitless productivity - comes from. It comes from challenged, empowered, excited, rewarded teams of people. It comes from engaging every single mind in the organization, making everyone part of the action, and allowing everyone to have a voice - a role - in the success of the enterprise. Doing so raises productivity not incrementally, but by multiples.'*

*(Jack Welch, former CEO and Chairman of General Electric)*

In this workshop, we focus on –

- The changing face of the labour market
- The new world of work
- Recruitment and retention – is this the best we can do?
- Becoming an employer of choice – thinking outside the square
- Connecting people – to purpose, to people, to resources

#### **Competencies to be covered:**

PSPMNGT605A Manage diversity  
CHCORG7B Manage workplace issues  
CHCORG27A Provide mentoring support to colleagues  
CHCORG29A Provide coaching and motivation

### **Workshop III – Doing the Board Walk**

**Monday 8 September – Tuesday 9 September, The Monastery Conference and Retreat Centre**

In this workshop, we take a new look at a perennial question – how to build boards that make a difference:

- Singing from the same song sheet
- Parts that make up the whole – roles and functions in the living system
- Dialogic interviews – talking the walk
- Positioning the organization for the future
- Putting it all together – leading the living system

#### **Competencies to be covered:**

SRXGOV004B Work effectively with the Board of an organization  
CHCINF6B Manage information strategically

### **Workshop IV – Effective Strategy and Increasing Complexity – Leading When We Don't Know Where We Are Going**

**Monday 27 October – Tuesday 28 October, The Monastery Conference and Retreat Centre**

*'However good our futures research may be, we shall never be able to escape from the ultimate dilemma that all our knowledge is about the past, and all our decisions are about the future.'* – (Ralston and Wilson, *Scenario Planning Handbook*)

Mission statements, strategic plans, hierarchical structures – are these the rudders by which to steer our organizational ship? In this workshop, we discuss strategy development in times of complexity, volatility, ambiguity and uncertainty:

- Leading change – planning in an uncertain world
- From forecasting to speculation, from force to resilience, from control to learning, from linear to circular thinking
- scenario planning and action planning

#### **Competencies to be covered:**

CHCORG12B Review organizational effectiveness  
CHCORG10B manage organizational change  
CHCORG13B manage organizational strategic and business planning

### **Workshop V – Innovation and Creativity – Bold Possibilities for the Future...**

**Monday 17 November – Tuesday 18 November, The Monastery Conference and Retreat Centre**

*'Creativity can't be shoehorned between the hours of nine and five. The Muses don't always show up on time for appointments.'* – (Harvard Business Review, July/August 2005)

Roll up your sleeves, and practice innovation. In the final workshop, we play...seriously.

- Creating a culture of innovation
- Harvesting ideas
- Creating future directions
- Future directions made visible
- The process of iteration – per feedback
- Action planning

**Competencies to be covered:**

BSBMGT Manage innovation and continuous improvement

BSBINN801A Lead innovative thinking and practice

**Registration etc...**For more details, or to register, please contact –

**Sandra Niblock** TAFE SA Ph: **8391 7321** or email: [sandra.niblock@tafesa.edu.au](mailto:sandra.niblock@tafesa.edu.au)

Fees: *\$400.00 per person, per two-day workshop*

Please note: These workshops are structured sequentially and can be attended as a whole, but interested persons can register for one or more specific workshops. Please register three weeks prior to workshop date, to allow for mail-out of preparatory materials. Completion of each workshop can be credited towards the advanced diploma of community services management.

#### 9.4: LDN Report

### **Report from Evaluation Survey of the Leadership Development Network (LDN)**

The LDN program has been designed in a workshop format, with a half-day meeting each month, with the first three months focusing on three topics: What are Leadership Qualities?; Resolving Issues; Strategy. The program also incorporates a one-on-one meeting for an hour each month with each of the group members, to increase the benefit from the group sessions.

Below is collated information from the Evaluation sheet used for collecting feedback information from the participants of the SACHSB Leadership Development Network, which has been running through April, May and June 2008. Percentages have been calculated from all the documents together and selected comments have been added where they have been requested. Completed evaluation forms are available on request.

**Date of survey: 24<sup>th</sup> June 2008**

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#### **How would you rate these workshops out of 10?**

**Presentation content -**

87% rating

**Presentation skills**

88% rating

#### **Any comments on the speaker(s):**

Structured approach to our collective engagement

Generated a sense of caring about the people involved and had a genuine interest in the leadership development of participants

Good listener, gave good advice and linked individual issues

Good ambience created by speaker/presenter

Very relaxed environment that shows value in the opportunity to network

Particularly like the presenter's style

Presentation were well delivered and content informative and well researched

Has been very well presented in the context that skills can be developed and then put into practice

Warm and engaging – could be sharper and drive content to more depth

Inclusive, good knowledge resources

Excellent work

#### **What did you find useful in the overall 3 workshops?**

Building new relationships with people in the industry

Sharing ideas and experiences

Inclusion of the importance of personal development

Comfortable forum to voice an issue

Felt empowered

Information on Sun Tzu's Art of War

Safe forum to discuss issues

Reflection time on role of leader

Networking, opportunity to workshop theory

Discussions, problem solving, looking within, reflective practice

Meeting and conversations. Final day outline from the Art of War was very good

Leadership development skills

Problem solving and listening to progress of them

**How would you rate the overall 3 workshops out of 10?** 89% rating

**How could the overall 3 workshops have been improved?**

Starting earlier in the morning, or afternoon and early evening

Room – heating

More handouts and a book list

List of names and contact details for participants

Guest speakers on specific topics

The workshops have been fantastic

Drilling down deeper

First week strategy to engage in small groups and then feedback was a good way to connect, converse and move content along

Should have been a full day program, not half a day

**Would you like to see the LDN workshops continue to run every month?** – Yes- 100%;  
No- 0

**Would you be interested in extending the half-day workshop to a full day?**

Yes, but after lunch and progressing to evening

Yes, but depends on manager's budget

Yes

Yes, especially where we can expand to processes in practice

Prefer half a day

Yes

Yes

Yes, but depends on content and aims

Yes, would be easier to dedicate a whole day

Definitely

**How would you rate the 121 meetings with the workshop facilitator out of 10?** 90%  
rating

**How could the 121 meetings have been improved?**

The 121 sessions have had an enormous effect on me personally and professionally

More links between group meeting and 121

I felt privileged to receive 121 personal support to specifically find strategies to empower my journey towards overcoming barriers and to be inspired by a 'leader' herself

The 121 meetings have been great for follow up and to put personal action plans and goals into place

Hard to say, but am in a highly reflective team which drives each of us anyway

Feedback on the progress noted

**Are there any other comments you would like to add to this survey?**

Looking forward to continuing the program

I feel more in control and supported

Having a leadership development network to support my role is of great benefit as it can be very isolating

It would be good and very useful for sessions like these to continue, to extend skills, broaden knowledge and to be more effective as a manager and leader

Fantastic program. Have learned a lot and believe that I have grown personally

Thanks for this opportunity to develop as a budding leader

I think leadership and organizational renewal has a few new champions you could integrate into the program

Could incorporate a guest speaker

## 9.5 : Change Management & Organizational Development Feedback

### Disability Sector Workforce Development Project

#### Change Management & Organizational Development Training Program

22 – 24<sup>th</sup> July 2008

### EVALUATION RESPONSES

#### 1. What did you like most about the Change Management & Organizational Development Training Program?

- *The manner of teaching & examples used*
- *Some validation around personal beliefs. Selected best bits of Theory.*
- *Learnt about change mgt from a unique perspective*
- *The ideas & supporting documents*
- *Models for successful change management. Examples of where it didn't/doesn't work. Presentation style was very good*
- *The program provided clear detailed information that can be followed in part or as a total strategy*
- *Very lucid well laid out model entertainingly presented. Kevin's personality/style was very engaging*
- *Gained a much better understanding of change mgt & OD and how to assist in implementing change mgt.*
- *How inspired I feel. Kevin presented really well & was very insightful also as the 'outside person' picking up on 'industry tensions' and bringing it to the forefront*
- *Good presenter – delivery style. Lots of reference material provided with valuable resources. Case studies were useful*
- *Kevin's enthusiasm & broad experience/ expertise was engaging & kept me interested throughout the 3 days. I liked my own internal response that kept speaking to me "that makes sense". I think I knew this unconsciously. The ideas and processes made sense. Kevin's scenarios gave meaning to the theories. Networking.*
- *Opportunity to hear some important approaches to managing change from a practitioner and academic*
- *Very knowledgeable presenter who applied theoretical base very well*
- *Examples & readings particularly helpful. Positive group work.*
- *Synopsis well presented. Put s change into a manageable perspective*
- *The interactive nature & the ease of delivery was excellent. Plenty of time to take ideas on board.*
- *The quantity and quality of information*
- *Relaxed approach to the program. Contextualization of each of the program components. Provision of practical examples.*
- *Provided the best bits of CM & transformational change in a good structure and format. Succinct & sensible, no waffle. Useful theory combined with extremely practical and implementable info.*
- *Presentation. Format. Well organized. Energy. Positivism. Networking.*

- *Gained skills & tools to be used when introducing 'change to organization in future. Entertaining facilitator*
- *Hearing about other organizational issues & strategies. Food & coffee was ok. Tools provided.*
- *Integration of key ideas & drawing together the work of many thinkers*
- *Informal nature & examples of real life situations & how theories were applied in practice*
- *The wholistic value of the program is excellent. Kevin was an excellent speaker*
- *Different agencies in the sector getting together. Discovery that we all have similar 'change' issues. The facilitator – informative, knowledgeable, entertaining, approachable, experiences (great laugh)*
- *Facilitated training program & Schein's Theory*
- *KP was an excellent presenter. Good link between research & practice. Good examples.*
- *Consolidating ideas/ theories well researched.*
- *Some very useful insights to CM, what it means and how it can work best.*
- *The presenter – KP.*
- *Theoretical supports & techniques*
- *Good information. Presenter knew his subject very well.*
- *Useful information*
- *Good interactions*
- *Structure & content of the program and the general flow of sessions (consistency) The presenter's commitment & knowledge base*

## **2. What was the most beneficial aspect of this program?**

- *Practical ways to implement change. Renewed enthusiasm. Can do attitude.*
- *Found the program beneficial in its entirety*
- *Application of course content in a workable and applicable context*
- *Learning the issues & possible solutions*
- *Models & theories brought alive by excellent examples. Blend of local & international examples*
- *The discussions on resistance to change*
- *Good to meet other participants. There is a "too hard basket" change project i haven't had much support from my manager. Nor do I have the tools to put together an investigation & written recommendation to make a case for the change.*
- *Tools on Change mgt. Discussions. Interaction with others.*
- *Being clear on change mgt & how I may be able to relate it to my service and quality circle. Also being able to network with other agencies.*
- *Introduction to many concepts and theories (new for me). Good quality reference material to take away and refer to. Has allowed me to further analyze our agency and gain some understanding of the events over recent months*
- *Contextualized some of my past experiences. Feel better enabled to take on change in future. Particularly liked the session on 'managing resistance & building commitment'*
- *Learning how to structure change and recognize the requirement of good CM*
- *Very knowledgeable presenter who applied theoretical base very well*
- *Information for future use by us as a service. Provided good direction. Well presented.*
- *Knowledge of theory and practice*
- *Hearing from other managers/organizations who have similar issues/problems and how they are dealing with them*

- Reminded me about the importance of some of the skills of a good line manager “not to let them fall by the way”
- Sharing the insights between the facilitator and other participants. Networking with other key people who are also change focused. Being able to reflect and apply the concepts to my work.
- The information was provided in such a way I can use it as a guide to my process. Opportunity to learn from others and share experiences. Good to learn there are ‘legitimate’ terms for some of the things I do.
- Ideas to take away. Build upon. Implement. Brought a ‘perspective’ to change with a ‘changed’ perspective
- Handouts great! Can take examples back to team.
- Huge collection of resources. Useful tools & references
- Reinforcement of CM approach used at our organization. How to use back at the coal face. Networking opportunities.
- Learning the process of organizational development. Cultural change & Developing people. The group in general has the same problems
- Dissatisfaction is not a bad thing and can be a catalyst for change. Value of change being approached as a team (ie. Top- bottom). It should not be a directive if you want complete success. (need to involve all organization)
- ‘Brutal’ honesty of some groups of people on the negative side/ aspect of their organization.
- Practical strategies & helpful hints
- Group work/ discussions. Relating it to our organizations
- The networking & sharing of ideas with others from my sector who have similar ideas about change.
- Stories relating theories to bring them to life & make them real.
- OD as an approach to CM. Cultural change.
- I can relate it all current position
- Will be useful within our organization
- Insights into behavior vs values & attitudes
- The amount and quality of information provided

### 3. What did you find least beneficial to you?

- Session on Wednesday afternoon (Climates of change case stories)
- 3 days block
- Nil
- It was all useful
- All was of value
- All the cake I ate!
- Not having done any CM training before, I am not sure that you miss out anything!
- 3 days out of work
- No problems with context at all
- Limited opportunity to apply in practice. Not a criticism of the event which was great.
- I still have a problem with sharing my experience with others in a way that makes me feel competent, expert and informed, coherent. Perhaps I expect too much of myself
- N/A
- Nothing. All was found to be relevant in some manner.
- Could have more input from the group as a workshop
- Found all content beneficial/ interesting (possibly condensed to 2 days).
- A 3 day time commitment was difficult but still worthwhile.
- Lots of talking. More group work would have been good.

#### 4. What improvement or suggestions do you have for future programs?

- *Managers to endorse/ encourage staff participation in OD training. Training & Development specifically for staff to assist mgt in the OD processes*
- *Spread across days/ weeks.*
- *Some pre-reading for thinking through examples. It may be worth considering group sessions with levels of mgt as well as within organizations*
- *A session on workforce planning & development. Identifying future skills needs in the health & Community sector*
- *Want to explore a transition of our support workers from casual to p/time or f/time – ie definite hrs – focus on staff retention. This would impact patterns of use in office, not set up for more than a few people at a time so may need to find other accommodation. Plus different worker roles because office based - training etc.*
- *Maybe more problem solving within groups. More open discussions re: commonalities with agencies*
- *May I suggest looking further into problem solving of change mgt with conflict seminars (P.S – I would like to be involved with ongoing communications. This is an area of interest of mine*
- *Material aimed at managers, certain sections could be ‘repackaged’ and used as an in-service for all staff across the board.*
- *In terms of networking opportunity, it may have been beneficial to be actively encouraged to move around the tables/ change the seating arrangements from day – day to maximize this.*
- *Perhaps some input from an Australian expert which would put an Australian context*
- *Follow-up for shared learning about OD & Change agent issues*
- *Copies of power-point*
- *Future networking (follow-up) events around other WDD opportunities / models for change. A ‘blog’ site – where people can post comments/ ideas e.g WIS could offer some suggestions. Flow of info on CM.*
- *Possibly due to the large amount of information, it may have been beneficial to get the hand outs earlier. A follow-up course or continuing to focus on these skills as a sector through sharing of experiences*
- *Provide clearer links between the presentation components and the handouts – saves ‘writers cramps’*
- *How to implement a practical workshop on a case study scenarios. Formalizing this with some formal education or certification – distance education to build on this work*
- *This type of program ideal for ‘tables’ from same organizations. Board, management, employees, other pertinent stakeholders*
- *More group workshops*
- *Possible to place screen higher for better visibility for all.*
- *More group work. Ideally building on and developing change projects*
- *Could we have a follow-up session sometime maybe next year as to how we applied what we have learned during the 3 days.*
- *Room / working arrangement layout. Poor sound. Found it hard to hear at the back. Too much external noises.*
- *More group work. Not organizational specific*

#### 5. Any other comments?

- *Thanks you! Develop a disability sector change mgt coalition*
- *Content & speaker were very informative and thorough. The training materials was ‘first class’*
- *Facility & refreshments good.*

- Found the topic very stimulating and the presentation was surprisingly engaging despite 3 days of spoken presentation (with some activities). Enjoyed it and want to study it further
- Enjoyed the program. Gained a lot of information & ideas to assist with CM. Would like to see some continuity of training in the future and maintain contacts
- Thank you. It was great. P.S catering & food was fantastic. Thumbs up Minda!
- Great opportunity to mix with others in similar workforce/resourcing
- Thank you. I was intentionally skeptical – thought I couldn't afford 3 days out of my working week. Kevin was a skilled presenter.
- Overall very good, interesting, informative and an opportunity to network
- Room not really conducive to this workshop. Difficult if you were not sitting at the front to hear and see presentations. Difficult to find venue & parking
- Would like to see this program move down to the next level of middle mgt of our organization. However in a different form as 3 days in one week a lot to replace when looking at training 4-6 people from 1 organization – particularly country services. May need to run 2-3 times per year to meet those needs.
- Great – need to keep this group 'connected'
- Great topic of course & well presented
- Thanks for the presentations Kevin – so down to earth. Feel like you can use his ideas.
- Very engaging facilitator. Love all the links to references (this does not makes sense from is said in no. 4)
- Insightful approach – very enjoyable 3 days targeted and appropriate course content. Would be great to utilize this group of people for additional learning in CM sector wide.
- Can see so many individuals and organizations that could benefit form this program
- Will there be any future opportunities to meet to discuss/share stories experiences of introducing change strategies to our organizations.
- Important to keep skills in CM as a key skills set for people/ workers in disability & community sector. Important to include people who have a disability & other stakeholders (e.g. family members)
- A follow-up for all attendees in future to discuss any implementation/ issues etc support/ advise etc share experiences. Keen to know more on this subject & willing to attend future course in future. Venue good. Catering good.
- Well done Rosh! And thank you Kevin!
- Great handouts & will welcome power-points. Interested in learning more on CM
- Less people or larger room.
- We would love to share this information through training & brainstorming within the organizations.
- It was very relevant and relatable.
- Layout of the room disadvantaged the people at the back. i.e. not able to see the whole screen during the presentation. Not able to hear all the presenter and other people's comments. Perhaps a cord-less microphone would be good
- Interested in follow-up for future training for staff as change agents