Regional Development Australia
ILLAWARRA INC NSW

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Aged Care, Disability & Community Service Workforce Development Project Final Report

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ILLAWARRA INC NSW

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Introduction

Significant growth is expected in the Aged Care, Disability, and Community Service (ACDC) sectors over the next 3-5 years. The ACDC sectors are undergoing significant regulatory reforms, including consumer choice driven models such as the National Disability Insurance Scheme (NDIS) and My Aged Care. Coupled with factors such as an ageing population, the ACDC sectors are experiencing increased demand and face substantial opportunities for growth, which places pressure on recruitment and maintaining appropriate workforce numbers.

The purpose of this project was to deliver employer-led strategies to minimise skill shortages (quantity and quality) within the Aged Care, Disability, and Community Services sectors.

This document summarises the achievements of and opportunities identified by this project.

Key Achievements

1. Quantify ACDC Sectoral Workforce Needs in the Illawarra
2. Aged Care & Disability Employer Toolkit developed & disseminated
3. Strengthened Collaboration within ACDC Sector
4. Explored Young People's Perceptions of Working within the ACDC Sector
5. Provide Support to Existing Workforce Development Initiatives/Organisations (IllawarraYES & IWAG)

Opportunities

1. UoW students as a Recruitment Source for Care Worker & RN Roles
2. Social Media Campaigns to Market ACDC Sector jobs to potential employees
3. Pathways to Connect Job Seekers with ACDC Employers
4. Going Forward – IBC & Illawarra Forum

Details for each key achievement and opportunity are provided below.

Key Achievements

1. **Quantify ACDC Sectoral Workforce Needs in the Illawarra**

   Whilst it is recognised that the Aged Care, Disability, and Community Service sectors are experiencing increased demand and are facing opportunities for growth on a national scale, there was only anecdotal information on the state of the sector at an Illawarra regional level.

   To quantify the size of the ACDC workforce in the Illawarra and expected future needs, RDA Illawarra initiated a workforce survey of the sector. Issues explored included current and future expected workforce sizes, identifying roles that are particularly difficult to fill, preferred qualifications and behaviour requirements of recruits, and innovative recruitment processes used.
   Face-to-face interviews with a broad range of industry representatives were also conducted to act as a support for and allow a deeper exploration of issues identified by the survey.

   All local ACDC employers were invited to participate in the RDA-Illawarra workforce survey, with over 30 organisations responding, representing >50% of both the Aged Care & Disability sectors. Participation rates from the Community Service sector were significantly lower, and face-to-face interviews with sectoral representatives indicated that they were not experiencing the workforce challenges currently facing the Aged Care & Disability sectors. Neutral workforce growth rates were being experienced by the Community Service sector not involved with Aged Care or Disability services, and new recruits were readily available when required.

   The Aged Care & Disability organisations that participated in the workforce sector had a combined workforce of >4,000 people.

   Aged Care organisations reported an expected need for 35% growth in workforce full-time equivalent (FTE) positions over the next 3 years (i.e. by June 2020).
   Disability organisations reported an expected need for 43% growth in workforce FTE positions over the next 3 years (i.e. by June 2020).
   Employer feedback suggested that these estimated growth rates were conservative.

   Assuming similar growth rates for the entire local sector, it is estimated that local organisations will create >2750 positions by June 2020, as follows:

   - Registered Nurses: 165 new roles within 3 years
   - Aged Care Workers: 2003 new roles within 3 years
   - Disability Workers: 516 new roles within 3 years
   - Management Positions: 67 new roles within 3 years

   All of the above role types were identified by employers as being regularly difficult to fill.

The Workforce survey also explored issues or difficulties that employers experienced when recruiting. Employers identified the following barriers to recruitment:

- Remuneration – pay rates aren't high enough to attract applicants
- Hours available - there are a large number of part-time / casual roles in the ACDC sector
- Lack of experience
- Lack of qualifications
- Negative perceptions of the ACDC sector - people don't consider a career in the ACDC sector as being particularly attractive.

Survey questions and a summary of responses can be found in Appendices 1 & 2.

2. Aged Care & Disability Employer Toolkit

RDA-Illawarra developed an "Employer Toolkit" for the dual purpose of:

- Providing career information for prospective job-seekers,
- Inspiring employers with case studies that describe the wide variety of innovative ways in which local organisations are attempting to address the challenges of recruitment and retention of staff within the ACDC sector.

A collection of resources was developed to assist job-seekers considering a career in the Aged Care or Disability sectors (residential or at-home services):

- Career Pathway Opportunity diagrams
    - highlighting the range of roles and potential career paths available to employees in the Aged Care or Disability sectors.
- Preferred Behavioural Characteristics
    - recognising that employers are seeking people with specific behavioural characteristics to fulfil their responsibilities to customers.
- Qualification Pathway diagrams
    - highlighting the qualification requirements and typical weekly income for common roles within the Aged Care and Disability sectors.

It is envisaged that employers will make use of these resources when in discussion with job-seekers when recruiting.

Case studies included in the Toolkit were sourced from both the Aged Care and Disability sectors, and described examples of ways in which organisations addressed the challenges of workforce recruitment or retention through means such as:

- Addressing negative public perceptions of the sector with activities involving school students
- Running programs that lead naturally to volunteering and then paid roles
- Collaboration or sharing resources with other organisations
- Use of short-term training and work experience programs for young people
- Employee referral programs
- Targeting mature job seekers through use of career check-up expos

- Graduate programs
- Running information sessions
- Addressing common problems differently to achieve operating efficiencies

Details for the toolkit were collated from responses to RDA-Illawarra's Workforce Survey, in conjunction with face-to-face meetings with employer representatives. Feedback on the design of the Employer Toolkit was sought from a number of representatives from each sector prior to approval of the final design. Employer responses to the final document has been very positive.

Printed copies of the Aged Care & Disability Employer Toolkit were distributed to local employers. An electronic copy of the Toolkit can be downloaded from the RDA-Illawarra website:
http://www.rdaillawarra.com.au/priorities/acdc-project/

An Overview of the Employer Toolkit can be found in Appendix 3.

3. Strengthened Collaboration within ACDC Sector

This project was successful in bringing together representatives from a large number of competitive organisations to work collaboratively on issues that are common challenges for the sectors, including:

- 38 people attended an NDIS "Lunch & Learn" session with The Disability Trust on 22/06/2017 to introduce the National Disability Insurance Scheme & highlight growth opportunities for local businesses.
- 30 organisations took part in the RDA-Illawarra Workforce survey, to assist in quantifying the size of the ACDC workforce in the Illawarra and surrounding regions and expected growth needs over the next 3 years.
- 15 organisations agreed to take part in one-on-one conversations with RDA-Illawarra to explore workforce issues in greater depth.
- Employees from Aged Care, Disability, and Community Service organisations, along with stakeholders from the University of Wollongong, TAFE NSW, Illawarra Workforce Action Group – Aged & Disability Services (IWAG), and the Department of Training, met on 27/06/2017 for the "ACDC Employer Workshop". The employer workforce survey results were presented, and an action plan was workshopped with attendees. 24 individuals attended.
- Employees from Aged Care, Disability, and Community Service organisations met with other stakeholders (e.g. TAFE NSW and the University of Wollongong) on 02/11/2017 for "Perceptions, Incentives and Impact" session. Feedback from activities identified in the "ACDC Employer Workshop" were presented, including focus groups with young people, social media campaigns, and online platforms for connecting with jobseekers. Other individuals who may be of assistance with recruitment activities were introduced, such as the IllawarraYES coordinator from Illawarra Business Chamber, and Aged Care and Disability Sector Recruitment and Retention Project Officer from Illawarra Forum. 36 individuals attended.

Participants at these sessions typically commented on how helpful it was to gather together to hear the experiences of other organisations and the steps taken to address common issues.

Images from these collaborative meetings can be found in Appendix 4.

4. Explore Young People's Perceptions of Working within the ACDC Sector

It was identified during an Employer Workshop session that whilst employers generally believed that the Aged Care and Disability sectors suffer from a poor public perception, this belief hadn't been tested. RDA-Illawarra was subsequently requested to explore the question of how the young people perceive the ACDC sectors.

Three focus groups were commissioned, including 24 young people aged from 15-24 years located in Wollongong, Dapto, and Nowra.
The aim of these focus groups was to:

- explore how young people perceive the Aged Care and Disability sectors,
- explore the career needs and aspirations of young people.

Some of the issues identified in the focus groups included:

Aged Care

- Experience has a significant influence on attitude to Aged Care. The perception is positive if they know someone who works in the sector, but it is more negative if the experience is limited to visiting a relative at an Aged Care site.
- There is a highly medicalised view of the sector.
- Perception of the sector is limited to retirement homes rather than independent living, home care, etc.
- Media reports are influencing negative perceptions of the sector.
- Participants could not recall hearing about this sector at school from careers counsellors, etc.
- The biggest deterrent to working in the sector is the prospect of developing relationships with people who will decline and/or die.
- The prospect of getting wisdom/life experience from older people was identified as a positive.

Disability

- Stereotypes of people with disabilities negatively affected perceptions of the sector.
- Experience also affects perception of the sector. Those who knew someone with a disability had a more positive view of the sector and were more open to the idea of working in the disability sector.
- There was a medicalised view of the sector, and some confusion with the Aged Care sector.

- Participants had a narrow understanding of the term “disability”.
- Participants were unaware of the variety of skills and roles available in this sector.
- There is a belief that the sector can provide a stable job and good money.

Participants also expressed a general concern with obtaining stable employment in any sector due to casualisation of the workforce.

A copy of the report can be downloaded from the RDA-Illawarra website: http://www.rdaillawarra.com.au/priorities/acdc-project/

5. **Provide Support to Existing Workforce Development Initiatives (IllawarraYES & IWAG)**
This project also provided a support role for existing workforce development initiatives.

Secretariat services were provided to the Illawarra Working Action Group Aged and Disability Services (IWAG) from March to September 2017.

Steering committee meetings for the Illawarra Youth Employment Scheme (IllawarraYES) were attended and contributions were made where appropriate.

A background monitoring role was provided for the IllawarraYES Support Stars program. With the lead for the program being taken by TAFE NSW, progress of the program was monitored, and assistance provided when issues were encountered (such as engaging with employers on behalf of TAFE NSW to arrange work placements). RDA-Illawarra provided linkages of Support Stars with a wider group of employers.

Opportunities

Additional activities were undertaken as part of this project, representing opportunities for further action in the future. A brief description of each of these opportunities is provided below.

1. **UoW Students as a Recruitment Source for Care Worker & RN Roles**
   Discussions with careers staff at the University of Wollongong identified two potential sustainable sources for recruitment of Registered Nurses and Care Workers:

   International Nursing Graduates (~50 p.a.)
   The Nursing Faculty at UoW have approximately 50 International Registered Nursing students graduating at the end of each year who are looking for full time work and are often willing to undertake additional study to gain employment.
   These graduates are effectively excluded from higher paid NSW Health graduate programs simply because these positions are preferentially given to Australian citizens.

   2nd Year Nursing Students (~200 p.a.)
   It is estimated that each year approximately 200 second-year nursing students are looking for local part time work whilst they study at the University of Wollongong. Nursing students are eligible to work as AINs (Assistant in Nursing) at the beginning of their second year of their Bachelor of Nursing degree, making them good candidates for care worker roles, which generally tend to be part-time/casual roles. Employing this cohort represents a good strategy for meeting industry shortages of part-time care worker roles and full-time Registered Nurse roles.
   Employing 2nd year nursing students as part-time/casual care workers with the strategic view of retaining them and offering RN positions once they graduate at the end of the following year has the advantages of overcoming a student's negative perceptions of the sector through first-hand experience, improving their suitability for permanent RN roles through increased sectoral experience, and familiarising them to the employer's organisational culture.

   RDA-Illawarra brokered a meeting between interested ACDC employers and Wollongong University Careers and School of Nursing staff to discuss the possibility of recruiting nursing students and/or graduates.
   A suite of options was offered by UoW to ACDC employers to assist with recruitment, including:
   - Access to an online JobBoard for students and graduates (free service for the ACDC sector)
   - Ability to organise direct emails or SMS to students
   - Participate in Careers Expos
   - Host an employer information session on campus
   - Advertising roles directly to students via the Faculty Careers Consultant or lecturers.

- Development of a talent pool model exclusively for the Aged Care & Disability sectors, where suitable applicants are identified from a pool of interested students who have participated in a series of career training workshops and interviews.

To date, ten employers from the ACDC sector (with equal representation by the Aged Care and Disability sectors) have made use of these options. Some of these have not had contact with Wollongong University before, or no contact for many years. Seven organisations have made use of the JobBoard, four have expressed interest in the talent pool, one is offering internships, and three are exploring additional arrangements with the university.
Wollongong University considers the talent pool model as being ready to use, but requires greater demonstration of interest from employers for the university to justify resourcing the ongoing development and maintenance.

Opportunity 1: Continue to encourage employers to access UoW students as a source of future workers.

2. Social Media Campaigns to Market ACDC Sector

Findings from the focus group work with young people were used for the initiation of two pilot social media campaigns – one for promoting the Aged Care sector, and one for promoting the Disability sector. The primary target group for these campaigns were young people aged 15-24 years, with a secondary target group for those >25 years, recognising the influence that parents, teachers, etc have in helping young people find a career.
Digital Business Hub was engaged to develop these pilot campaigns, using young people within the primary age target (15-24 years) to create material for the campaigns.

A series of 30 to 40 posts were created for each campaign, with the purpose of capturing the attention of the target audience and pointing them to a website for more information if interested (www.carecareers.com.au).
Two major themes used in the campaigns were:

- there are many rewarding job opportunities in these sectors,
- there are a greater variety of roles in these sectors than you think.

Facebook was selected by Digital Business Hub as the most appropriate platform for reaching the primary and secondary target groups. A Facebook page was created for each campaign. Links to the two sites are listed below. Entries are being posted every 2 to 3 days from 3rd November 2017 until early February 2018.

Aged Care Facebook site
https://www.facebook.com/illawarraopportunitiesagedcareservices/

Disability Facebook site
https://www.facebook.com/IllawarraOpportunitiesDisabilityServices/

Facebook Page Statistics as of 05/12/2017

	Aged Care Page	Disability Page
Posts to Date	14	14
Page Likes	5	6
Reach	1068	901
Post Engagements	69	88

One outcome of this pilot project is that the young people engaged by Digital Business Hub to develop these campaigns reported that they had learnt a great deal about the Aged Care and Disability industries and had a better appreciation for working within these sectors.

It is recognised that social media campaigns typically require 12 to 18 months to build an effective following. There are currently no plans to continue these pilot programs through 2018, due to the lack of dedicated resources to manage the campaigns on behalf of the industry. Digital Business Hub submitted a proposal to the sector to manage the continuation of this project through 2018, but this was not accepted by the industry due to costs and the associated need for an industry representative to manage Digital Business Hub's activities.

Opportunity 2: ***Social media campaigns can be used to increase the visibility of the ACDC sectors to job seekers and promote the sectors as places where rewarding employment can be found.***
An effective social media campaign would need to run for at least 12 months at a cost of ~$20,000 plus a dedicated part-time resource (~2 days/week) to manage the campaign. It is recommended that employers initiate such a campaign should the necessary resources be secured.

3. Pathways to Connect Job Seekers with ACDC Employers

A request was made at the ACDC Employer's Workshop in June 2017 for the development of an online platform to assist with connecting job seekers with employers. This request was out of scope for this project due to time and resource limitations. It is also recognised that regional web-based job boards have been attempted in the Illawarra before but have all ended prematurely due to the lack of volume of job ads to sustain such initiatives.

A review of existing platforms identified a website www.carecareers.com.au that had already been developed by National Disability Services (NDS) for linking job seekers with employers in the Aged Care, Disability, and Community Service sectors. Use of this platform had the backing of the IWAG committee.

TAFE NSW agreed to promote the site to their students studying for relevant qualifications (Cert III Individual Support, Cert IV in Ageing Support, Cert IV in Disability, etc) and to encourage students to create a People Search profile of themselves as job seekers in CareCareers.

Employers were encouraged at the "Perceptions, Incentives & Impact" Employer Workshop on 2nd November 2017 to include CareCareers in their recruitment strategy, including:

- Creating a local listing in the free Employer Directory
- Advertising positions through CareCareers
- Using the People Search function in CareCareers when recruiting

At the time of writing only a third of ACDC organisations operating in the Illawarra had a local listing in CareCareer's Employer Directory. A third had no listing at all whilst the other third had some listing but on a national level only (e.g. contact details in a capital city out of this region). Most attending organisations agreed to review their use of CareCareers, although it was noted that a small number of organisations gave negative feedback about the CareCareers site (too cluttered, poor results compared with job search sites such as SEEK).

Opportunity 3: Encourage employers to include CareCareers in their recruitment strategies and promote use of the People Search function to students of RTOs.

4. Going Forward – IBC & Illawarra Forum

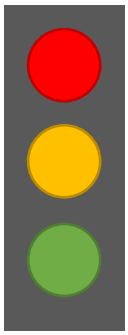
With the conclusion of the ACDC Workforce Development Project, employers have been introduced to two other groups managing projects with the potential to make a positive impact on local workforce recruitment and retention within the ACDC sectors.

The Illawarra Business Chamber has employed a coordinator of the Illawarra Youth Employment Scheme (IllawarraYES) for a two-year term, whilst Illawarra Forum has secured funding for a 12-month Aged Care & Disability Workforce Recruitment & Retention project. Both groups have worked collaboratively with RDA Illawarra and the ACDC Workforce Development Project to ensure that resources are used as effectively as possible.

Project Deliverables Summary

8th December 2017

Project Name:	**Aged Care, Disability & Community Workforce Development Project**
RDA:	Illawarra
Contact Person:	Debra Murphy
Tel:	02 4227 4700
Email Address:	debra@rdaillawarra.com.au



Project Status Traffic Light:

Red: Critical delays against milestones or significant problems.

Amber: Potential for significant delays. Need to maintain a watching brief over project.

Green: Project on plan to complete on time and quality at expected levels.

Status	Expected Project Outcomes	Project Outcomes as at 30th June 2017
●	Quantify ACDC sectoral skill needs.	**Complete**. All local ACDC employers identified, contacted, & invited to participate in survey. >50% response rate for Aged Care & Disability sectors. Low response rate (8%) from Community Service sectors not associated with Aged or Disability. Online survey complete, compiled, and assessed. Face-to-face meetings with representatives from all sectors.
●	Workforce planning support provided to employers.	**Complete.** Sectoral needs from survey and face-to-face meetings summarised in PowerPoint presentation. Results presented to employers & stakeholders, followed by workshop – 27 June. Action Plans developed at workshop. Copies of presentation & Action Plans distributed to attendees & stakeholders.
●	Define / Communicate Career Pathways	**Complete.** Stakeholders consulted, existing versions of career pathway maps sourced & assessed. Revised version of career pathway maps designed and included in Employer Toolkit.
●	Map Key Behavioural Elements for Roles with Greatest Workforce Shortages	**Complete.** Topic raised in face-to-face meetings with employers as well as Workforce Survey. Results compiled and included in Employer Toolkit.
●	Create Employer Toolkit (showcasing local best practice)	**Complete.** Draft approved by employer representatives. Final copy printed and launched 24th Nov. Online version available at RDAI website.
●	Conduct Employer Information Sessions	"NDIS Lunch & Learn" with The Disability Trust, 22/06/17 with 38 attendees, introducing the NDIS & highlighting opportunities for growth of local businesses.

Project Deliverables Summary (cont.)

Status	Expected Project Outcomes	Project Outcomes to Date
🟢	Conduct Employer Information Sessions (cont.)	"NDIS Lunch & Learn", 22/06/17 with 38 attendees. National Disability Scheme introduces & growth opportunities for local businesses highlighted. "ACDC Employer Workshop", 27/06/17 with 24 attendees. Reported findings of workforce surveys and identified project activities. "Perceptions, Incentives & Impact", 2/11/17 with 35 attendees. Reported progress of activities, introduced Sarah Gadd (Illawarra Forum) & Stuart McKechnie (IBC, IllawarraYES)
🟢	Support IllawarraYES	Attended Steering Committee meetings, contributed where appropriate.
🟢	Assist Support Stars (an IllawarraYES initiative)	**Complete**. Lead by NSW TAFE. Monitoring progress of Support Stars program, and assisting where possible. Support Stars program postponed from May 2017 to Sept 2017.
🔴	Pilot Job Readiness Program (ACDC Care Worker roles for youth in social housing)	Met with stakeholders responsible for funding, sourcing participants, and training providers. Little support for a program for this cohort, particularly in light of similarities with Support Stars cohort. Limited expertise in running such a program, suggest resources can be used more efficiently by focussing on other activities in this project.
🟢	Increase uptake of RNs into Aged Care & Disability sectors	Brokered meeting between interested ACDC employers & UoW Careers staff. Two possible cohorts identified: • International Nursing grads (~50 p.a.) • 2nd Year Nursing Students (~200 p.a.) – capable of AIN roles & looking for part time work. UoW developing Talent Pool model & offering free job ads on CareerHub site.
🟢	Understand young person's perception of working in ACDC sectors	**Complete.** Digital Business Hub conducted focus groups with 24 young people 15-24yrs, located in Nowra, Dapto & Wollongong. Report of findings posted on RDAI website.
🟡	Increase uptake of Care Workers into Aged Care & Disability sectors	Explored existing online options for linking students with employers. www.CareCareers.com.au identified as platform of choice. Promoted use of site to TAFE & employers 2nd Nov. Use of 2nd year Nursing students looking for part time work whilst studying could assist this issue of Care Worker shortages. Employer feedback (survey & face-to-face) shows little interest in working with JSAs so did not pursue.
🟡	Social Media Campaigns (to change perception of working in ACDC sectors)	Digital Business Hub engaged & two social media pilot campaigns **completed** by young people for young people – one for Aged Care and one for Disability. Used findings of focus groups to guide campaigns. Postings scheduled until late Jan 2018. Not recommending continuation of campaign through 2018.
🟢	Support IWAG	**Complete.** Provided secretariat services to IWAG as required.

Appendix 1 – ACDC Workforce Survey Questionnaire

RDA Illawarra Aged Care, Disability & Community Service Workforce Survey

1. Survey Introduction

Regional Development Australia (RDA) Illawarra has been granted NSW Government funding to run a 9-month project to implement employer-led strategic actions to address skill shortages in the Aged Care, Disability, & Community Service sector within the Illawarra.

As an employer from the Aged Care, Disability, or Community Service sectors, RDA Illawara is keen to understand the nature of any workforce challenges that you are currently facing, and seek to find ways in which we can assist.

This short survey plays a vital role in the project, as it seeks to understand current and future skill demands of these sectors in the Illawarra.

The survey results will be used to guide the development of local responses to workforce challenges facing the sector. It builds on previous national and local work (e.g. expos, IWAG, national workforce surveys). All respondents will be invited to take part in a solutions workshop.

All responses will remain strictly confidential. The resulting report will list anonymised, aggregated regional information only. Feedback on survey results be given to all respondents.

Could you please fill out this short survey by 26th May.

If there are any questions or concerns, or if you have further comments that could not be included in the survey, please feel free to contact Stuart Laird (project manager, RDA Illawarra).
Phone: 02 4227 4500
Email: stuart@rdaillawarra.com.au.

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

RDA Illawarra Aged Care, Disability & Community Service Workforce Survey

2. Participant Details

1. Name of organisation:

2. Address of organisation:

Address line 1:

Address line 2:

Town/Suburb:

State:

Postcode:

3. Contact details:

Name:

Contact number:

Email address:

4. Percentage of operations located in the Illawarra (i.e. Wollongong, Shellharbour, & Kiama LGAs)

% Illawarra operations:

5. Please identify the LGA's/areas within which your organisation operates:

- [ ] Wollongong LGA
- [ ] Shellharbour LGA
- [ ] Kiama LGA
- [ ] Shoalhaven LGA
- [ ] Wingecarribee LGA
- [ ] Other (please specify)

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

RDA Illawarra Aged Care, Disability & Community Service Workforce Survey

3. Workforce Survey Questions

The following workforce questions apply only to sections of your organisation that work within the Wollongong, Shellharbour, Kiama, Shoalhaven, and Wingecarribee LGA's.

6. What sector(s) does your organisation serve?

- ☐ Aged - Residential aged care & nursing homes
- ☐ Aged - Services for the elderly (including home care/home support)
- ☐ Child Welfare, child services and any day care
- ☐ Disability services
- ☐ Domestic violence & sexual assault
- ☐ Emergency & disaster relief
- ☐ Employment/training services
- ☐ Family services
- ☐ Financial and material support
- ☐ Health services
- ☐ Housing/homeless services
- ☐ Information, advice & personal social services
- ☐ Legal services & advocacy
- ☐ Migrant & refugee assistance
- ☐ Youth service and youth welfare services
- ☐ Other (please specify)

7. Please estimate the number **(head count)** of employees currently working in your organisation (local LGA's only)

Permanent Full-Time:	
Permanent Part-Time:	
Casual or contract:	
Unpaid volunteers:	

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

8. Please estimate the number of **Full-Time Equivalent (FTE)** employees currently working in your organisation (local LGA's only)

Permanent Full-Time:	
Permanent Part-Time:	
Casual or contract:	
Unpaid volunteers:	

9. What is the **expected future size** of your workforce (FTEs, local LGA's only)

June 2018 Paid Employees:	
June 2018 Volunteers:	
June 2019 Paid Employees:	
December 2018 Volunteers:	
June 2020 Paid Employees:	
June 2020 Volunteers:	

10. What **current vacancies** exist in your organisation (FTEs, local LGA's only)?

Role 1	
Number of vacancies	
Time role has been vacant	
Reason for vacancy	
Role 2	
Number of Vacancies	
Time role has been vacant	
Reason for vacancy	
Role 3	
Number of Vacancies	
Tine role has been vacan	
Reason for vacancy	

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

11. What are the **most common roles you have trouble filling**?

Role 1

Role 2

Role 3

Role 4

Role 5

Role 6

Role 7

Role 8

12. Why are these roles difficult to fill?

13. Within the next 3 years, can you see the need to **create new roles** within your organisation **that do not currently exist?** Please describe:

14. Within the next 3 years, can you see the need for **new skill sets** within your organisation? Please describe:

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

15. Please describe the minimum and preferred **skills and qualifications** for roles with vacancies in your organisation:

Role 1	
Minimum Skills/Qualifications:	
Preferred Skills/Qualifications:	
Role 2	
Minimum Skills/Qualifications:	
Preferred Skills/Qualifications:	
Role 3	
Minimum Skills/Qualifications:	
Preferred Skills/Qualifications:	

16. Please describe the minimum and preferred **behaviours and attitudes** required for any vacancies you have?

Role 1	
Minimum Behaviours/Attitudes:	
Preferred Behaviours/Attitudes:	
Role 2	
Minimum Behaviours/Attitudes:	
Preferred Behaviours/Attitudes:	
Role 3	
Minimum Behaviours/Attitudes:	
Preferred Behaviours/Attitudes:	

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

RDA Illawarra Aged Care, Disability & Community Service Workforce Survey

4. Recruitment and Retention Issues

17. What are the known barriers for attracting applicants to your organisation?

- [ ] Remuneration
- [ ] Hours Available
- [ ] Geographic Location eg rural/remote
- [ ] Transport
- [ ] Qualifications
- [ ] Soft Skills
- [ ] Lack of Experience
- [ ] Communication Skills
- [ ] Negative Perceptions of Service Sectors
- [ ] Shiftwork/Part Time Role
- [ ] Security Funding
- [ ] Lack of Career Paths
- [ ] Personal Safety Concerns (security, mental health, etc)
- [ ] Difficulty Returning to Industry
- [ ] Overseas Qualifications
- [ ] Other (please specify)

18. Are any of the barriers selected in Question 17 related to particular roles? If yes, please describe.

19. Does your organisation have issues with **retaining staff**? If yes please provide details of the issue:

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

20. Why do people leave your organisation?

21. Do you provide **career pathways** for staff within your organisation? Please explain.

22. Why should prospective employees work for you? What are the benefits and advantages? (Please note if a reason only applies to specific roles within the organisation)?

Benefit/Advantage:

Role(s) this applies to:

Benefit/Advantage:

Role(s) this applies to:

Benefit/Advantage:

Role(s) this applies to:

Benefit/Advantage:

Role(s) this applies to:

23. Overall, what is the **most challenging workforce issue** that you are currently facing?

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

RDA Illawarra Aged Care, Disability & Community Service Workforce Survey

5. Possible Solutions & Resources

24. Has your organisation attempted any innovative solutions to overcome employment barriers? Please describe and comment on effectiveness

Innovative Solution:	
Description:	
Effective?	
Innovative Solution:	
Description:	
Effective?	
Innovative Solution:	
Description:	
Effective?	

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

25. Please identify recruitment resources that you are aware of. Have you tried any of these and how successful were they in the recruitment process?

	Awareness	Effectiveness
CareCareers.com.au (Career Quiz)		
CareCareers.com.au (Job Board)		
CareCareers.com.au (People Search)		
Online Job ad (Seek, Indeed, etc)		
Work Placement Program (eg SupportStars / Young@Heart / Care Stars)		
Careers Expo		
Job Search Agencies		
Registered Training Organisations		
Work Experience		
Volunteering		
Illawarra Forum's 'A Good Day's Work' Careers Opportunities Pack		

Other (please specify)

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

26. Is your organisation interested in developing collaborative partnerships with any of the following recruitment pathways?

	Answer
Training Providers (eg TAFE)	
High Schools	
Universities	
Job Search Agencies	
CareCareers	

Other (please specify)

27. Is your organisation interested in participating in some form of government-supported work placement program?

Now	
Later (6 to 18 months)	

28. Are there any particular demographic groups your organisation would be interested in developing a recruitment program for?

- [ ] High School students
- [ ] TAFE VET students
- [ ] non - TAFE VET students
- [ ] University students
- [ ] Young persons
- [ ] Mature aged workers
- [ ] Inter-sectoral (redeployed) persons
- [ ] Parents returning to the workforce
- [ ] Aboriginal persons
- [ ] CALD persons
- [ ] Refugees
- [ ] Other (please specify)

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

RDA Illawarra Aged Care, Disability & Community Service Workforce Survey

6. Workforce Survey - Deeper Level

29. **How many people** work Non-Direct Care roles in your organisation (Head Count - Local LGA's only)?

	Permanent Full-Time	Permanent Part-Time	Casual or Contract	Volunteers
Care Manager/Coordinator				
General, Senior or Site Management including Social& Community Services Level 7 to 8				
Clerical or Administration				
Ancillary - Catering Food Preparation & Food Trade				
Ancillary - Cleaning				
Ancillary - Maintenance				
Ancillary - Gardening				
Finance/Accounting				
HR/Workforce Development				
IT				
Marketing/Business Development Professionals				
Other				

Other (please specify)

30. Are you in the AGED CARE Industry?

- ○ Yes
- ○ No - please go to Question 32

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

31. If Yes in Q30, how many people do Direct-Care work in your organisation (Head Count - Local LGA's only)?

	Permanent Full-Time	Permanent Part-Time	Casual or Contract	Volunteers
Nurse Practioner (NP)				
Registered Nurse (RN)				
Enrolled or Endorsed Nurse (EN/EEN)				
Personal Care Attendant (PCA) - Entry Level or Grade 1				
Personal Care Attendant (PCA) - Higher Certificate Levels or Grades				
Allied Health Professional (AHP)				
Allied Health Assistant (AHA)				
Team Leader				
Other				

Other (please specify)

32. Are you in the Disability sector?

- ◯ Yes
- ◯ No - please go to Question 34

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

33. If Yes in Q32, how many people do Direct Care work in your organisation (Head Count, Local LGA's only)?

	Permanent Full-Time	Permanent Part-Time	Casual or Contract	Volunteers
Allied Health Professional (AHP)				
Disability Support Worker - No Qualification (Social & Community Services Level 1)				
Disability Support Worker - Certified Qualification (Social & Community Services Level 2)				
Disability Support Worker - Degree Qualification (Social & Community Services Level 3 to 4)				
Team Leaders/Supervisors (Social & Community Level 3 and above)				
Other				

Other (please specify)

34. Are you in the Community Services sector?

- ◯ Yes
- ◯ No - survey complete, please skip Question 35

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

35. If Yes in Q34, how many peopledo Direct Care work in your organisation (Head Count, Local LGA's only)?

	Permanent Full-Time	Permanent Part-Time	Casual or Contract	Volunteers
Personal Carers and Assistants				
Midwifery and Nursing Professionals				
Health and Welfare Support Workers				
Child Carers				
Education, Health and Welfare Service Managers				
School Teachers				
Social and Welfare Professionals				
Packers and Product Assemblers				
Program Managers/Coordinators				
Case Managers				
Social Workers				
Youth Workers				
Community Development Worker				
Support Worker				

Other (please specify)

Appendix 1 – ACDC Workforce Survey Questionnaire (cont.)

RDA Illawarra Aged Care, Disability & Community Service Workforce Survey

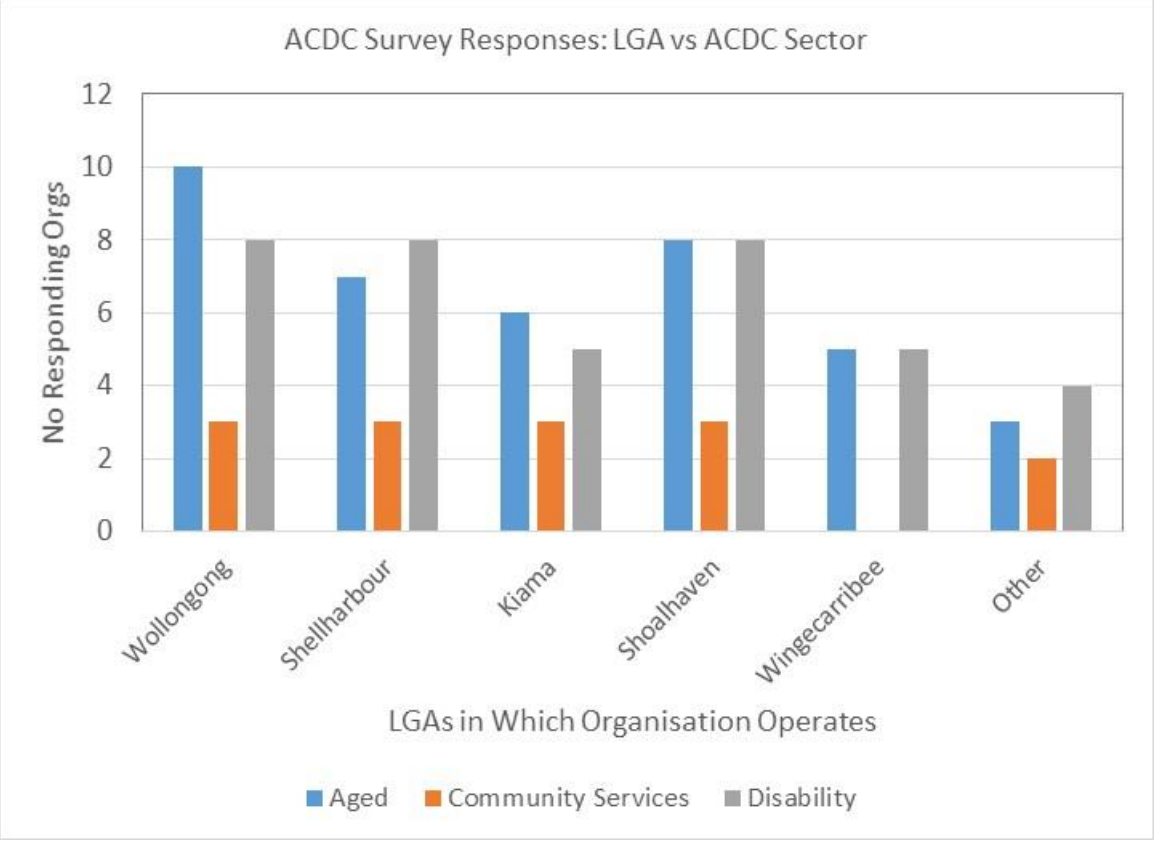
7. Survey Completed

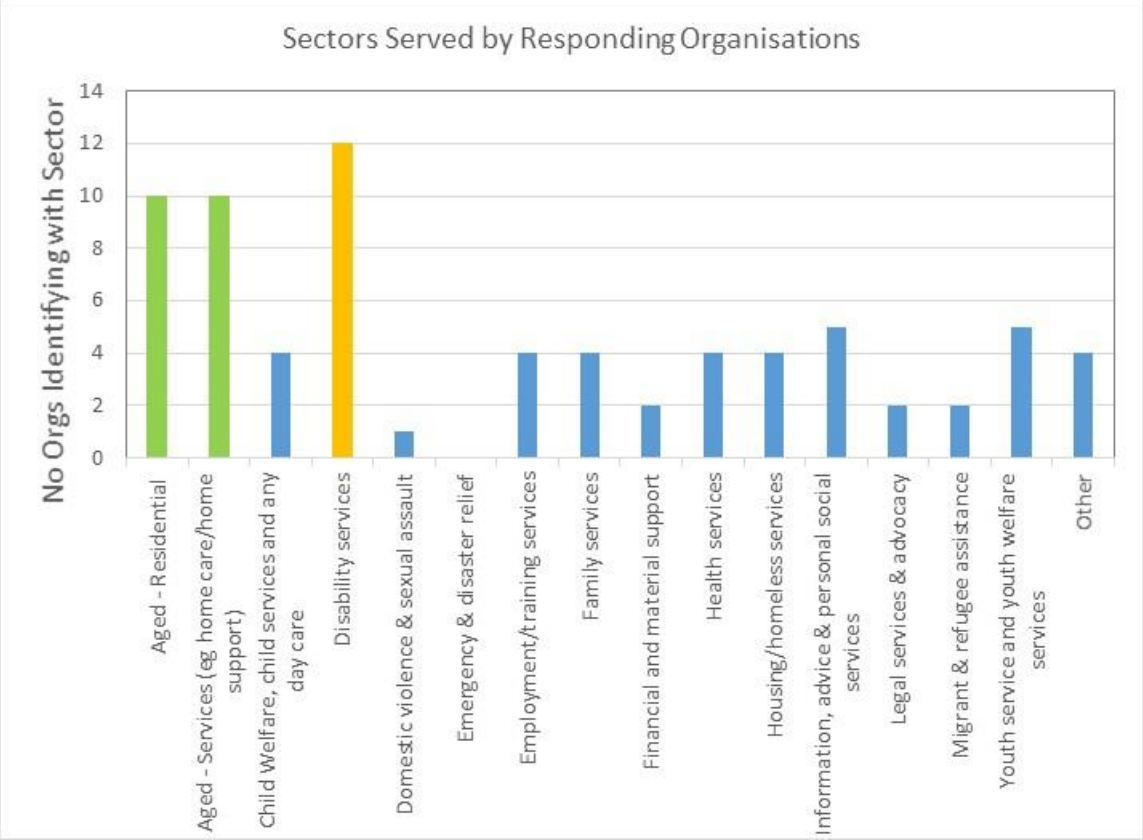
Thank you very much for taking the time to complete this survey, your input is greatly appreciated.
The answers you have provided will be used to guide the development of a local response to workforce challenges facing the Aged Care, Disability and Community Sectors.

All responses will remain strictly confidential, and feedback on survey results will be given to all respondents.

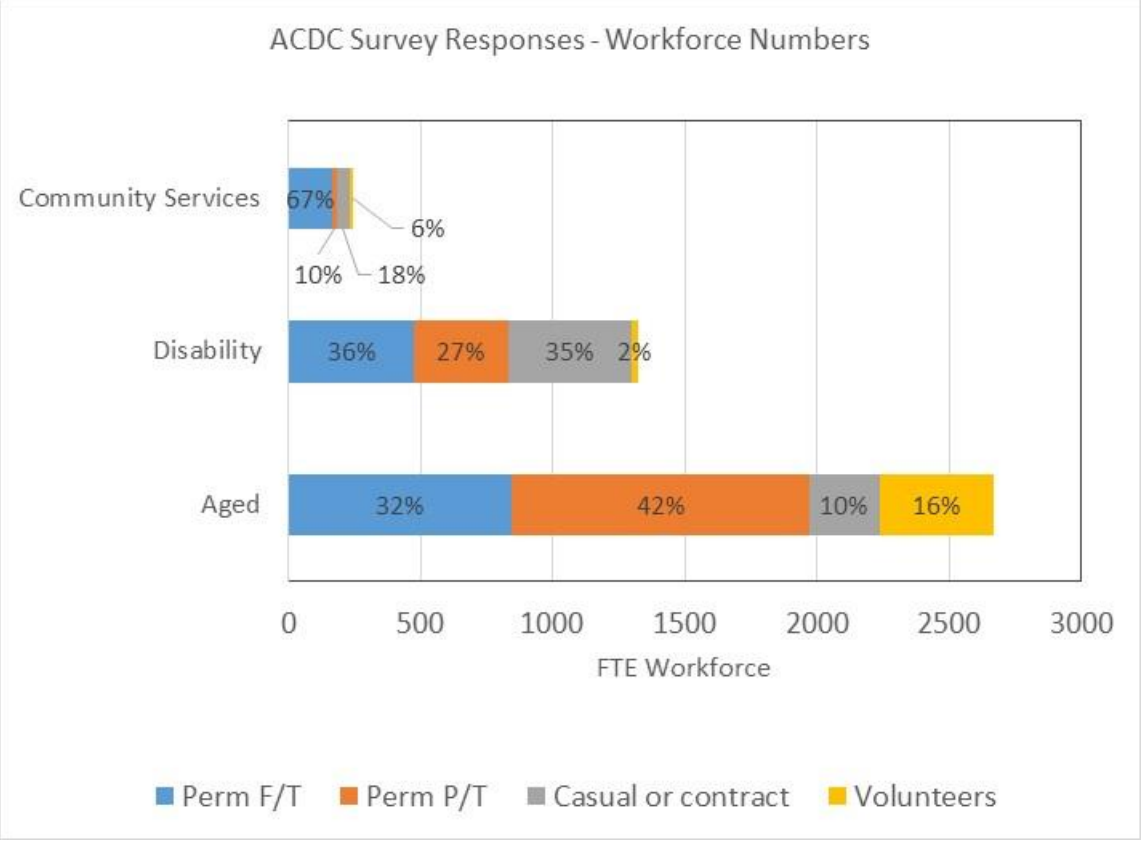
If you would like to discuss any issues raised in further detail, please contact Stuart Laird (Project Manager, RDA Illawarra):
Phone: 02 4227 4500
Email: stuart@rdaillawarra.com.au

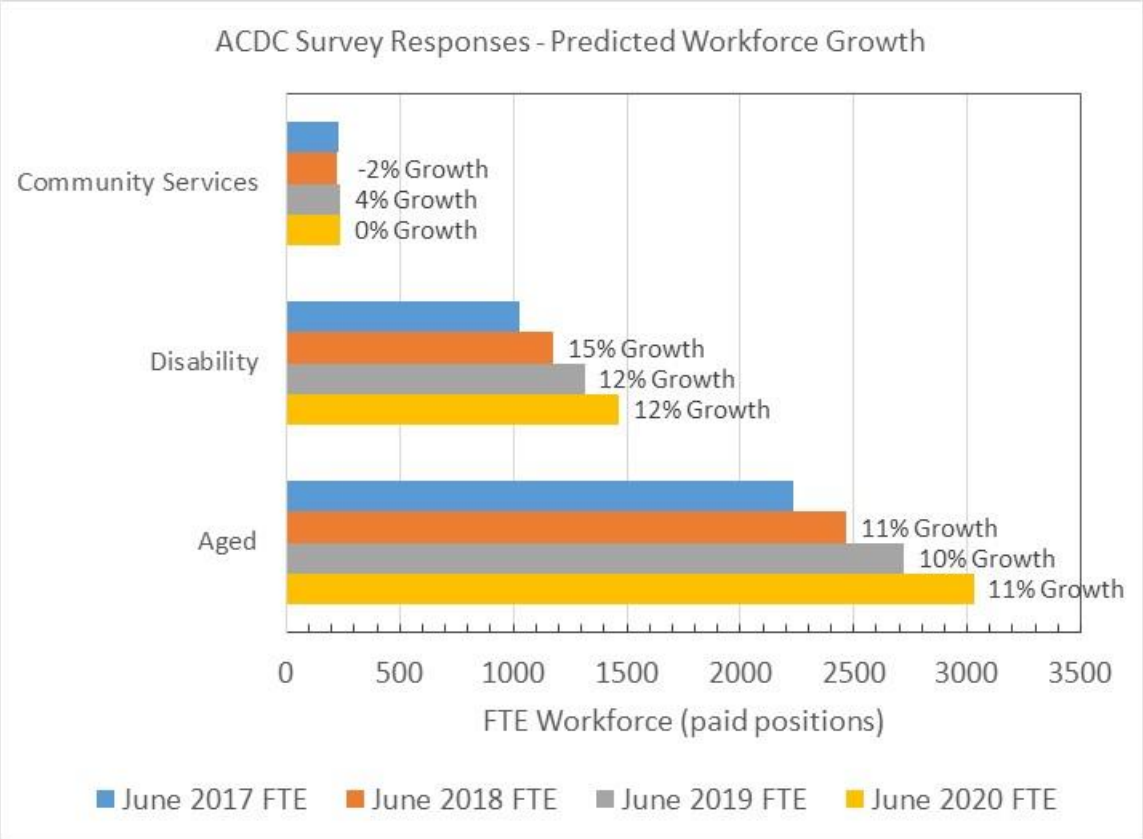
Appendix 2 – Survey Findings



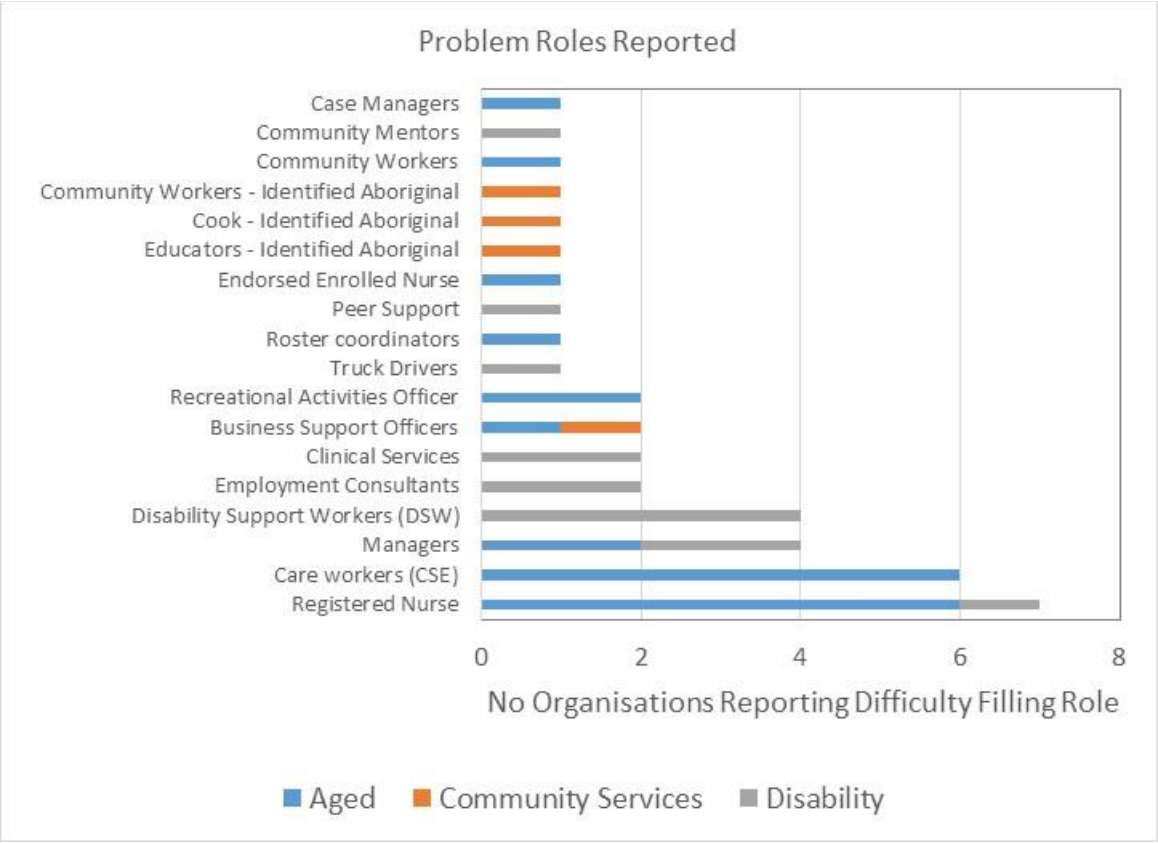


Appendix 2 – Survey Findings (cont.)

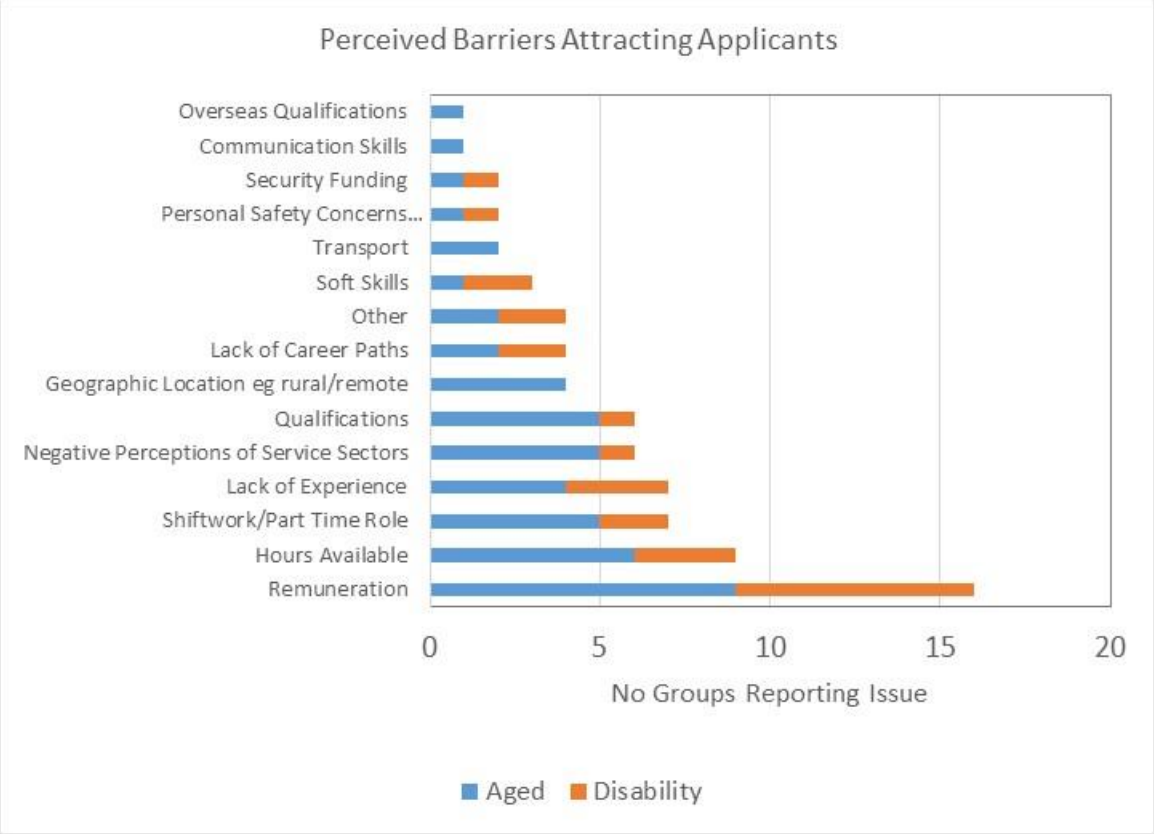


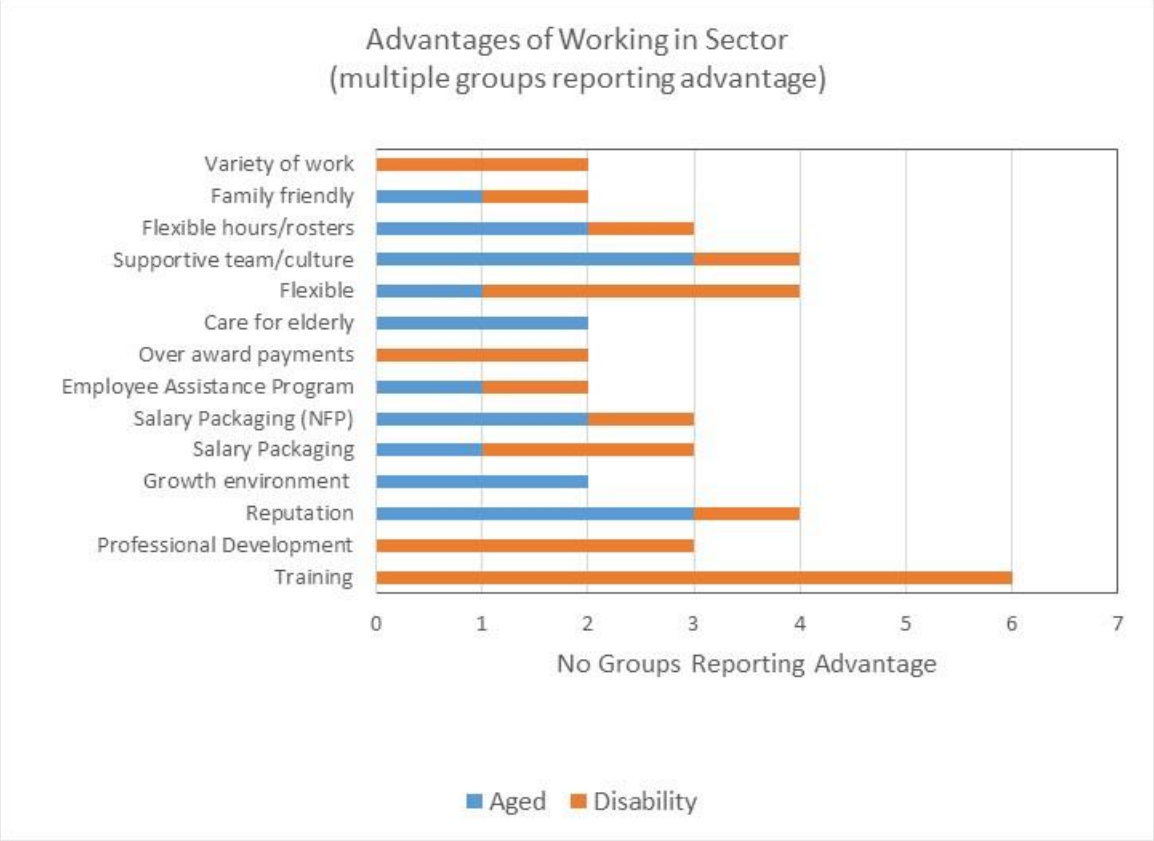


Appendix 2 – Survey Findings (cont.)

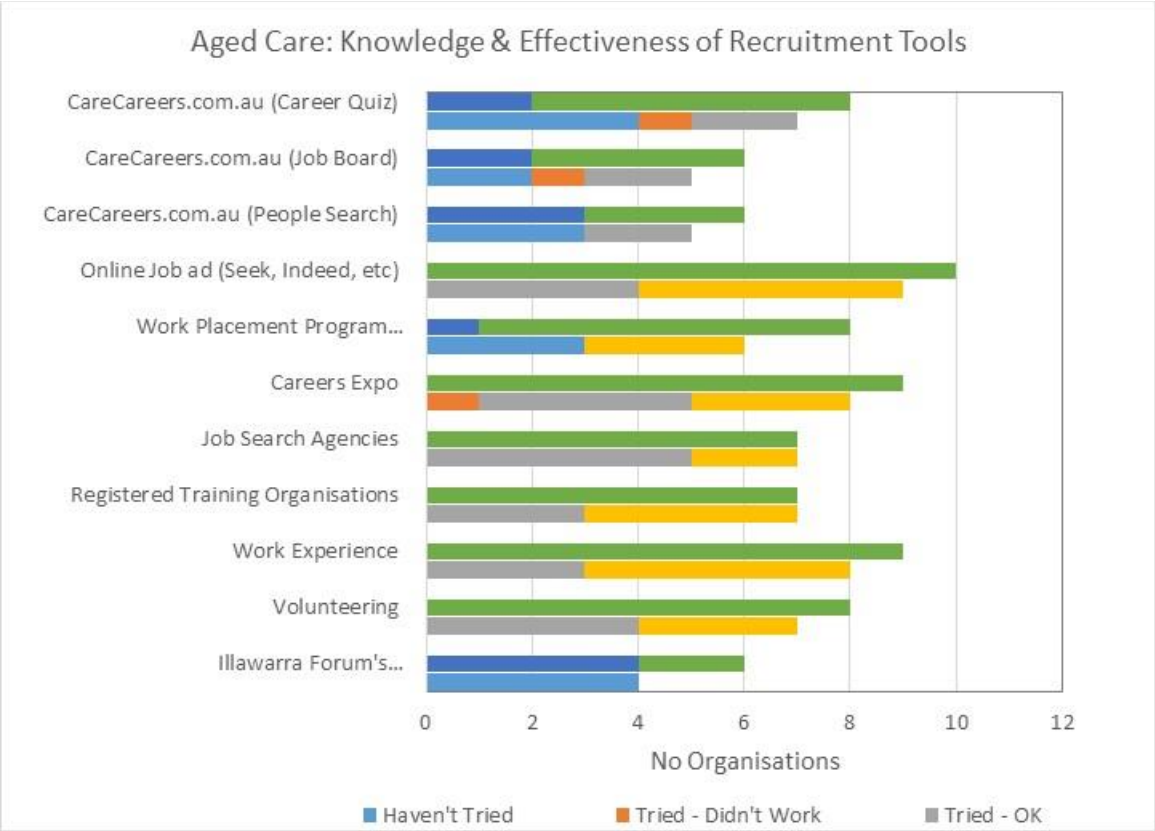


Appendix 2 – Survey Findings (cont.)

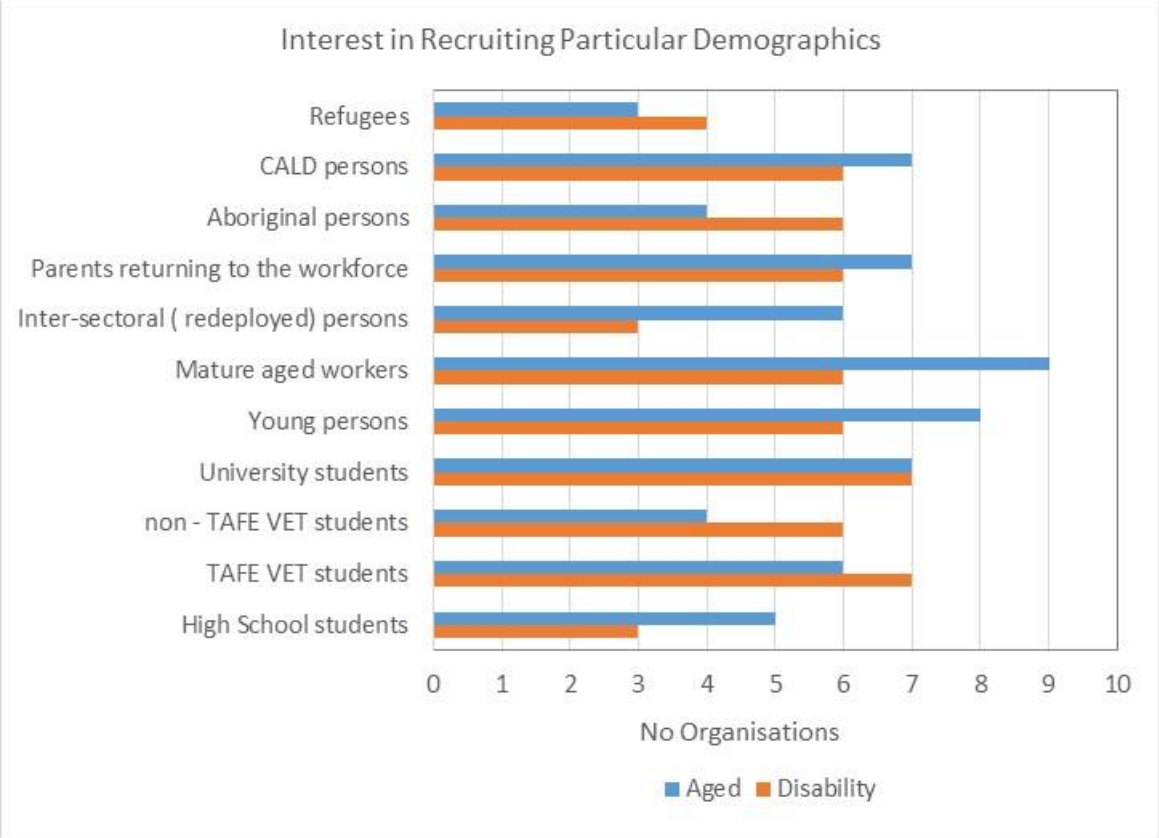


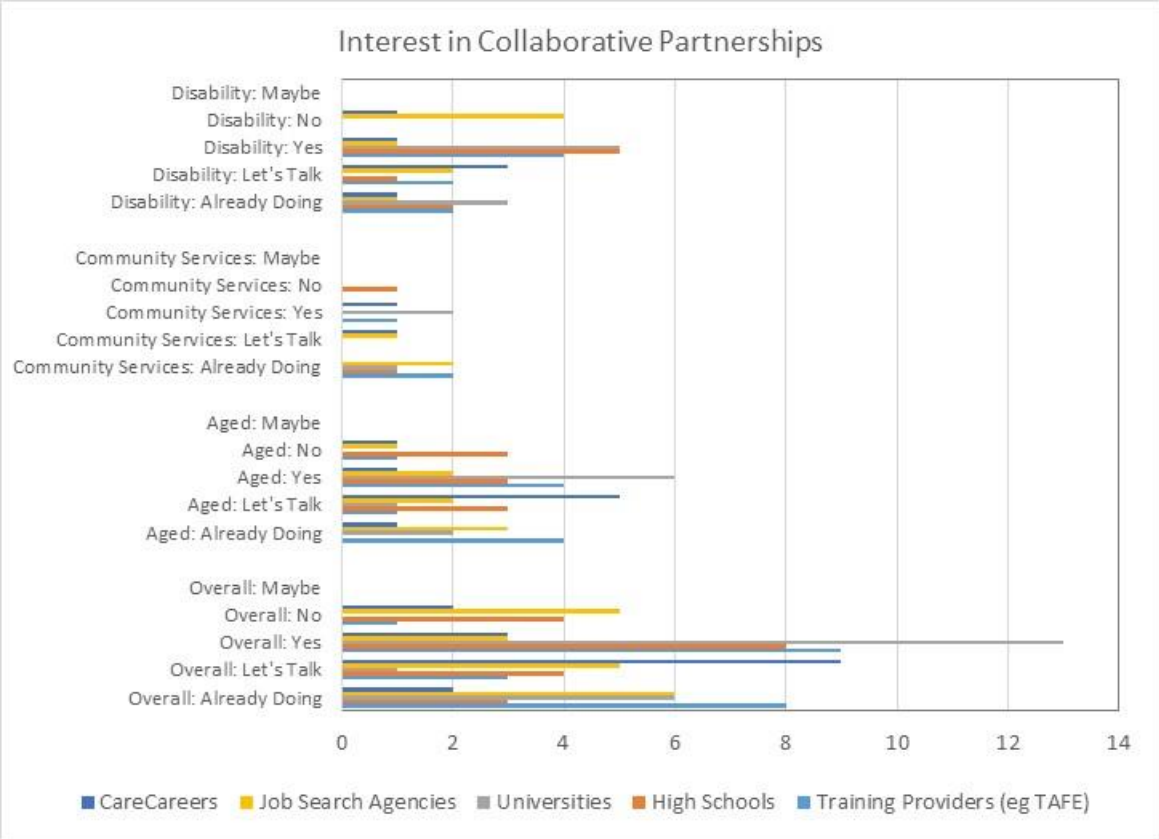


Appendix 2 – Survey Findings (cont.)

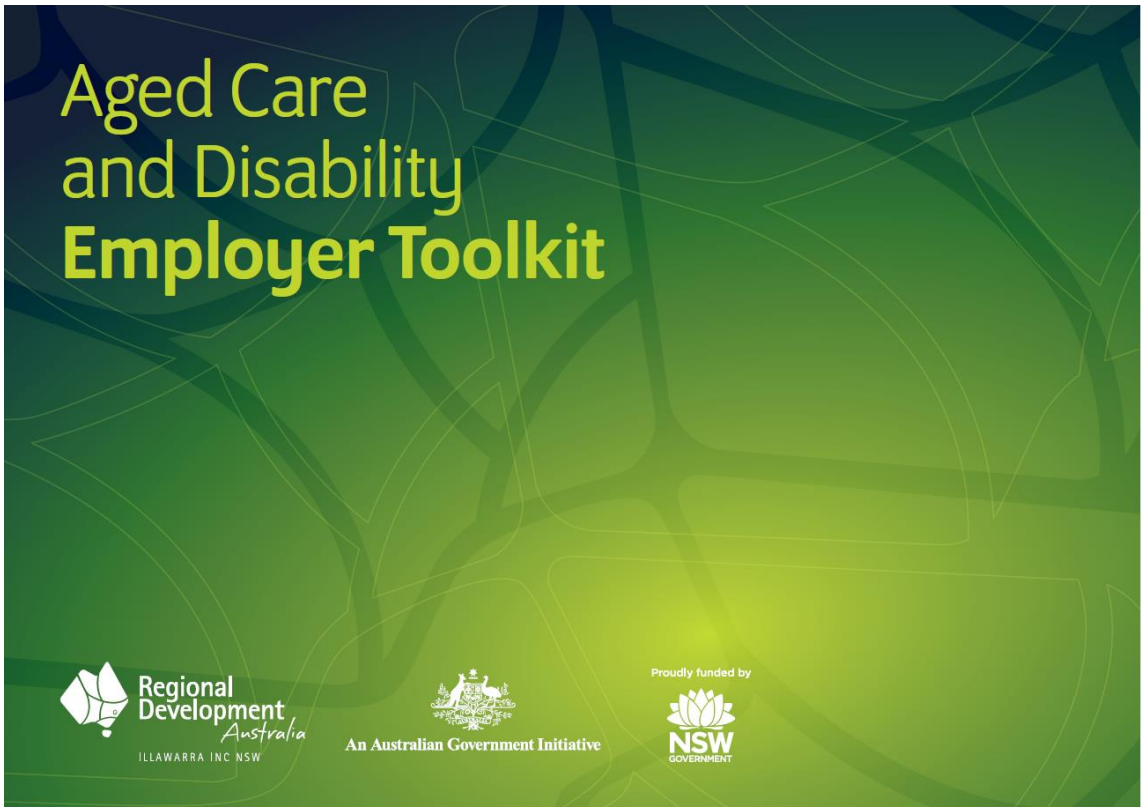


Appendix 2 – Survey Findings (cont.)





Appendix 3 – Overview of Employer Toolkit



Overview

We are pleased to present this Employer Toolkit as a resource for the Aged Care, Disability and Community Services sectors. The toolkit will assist employers to adopt innovative strategies to address their growing workforce needs. It provides best practice case studies as exemplars and a source of inspiration. The toolkit also provides resources for use with potential employees.

Significant growth is expected in the Aged Care, Disability and Community Service (ACDC) sectors over the next 3-5 years. The ACDC sectors are undergoing significant regulatory reforms, including consumer choice driven models such as the National Disability Insurance Scheme (NDIS) and My Aged Care. Coupled with factors such as an ageing population, the ACDC sectors are experiencing significant demand and face substantial opportunities for growth, which places pressure on recruitment and maintaining appropriate workforce numbers.

Regional Development Australia – Illawarra received NSW Government funding to deliver employer-led strategies to minimise skill shortages within the ACDC sectors.

This Employer Toolkit provides a way to assist ACDC sector employers to better understand best practice recruitment and retention strategies for employees in their growing sectors. The toolkit includes the following resources for the Aged Care and Disability sectors:

1. **Resources to be used with potential employees:**
   - **Career Pathway Opportunity diagrams:** *highlighting the range of roles and potential career paths for employees*
   - **Preferred Behavioural Characteristics:** *for those considering a career*
   - **Qualification Pathways** *highlighting the qualifications required for common roles;*
2. **Illawarra Employer Inspiration on how to address workforce growth challenges:**
   - **Case Studies:** *providing best practice innovative strategies engaged by local employers to address the challenge of workforce recruitment and retention.*

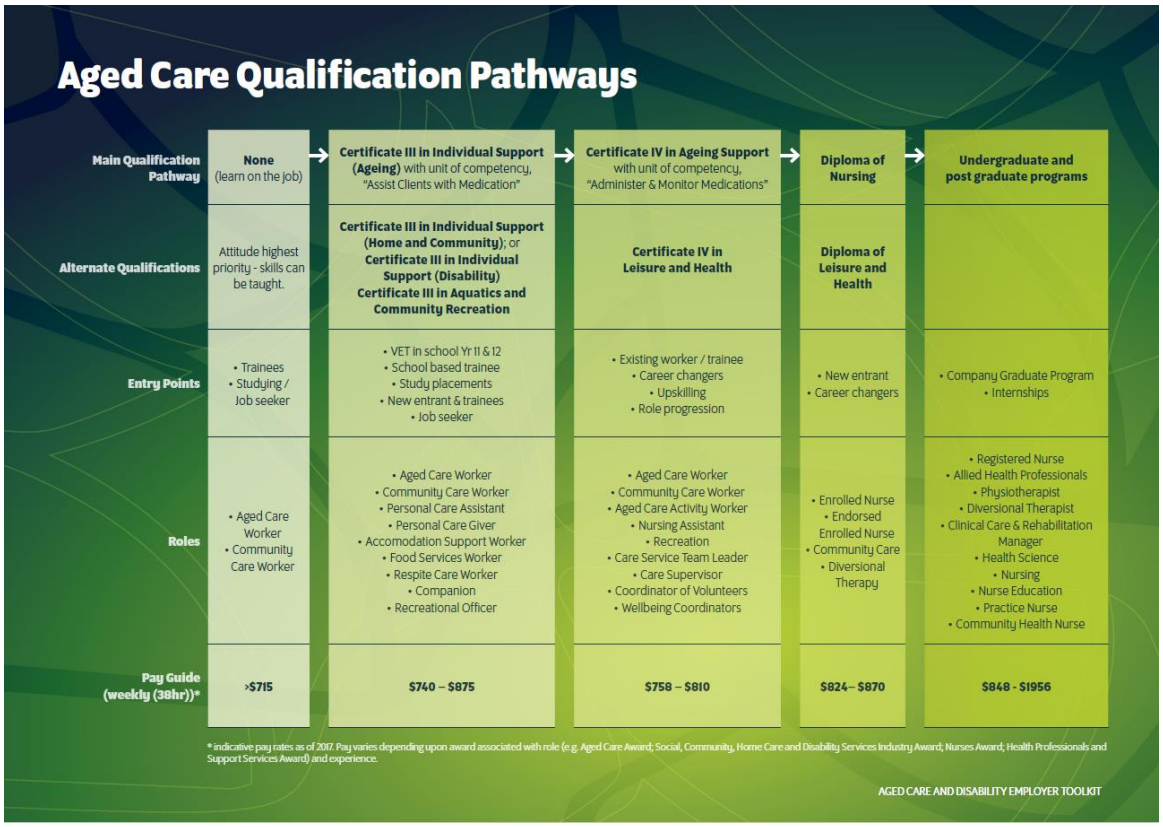
Contents

Aged Care
Qualification Pathway Map
Behavioural Characteristics
Career Opportunity Map

Disability
Qualification Pathway Map
Behavioural Characteristics
Career Opportunity Map

Case Studies
1. Mini Olympics where inclusion puts smiles on faces of all involved
2. Award-winning partnership that keeps families together
3. Support Stars training and partnership provides pathway to traineeships
4. Growing organisation in sync with operating efficiencies
5. School camp with proven pathways from volunteer students to employees
6. Employee referral program gaining >75% like-minded people
7. Innovative service delivery model that attracts a fivefold increase in applicants
8. Sharing resources with familiar people and surroundings, giving peace of mind to children with Autism
9. Career checkup expo for over 45 year olds helps plan for encore careers
10. Graduate Nurse Program that is care centric and specialised in aged care, delivers holistic and quality outcomes
11. Language and culture bridges age divide for lasting relationships and potential careers

Appendix 3 – Overview of Employer Toolkit (cont.)



Appendix 3 – Overview of Employer Toolkit (cont.)

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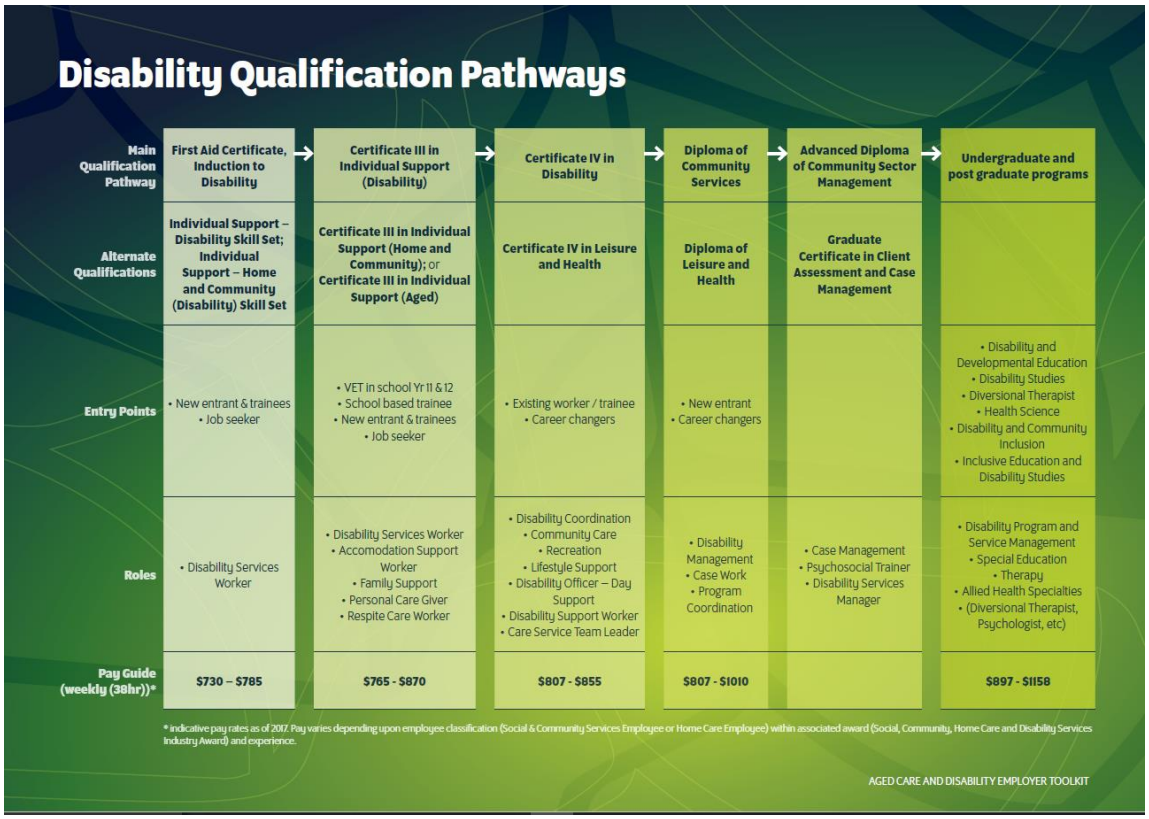
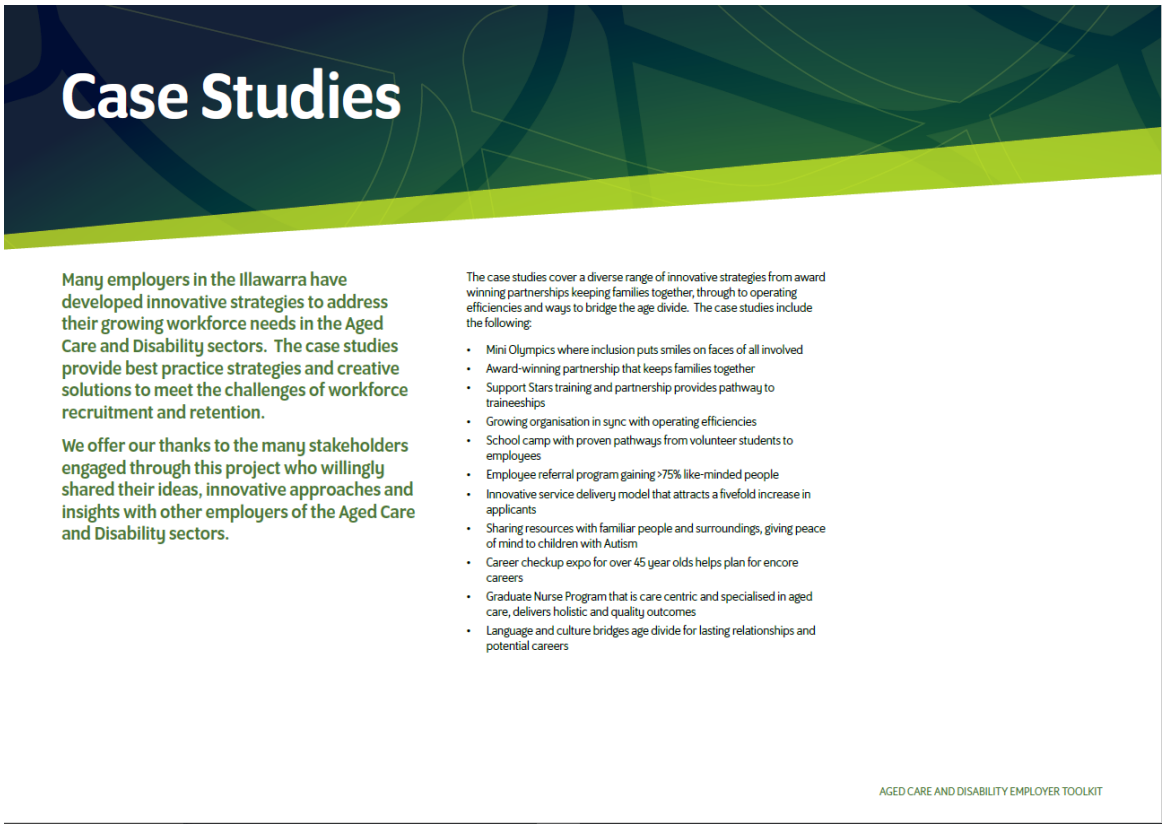


Appendix 3 – Overview of Employer Toolkit (cont.)



Appendix 3 – Overview of Employer Toolkit (cont.)

CASE STUDY

Warrigal

Warrigal
Inspiring communities for older people

Innovative service delivery model at Warrigal attracts fivefold increase in applicants

In response to the development of a new residential care home, Warrigal Shell Cove, including revised roles and an innovative Service Delivery Model (SDM), Warrigal identified they required a different skillset to traditional aged care recruitment and sought to attract applicants from other industries such as hospitality and retail.

Aiming to present their new model and state-of-the-art complex to potential team members, whilst also assisting to change the stigma around aged care, it was recognised that traditional recruitment would attract traditional applicants, which was not the diversity required to meet the brief. The demand for aged care employees in the Illawarra is highly competitive, and the SDM at Warrigal Shell Cove so innovative, that not only did Warrigal wish to attract applicants from outside the industry who might not have considered aged care as a career, they also wished to educate existing aged care workers both external as well as internal to the organisation, as they too did not understand the point of difference of the newly created roles. The volume of enquiries and the need to educate meant Information Sessions were the best way forward to address the employment model and the volume of applicants expected.

Strategies

- 2 sessions were conducted at 10am and 6pm, in a central and easily accessible location, to accommodate individual availability across different sectors.
- Extensive promotion of the roles and sessions in traditional formats including The Illawarra Mercury, a targeted social media campaign and the intranet to encourage word of mouth, and friends and family referrals, and less traditionally, the use of radio advertising and the insertion of flyers in local premises, email contact with the expression of interest database, and invitations to local Job Actives and training institutions.
- To enable staff in attendance to field individual enquiries, distribute flyers and promote the opportunities to friends and family not in attendance, attendees were also afforded the opportunity to speak with Warrigal staff one-on-one, assisting to answer specific questions and allow applicants to self-select, as well as promote the innovative and person centred care model.

Key success factors

After developing a set of competencies and qualities of the ideal staff member and the necessary cross-section of staff required to deliver on the outcomes of the SDM, it became evident to Warrigal that cultural fit, and a diverse range of skills and experience would be essential. Based on previous recruitment experiences for smaller numbers of positions, it was identified that additional promotion would be required to attract a higher number of applicants from a broader diversity of backgrounds.

CASE STUDY

TIGS Sony Foundation Camp

The Disability TRUST

TIGS The Illawarra Grammar School

sony FOUNDATION

TIGS Sony Foundation Camp proven pathway from students to volunteers to employees

Since 2010, TIGS has received sponsorship and support from The Sony Foundation to host and replicate the yearly camps held in other locations, for 25 Illawarra and Shoalhaven children aged 10-17 years. Campers enjoy a 3 day camping experience of a lifetime, supported by 45 Year 11 TIGS students as part of their Christian Community Service responsibilities. This is done in full partnership with The Disability Trust (TDT).

Parent/carers nominate their children with disabilities to attend the event, and places are allocated based on the applicant's age, previous access TDT services and other camps. Children are chosen on their ability to fully access the holistic camping experience, particularly if this is the last opportunity to attend based on their age. Due to the physical aspects of the camp, as well as the volunteer supports, the event is targeted at ambulatory children with moderate support needs who have a dual or triple diagnosis.

Strategies

- The Sony Foundation provide sponsorship to TIGS Sony Camp to replicate and deliver a safe, inclusive and rewarding camp experience, changing lives and creating awareness, to be held at Berry Sport and Recreation Centre in 2017, and at other venues in previous years.
- 45 Year 11, trained and motivated TIGS Students, known as companions, are matched to campers and provided with detailed information to introduce the camper to the companion so they can familiarise themselves. The companion's only goal is to facilitate the best possible experience for their camper in a safe and nurtured environment.
- Companions assist campers to take part in the full holiday camp experience, including the food service and cleaning roster, packing of bags and bed making, therefore teaching and reinforcing living skills, team work and personal responsibility.
- The camp commences with an ice breaking activity; bowling, and this year finishes with a celebration trip to Jamberoo Recreation Park on the return journey, with the usual camping activities in between, including the giant swing, flying fox and archery. Whilst the schedule is full and fast paced, there is an option for campers to take time out and rest with their companions, nap or do craft if they need a break from the activities or are feeling tired, which can be the case due to their individual needs and diagnosis.
- Photos are taken as a record of each day and printed each evening. After campers retire to bed, companions spend time as a group to create individualised scrapbooks for their campers. This activity serves a dual purpose to not only develop an incredible record of the weekend but also affords companions an opportunity to debrief with their peers with the assistance of the TDT team, after what can sometimes be a confronting and emotional experience.

Key Success Factors

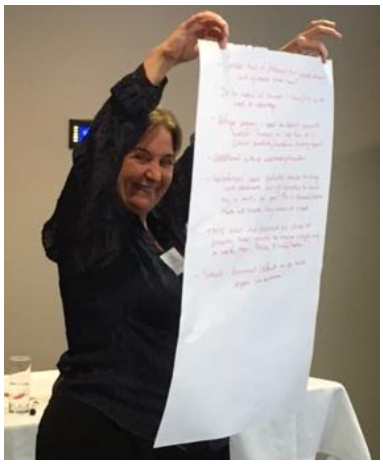
TDT carefully select campers as well as companions, and ensure both groups are as well prepared and sufficiently supported to facilitate the best possible, and often life changing experience. The aim is not only to provide a 'normal' camping experience for children with disabilities but to in fact exceed it.

Appendix 4 – Collaboration Meetings

NDIS "Lunch & Learn" – 22nd June 2017

Appendix 4 – Collaboration Meetings (cont.)

ACDC Employer Workshop – 27th June 2017



Appendix 4 – Collaboration Meetings (cont.)

"Perceptions, Incentives & Impact" – 2nd November 2017

Appendix 4 – Collaboration Meetings (cont.)

Employer Toolkit Launch – 20th November 2017

Appendix 4 – Collaboration Meetings (cont.)

Employer Toolkit Launch – 20th November 2017 (cont.)

Appendix 4 – Collaboration Meetings (cont.)

Employer Toolkit Launch – 20th November 2017 (cont.)

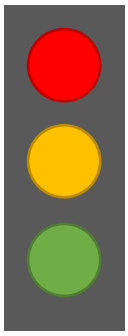
Regional Development Australia
ILLAWARRA INC NSW

Proudly funded by NSW GOVERNMENT

Appendix 5 – Previous Progress Report

30th June 2017

Project Name:	**Aged Care, Disability & Community Workforce Development Project**
RDA:	Illawarra
Contact Person:	Debra Murphy
Tel:	02 4227 4700
Email Address:	debra@rdaillawarra.com.au



Project Status Traffic Light:

Red: Critical delays against milestones or significant problems.

Amber: Potential for significant delays. Need to maintain a watching brief over project.

Green: Project on plan to complete on time and quality at expected levels.

Status	Expected Project Outcomes	Project Outcomes as at 30th June 2017
	Quantify ACDC sectoral skill needs.	**Complete**. All local ACDC employers identified, contacted, & invited to participate in survey. >50% response rate for Aged Care & Disability sectors. Low response rate (8%) from Community Service sectors not associated with Aged or Disability. Online survey complete, compiled, and assessed. Face-to-face meetings with representatives from all sectors.
	Workforce planning support provided to employers.	**Complete.** Sectoral needs from survey and face-to-face meetings summarised in PowerPoint presentation. Results presented to employers & stakeholders, followed by workshop – 27 June. Action Plans developed at workshop. Copies of presentation & Action Plans distributed to attendees & stakeholders.
	Define / Communicate Career Pathways	Initial round of discussions with stakeholders complete. Collecting & assessing existing versions of career pathway maps.
	Map Key Behavioural Elements for Roles with Greatest Workforce Shortages	Topic raised in face-to-face meetings with employers as well as Workforce Survey. Results compiled and tabulated.
	Create Employer Toolkit (showcasing local best practice)	Initial round of discussions with ACDC employers complete, with best practice examples identified.
	Conduct Employer Information Sessions	"NDIS Lunch & Learn" event with The Disability Trust took place 22nd June with 38 attendees, introducing the NDIS & highlighting opportunities for growth of local businesses.

Appendix 5 – Previous Progress Report (cont.)

30th June 2017

Status	Expected Project Outcomes	Project Outcomes to Date
🟢	Support IllawarraYES	Attending Steering Committee meetings, contributing where appropriate.
🟡	Assist Support Stars (an IllawarraYES initiative)	Lead by NSW TAFE. Monitoring progress of Support Stars program, and assisting where possible. Support Stars program postponed until 4th Sept 2017 due to poor attendance at May Info session.
🔴	Pilot Job Readiness Program (ACDC Care Worker roles for youth in social housing)	Met with stakeholders responsible for funding, sourcing participants, and training providers. Little support for a program for this cohort, particularly considering similarities with Support Stars cohort. Limited expertise in running such a program - suggest resources can be used more efficiently by focussing on other activities in this project.
🟢	Increase uptake of RNs into Aged Care (& Disability?) sector(s)	Met and discussed Workforce survey findings with UoW Careers staff (Nuala O'Donnell, Tony Dyer, Mardella Bassett) Employee information days are possible & can be arranged. Two possible cohorts identified: • International Nursing grads (~50 p.a.) • 2nd Year Nursing Students (~200 p.a.) – capable of AIN roles & looking for part time work. Need to determine level of interest by employers.
🟢	Understand young person's perception of working in ACDC sectors	Exploring with Digital Business Hub if they can conduct focus groups. Currently sounds positive.
🟢	Increase uptake of Care Workers into Aged Care & Disability sectors	Exploring existing online options for linking students with employers (e.g. www.CareCareers.com.au). Use of 2nd year Nursing students looking for part time work whilst studying could assist this issue of Care Worker shortages. Employer feedback (survey & face-to-face) shows little interest in working with JSAs.
🟢	Conduct Intergenerational Projects (to change perception of working in ACDC sectors)	Discussions ongoing with Digital Business Hub regarding their running two social media campaigns – one for Aged Care and one for Disability. One Aged Care employer particularly keen to pursue this activity. Plan to run this activity after focus groups with young people has been completed. Intergenerational activities already underway by several employers – plan to showcase these by including in the Employer Tool Kit.
🟢	Support IWAG	Ongoing provision of secretariat to IWAG.