

TASMANIAN COMMUNITY SERVICES INDUSTRY PLAN 2021 - 2031

Workforce Coordination Project



Training, Development and Career Pathways Project Closure Report



The Workforce Coordination project is part of the Local People in Local Jobs initiative, supported by the Tasmanian Government through the Department of State Growth. The project is delivered in partnership with TasCOSS on behalf of the social services sector peak bodies and the Tasmanian peak bodies of ACCPA (now Ageing Australia), NDS, ECA Tasmania Branch (contracted to Lady Gowrie Tasmania).

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Executive Summary

1. Background

The Training, Development and Career Pathways (TD & CP) project forms part of the larger Workforce Coordination Project. This project is an element of the Local People in Local Jobs initiative supported by the Tasmanian Government through the Department of State Growth.

The Workforce Coordination Project was developed with industry in response to priority two – Workforce Development and Training – in *A Community Services Industry Built for Tasmania's Future – Community Services Industry Plan 2021-2031*.

The TD & CP project connects to other parts of the Workforce Coordination Project, and has two defined outputs:

1. A reduction of barriers to employment in the sector, and
2. Research and data identifying workforce training and skill development needs.

2. Consultation to Identify Barriers to Entering the Industry

During consultations with industry and stakeholders, the following feedback was provided:

- People wanting to enter the industry found pathways confusing;
- There was limited understanding of the breadth of the industry;
- Potential employees felt overwhelmed by the amount of information from different sources relating to the industry and careers;
- Career pathways in the industry are not always clearly defined; and
- People interested in joining the industry were sometimes disheartened as they found it difficult to find information about how to enter the industry given the diversity of roles and sectors.

These challenges were acknowledged as major barriers to people considering entering the industry or undertaking training.

Five stakeholder working groups were formed to develop curated career journey maps to support career curious people to navigate industry opportunities.

Four sector-specific Information Guides were developed showing career pathways and linked information (click to view):

- [Aged Care Information Guide](#)
- [Disability Information Guide](#)
- [Education and Care \(Childcare\) Information Guide](#)
- [Social Services Information Guide](#)

These have been regularly updated to ensure links and information provided have remained current.

An [Individual Circumstances Guide](#) was also developed outlining additional supports available to people in different circumstances.

In June 2024, the Information Guides were made available on the recruitment and awareness website Work with Purpose (www.workwithpurpose.au). As at the end of September 2024, a total of **93 Information Guides have been downloaded**.

Career supporters and employment service providers also expressed difficulties in understanding the career pathways and scope of job roles in the industry. The Career Supporters Network was established to address this issue. The [Career Advisors Resource Pack](#) was developed as a result, giving employment service providers an improved understanding of the industry and supporting them to better assist their clients navigate the range of roles and pathways. These Guides are available to the Career Supporters Network via Dropbox, and also directly downloadable from the Work with Purpose website (www.workwithpurpose.au).

3. Defining Training Needs Through Industry Identified Skills Groups

The project worked with industry representatives to define the types of skills needed and how these can be delivered to strengthen and grow the industry.

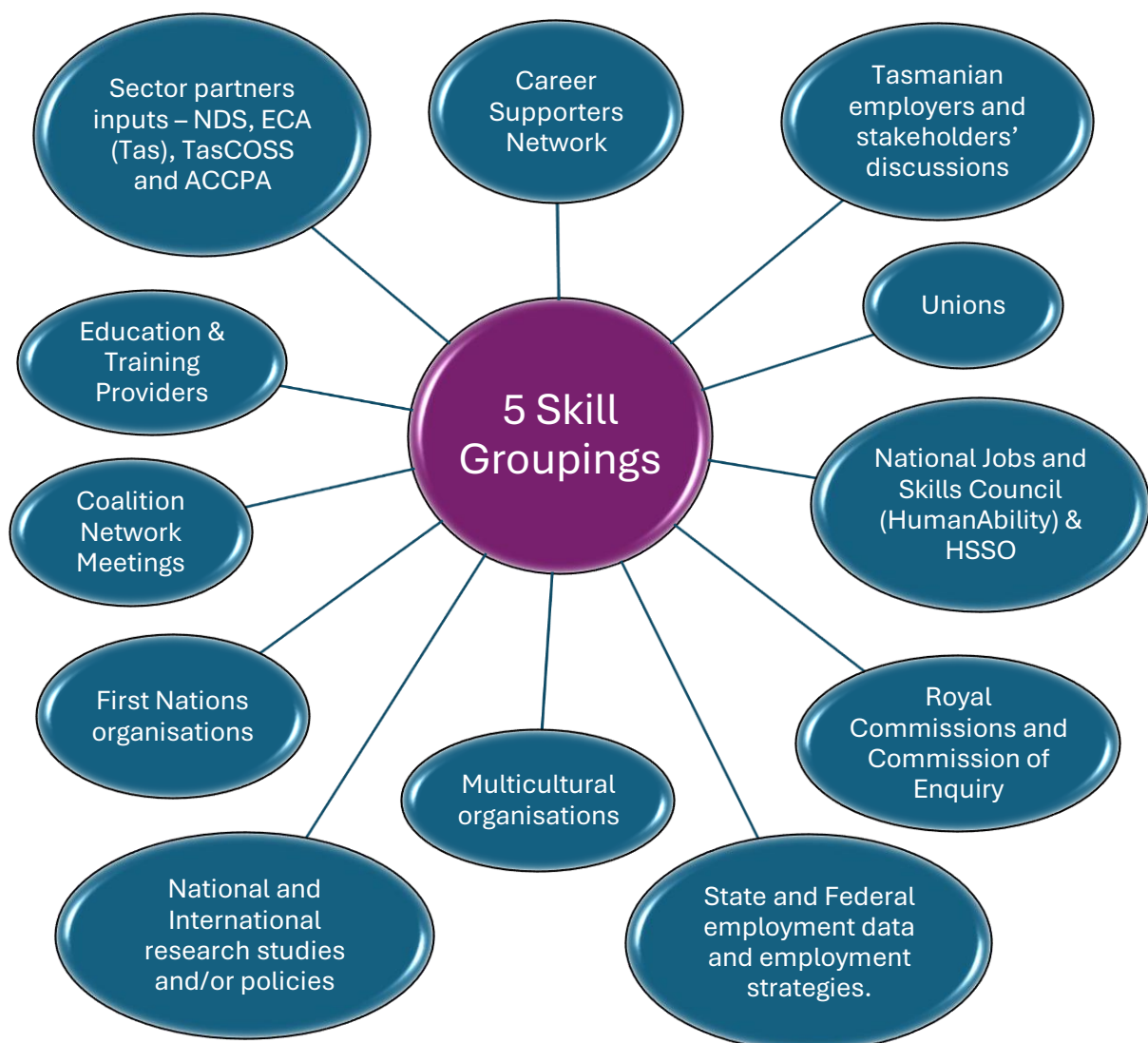
A wide range of information was used, including industry consultation discussions with State Government, Regional Jobs Hubs and Federal Employment Service Providers.

A range of reports and research were also incorporated into this work including the Australian Government Working Future White Paper, National Skills Agreements, and HSSO Confronting the Change.

The sectors also provided information from workforce reviews conducted by specific agencies and peak bodies such as National Disability Services (NDS), Early Years and School Aged Care (EYSAC) project and the Aged Care Review.

The following diagram provides more information on the broad scope of resources used to identify and summarise the skill groupings.

Resources used to identify the Skill Groupings



This approach provided input opportunities for a huge range of voices in the community services industry and associated stakeholders to identify, create and validate the five essential skills groupings.

Utilising the skills and insights from across all sectors; network meetings, anecdotal evidence, sector meetings, and discussions with the Workforce Coalition, the skills groupings represent a unique Tasmanian perspective on the essential skills required across the entire community services industry.

Five skills groups identified during industry consultation



The skills groups do not represent all the skills needed to work in the Community Services Industry, but rather those skills identified as either:

- essential to entering the industry,
- in low supply in specialist roles, or
- emerging skills needed to help build sustainability across all sectors.

Each of the skills groupings sits at a different level within an organisation, from entry level through to leadership and professional practice positions. Each grouping contains elements of technical, professional and people skills.

To support the delivery of workplace skills and development to industry, a *Resource Library* has been developed which includes links to websites offering training, research materials and a range of other useful information. The *Resource Library* is a stand-alone electronic resource for industry and is available on the TasCOSS website under the Tasmanian Community Services Industry tab.

The following pages outline each skill group and related resources.

Skill Group - Understanding Work in Community Services

Stakeholders told us about the skills that are essential to work effectively in a diverse workplace. We heard that people entering the industry may need support to improve these skills, which sometimes are not part of formal training programs.

Sometimes referred to as 'employability skills', there are a range of short courses, micro-credentials and non-accredited training that can help support staff development in these areas. Fair Work Australia and employer organisations can often provide fact sheets on understanding the terms of employment.

Reflective Question – Does your organisation include these types of requirements in selection criteria or include an introduction to them as part of induction?

Skills

Digital literacy with workplace tools – e.g. email, Customer Relationship Management (CRM) systems

Using written and spoken English

Social and cultural intelligence

Creative problem solving

Legislative frameworks in employment in Australia

Resources to support your organisation

Customer Relationship Management (CRM) usage

- [CRM Systems - YouTube](#)

Email and digital skills

- [Computing and technology programs - Libraries Tasmania](#)
- [Tasmanian Training Consortium](#)

Literacy, numeracy, language and employability:

- [Industry-Based Literacy & Numeracy Quizzes - Australian Apprenticeships](#)
- [Skills and Training – Australian Government, Department of Employment and Workplace Relations](#)
- [Skills for Education and Employment \(SEE\) Program – Australian Government, Department of Employment Workplace Relations](#)

English language, social and cultural intelligence:

- [Adult Migrant English Program \(AMEP\) – Australian Government, Department of Home Affairs](#)
- [Cultural Awareness Training - Migrant Resource Centre Tasmania](#)
- [English Language Services - TasTAFE](#)
- [Developing Cultural Competence – Free Webinars – Queensland Government](#)
- [Learn English – Study Tasmania](#)
- [MicroCred Seeker \(Microcredentials Marketplace\) – Australian Government, Department of Education](#)
- [Online microcredentials - Open Universities Australia](#)
- [SBS Inclusion Program](#)
- [TAZREACH cultural awareness training - Tasmanian Government, Department of Health](#)

Effective Communication and Problem Solving:

- [Short courses - University of Tasmania](#)

Workplace and Employment Information:

- [Safe Work Australia](#)
- [Supporting Business in Tasmania – Tasmanian Chamber of Commerce and Industry \(TCCI\)](#)
- [WorkCover Board Tasmania](#)
- [WorkSafe Tasmania](#)

Working with Volunteers:

- [Volunteering Tasmania](#)

Skill Group - Communicating at Work

Stakeholders told us in a people-centred industry, communication is a key skill required for an organisation to thrive. We heard about the different types of communication skills needed; as part of a team, professionally, with different cultures and using new technologies.

In a world where we are constantly bombarded with information, it is easy to forget about the importance of communication. Communicating with purpose takes hard work, practice and skill.

Reflective Question:

"Excellent communication doesn't just happen naturally. It is the product of processes, skills, climate, relationship and hard work." Pat McMillian, author and CEO.

How does your organisation prioritise communication to be the best it can be?

Skills

Using professional written and spoken English

Communicating as part of a team

Using digital technology for effective communications and learning – including devices and Artificial Intelligence (AI)

Communicating cross culturally for both first and second language speakers

Resources to support your organisation

Professional written and spoken English:

- [English language courses - University of Tasmania](#)
- [English Language Services - TasTAFE](#)
- [Learn English – Study Tasmania](#)

General communications and as part of a team:

- [Linkedin Learning: Online Courses for Creative, Technology, Business Skills](#)
- [Resources and Support – Australian Government, Department of Employment and Workplace Relations](#)
- [Short courses - University of Tasmania](#)

Using digital technology:

- [AI For Good Lab - Microsoft](#)
- [Elements of AI free online course – Elements of AI](#)
- [Employers – Tasmanian Government, Skills Tasmania](#)

Cross cultural communication:

- [Centre for Indigenous Training](#)
- [Cultural Awareness Training - Migrant Resource Centre Tasmania](#)
- [Cultural Competency Training - Tasmanian Aboriginal Centre](#)
- [SBS Inclusion Program](#)

Training and skills providers:

- [Employers – Tasmanian Government, Skills Tasmania](#)
- [MicroCred Seeker \(Microcredentials Marketplace\) – Australian Government, Department of Education](#)
- [Online microcredentials - Open Universities Australia](#)
- [RTO search – Australian Government, training.gov.au](#)

Skill Group - Managing and Leading

Stakeholders told us that as the community services industry becomes more complex, managing and leading people requires more comprehensive skill sets to build a strong culture in an organisation.

Industry wants organisations and people to be the best they can be, but sometimes time and resources are scarce. Stakeholders are looking for innovative ways to develop skills including in-house mentoring and different approaches to skills development.

Reflective Question: What does leadership look like in your organisation? Are there opportunities for recognition for those already in the organisation who have leadership or managerial aspirations?

Skills

Supporting others with formal and informal learning and development

Team building and creating work culture

Dealing with Conflict Planning, leading and measuring work and work outcomes.

Resources to support your organisation

Training and skills providers:

- [Courses - TasTAFE](#)
- [Early Childhood Australia - Tasmania Branch](#)
- [Events & Training – Tasmanian Council of Social Service \(TasCOSS\)](#)
- [Leadership and On Demand Professional Development – Aged and Community Care Providers Association \(ACCPA\)](#)
- [MicroCred Seeker \(Microcredentials Marketplace\) – Australian Government, Department of Education](#)
- [National Training Register – Australian Government, training.gov.au](#)
- [Online Courses, Degrees & Subjects - Open Universities Australia](#)
- [Online microcredentials - Open Universities Australia](#)
- [Professional Development - Early Childhood Australia](#)
- [Professional Development – National Disability Services \(NDS\)](#)
- [Tasmanian Training Consortium](#)

Coaching and Workplace Mentors:

- [15 expert tips for first-time mentors - Together](#)
- [The Power Of Mentorship: How Mentors Can Help Employees Grow And Succeed - Forbes](#)
- [What is Coaching in the Workplace and Why is it Important? – Positive Psychology](#)
- [What's the Right Way to Find a Mentor? – Harvard Business Review](#)
- [Workplace Coaching: Empowering Employees - SafetyCulture](#)

Communication and Conflict Resolution:

- [Short courses - University of Tasmania](#)

Training specifically for Boards:

- [Australian Institute Company Directors \(AICD\)](#)
- [Game changers in Governance – University of Tasmania](#)
- [Institute of Community Directors Australia \(ICDA\)](#)

Skill Group – Practicing Professionally

Stakeholders told us that the professional stream in the industry is vital for ongoing sustainability and there are a set of specialist skills in increasing demand, including those needed for non-clinical specialisations.

The changing nature of government regulations has added to the already complex reporting and clinical practice requirements of the community services industry.

Reflective Question: Clinical practitioners and other specialist roles can benefit from professional networks where ideas and thoughts are shared and discussed. Is there a network of practitioners within your peak body or other professional organisation to join, or capacity to start one?

Skills

Models of clinical practice

Clinical supervision of others

Action research/action learning

Non-clinical specialisations, eg. project and program management, workforce planning, dealing with funding agreements, lean thinking, managing change

Resources to support your organisation

Clinical supervision and frameworks:

- [About us - Australian Community Workers Association \(ACWA\)](#)
- [Primary Health Tasmania Learning Hub – Primary Health Tasmania \(PHT\)](#)
- [Professional Support for Contemporary Practice - Australian Clinical Supervision Association \(ACSA\)](#)

Peak bodies offering training and development:

- [Early Childhood Australia – Tasmania Branch](#)
- [Events & Training – Tasmanian Council of Social Services \(TasCOSS\)](#)
- [HumanAbility](#)
- [Human Services Skills Organisation \(HSSO\) - Archived Web site](#)
- [Professional Development – National Disability Services \(NDS\)](#)
- [What's On – Aged and Community Care Providers Association \(ACCPA\)](#)

Non-clinical specialisations:

- [Australian Institute of Project Management - AIPM](#)
- [Microcredentials Marketplace – Australian Government, Department of Education](#)
- [Online Courses, Degrees & Subjects - Open Universities Australia](#)
- [Online microcredentials - Open Universities Australia](#)
- [Short Courses & Qualifications - AIM Education & Training](#)

Skill Group – Reporting, complying and managing data

Stakeholders told us how changes in the industry, with new reporting requirements and different types of compliance, were creating new career pathways and opportunities either for existing staff looking for a change in direction, or for specialists in these areas.

Changes in reporting standards, data collection, risk management, policy analysis and compliance requirements are opening up new career paths in the community services industry. These new roles sometimes require a different set of skills to those of front-line workers.

Reflective Question: *Thinking about non-clinical professional skills for your organisation, do people in these roles need a background in social services, or can they develop the industry knowledge needed through on-the-job training or short courses while practising in their area of skill?*

Skills

Data collection, storage, sharing, analysing AI and cyber safety

Policy analysis and policy and submission writing

Applying compliance and standards to work and measuring and reporting compliance

Applying WHS to work processes and systems.

Risk Management

Resources to support your organisation

AI, cyber safety and sharing:

- [AI For Good Lab - Microsoft](#)
- [Community education and training - eSafety Commissioner](#)
- [Elements of AI free online introduction to artificial intelligence – Elements of AI](#)

Workplace health and safety:

- [Safe Work Australia](#)
- [WorkCover Board Tasmania](#)
- [WorkSafe Tasmania](#)

Other skills resources including risk management systems and policy and compliance:

- [Australian Institute of Project Management - AIPM](#)
- [Microcredentials Marketplace – Australian Government, Department of Education](#)
- [Online Courses, Degrees & Subjects - Open Universities Australia](#)
- [Online microcredentials - Open Universities Australia](#)
- [Short Courses & Qualifications - AIM Education & Training](#)
- [National Training Register – Australian Government, training.gov.au](#)
- [Short courses - University of Tasmania](#)

4. Summing Up

This report is the culmination of collaboration with a significant range of industry and other stakeholders to identify and address barriers to employment in the Community Services industry, and to provide advice on training and skills development.

Industry and stakeholders told us that increasing demand and legislative changes are creating new challenges, but also opportunities in terms of service delivery and career pathways for people who work in the industry.

The preceding pages provide advice to industry on where training and development opportunities can be accessed. Information has intentionally been kept broad, as the training and development space changes quickly, and specific information can easily become outdated. In providing broad advice, this document gives organisations the opportunity to explore available options and decide on which best suits their needs at any given point in time.

The following pages show the footprints, large and small, left by this project. This poster was displayed at the final Workforce Coalition Network Meeting in September 2024.

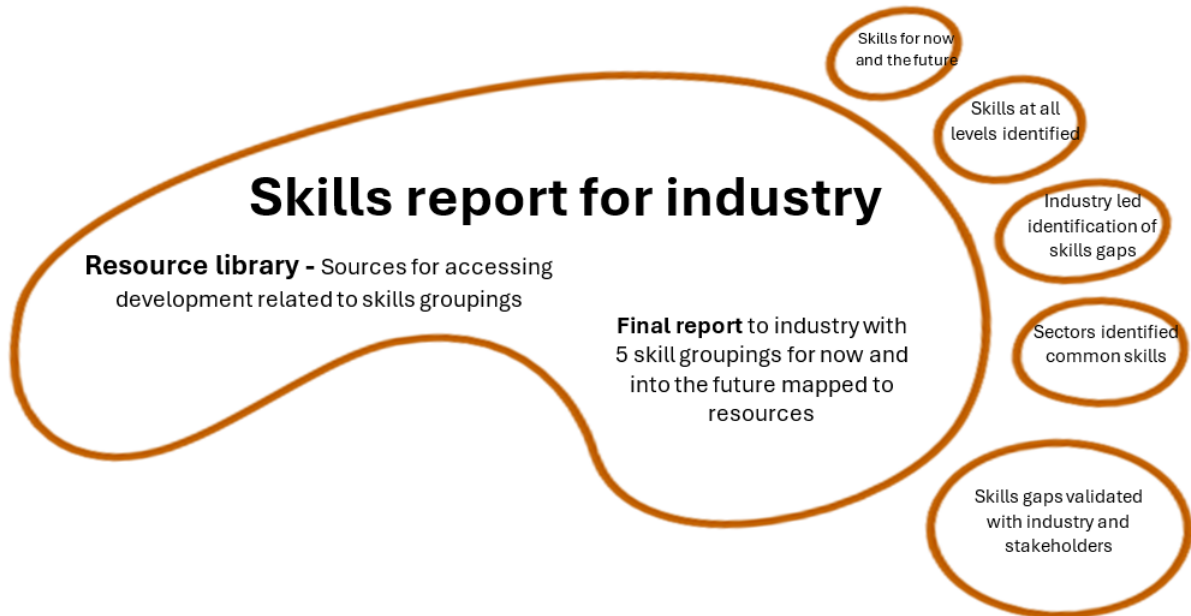
The project has developed a *Resource Library*, containing links to a broad range of resources on the five skills groupings, and also on current (big picture) thinking on policy and industry development. There are also links to information on a range of other topics that have been raised during the Workforce Development Project, from 2021 – 2024.

The *Resource Library* is accessible through the TasCOSS website under the Tasmanian Community Services Industry Plan (2021-31) heading on the Projects tab.

This project has been made possible through funding from the Tasmanian Government, and the input and guidance of project partners, industry and other stakeholders. The project team would like to thank everyone involved in this project for their generosity in sharing their knowledge, hopes and aspirations for the community services industry.

Training and Development

Our Big Footprints – what we achieved together



Training and Development

Our Little Footprints – what we achieved together

