



Health and Community Services Workforce Council Inc

Leadership in addressing workforce capacity challenges

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Underpinning a sustainable future for Queensland

What is the Workforce Capacity Challenge



Just a few key points to understand our current context

Qld Labour Market (Aug 2007)

- total employment increased by 3.6% (73 500 people) in year to Aug 2007
- unemployment at record low (3.5%) and fell by 76 700 people to Aug 2007
- mature age (45-64) labour force participation rates are increasing (72.5%)
83% for 45-54, 71% for 55-59 and 46.5% for 60-64
- youth employment (15-24) participation rates averaging 75.7%
- Health and Community Services employment rose in the 12 months by 6.4% or 12 800 persons. Total employment for H&CS is 211 800 (10% of Qld workforce). 61% employed full time. (3rd highest growth)
- economically state final demand grew 9.5% over the 12 months (3.1% in June quarter 2007)
- CS not-for-profits account for 56% of industry expenditure, 64% of employees, 93% of volunteers and fasts rate of employment growth

What is the Workforce Capacity Challenge



About the community services workforce in Queensland

- Approx 60 000 paid employees growing at approx 8.2%pa
- 20% employed casually
- 56% employed part time
- 75% of workforce earn less than \$41 600pa average weekly wage for support and care workers being \$400 per week (QCOSS 2006)
- 78.4% of workforce female (CS&H)
- average hours of worked decreased from 33/wk in 1996 to 29/wk in 2006
- 14.5% turnover rates higher than national average of 12%
- 45% of workforce over 45 years up from 32% in 1996. Much higher in some sectors and regions

What does all this mean...

- fewer people to choose from as they are increasingly in work at relatively high participation rates, impacting on volunteerism and labour supply
- more mature workers being employed in all industries less likely to be available for our traditional employment approaches
- labour shortages increasingly impacting on the price of labour with little ability of this industry to match higher wage rates and changing flexibility provisions of other industries.
- increased economic activity and growth fuel demand for labour and increase costs of service provision and cost of living
- enhanced employment participation requirements shifting focus from familial care approaches to professional care therefore increase demand for community service provision
- attraction and recruitment strategies need to understand the jobs potential employees want to do and promote how we can offer this

What do we know about our workforce capacity

- recruitment, retention and retraining constants in all workforce discussions
- how to keep the people we have is increasingly important
- workforce labour shortages constraining growth & development today
- direct support and management/supervision skills hard to attract and retain
- sweating our labour and “busyness” works against innovation and quality

- a lack of workforce data for analysis or projection
- non-responsive external training frameworks and systems and don’t interact and influence them strategically
- ill-defined career paths across the sector
- higher expectations of service provision & increased complexity of skills
- employment and delivery models have to deliver greater flexibility and innovation in service provision

What do we know about our future

No capacity building without workforce development. Workforce Development needs a strong education and training system focussed on and driven by the needs of the industry.

- Health and community services industries are growth industries and almost entirely reliant on a skilled and available labour force.
- more funding coming into the industry for more services meaning more and differently skilled labour and new delivery models
- collaborative leadership in responding to workforce challenge is critical
- 45-50% of current workforce likely to reach retirement in next 15 years
- demand for regulated workers will not be met by current supply strategies leading to job redesign, models of work and task allocations will change
- management and leadership development and modelling will be critical to reduce turnover and churn rates across all employers and occupations

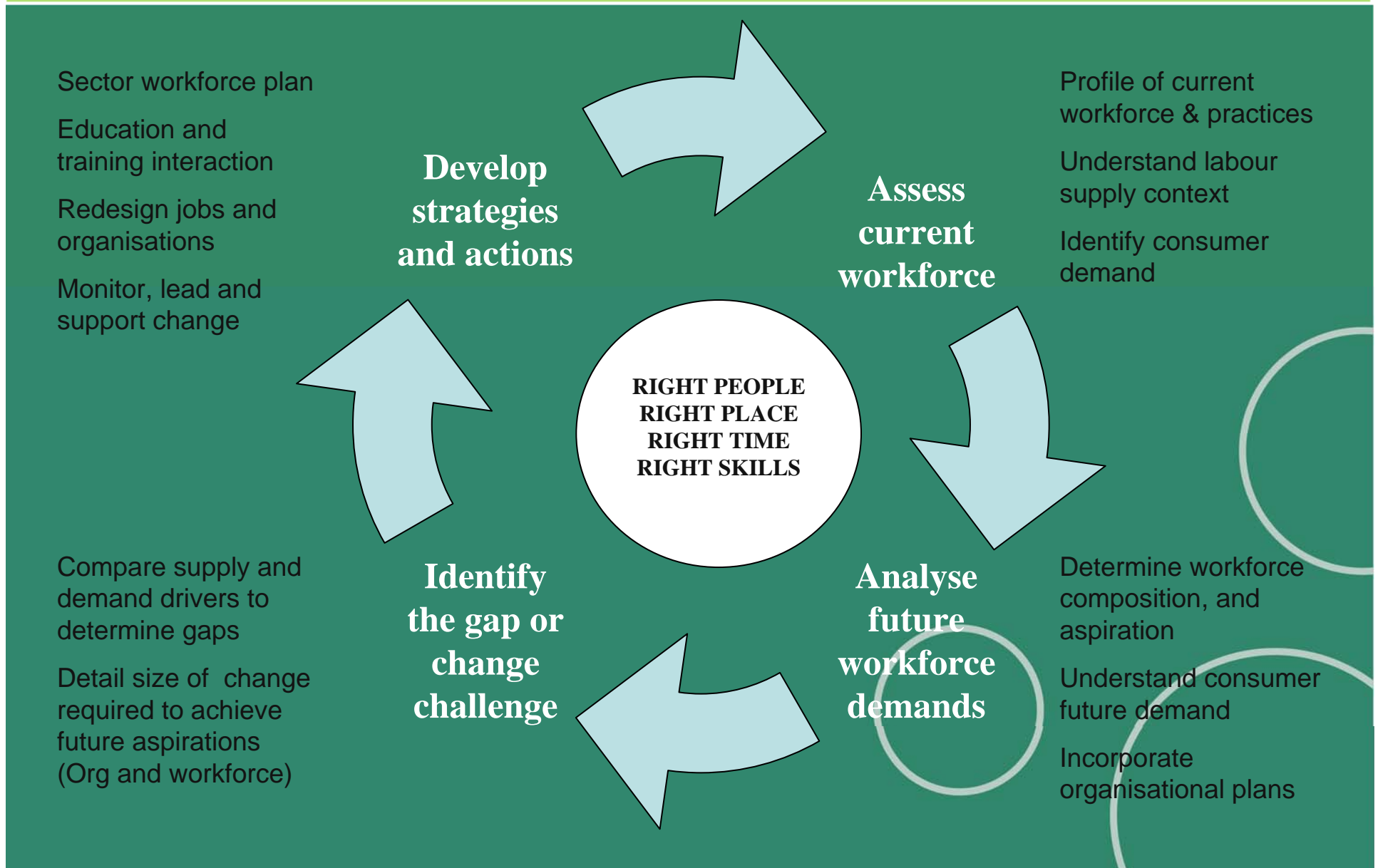
What Challenge

Same old is not working now...

Critical to our success in understanding the workforce challenge will be our ability to:

- understand who is in our workforce and who could be constantly
- define work of the future
- redesign jobs for work of the future
- create jobs that people want
- create co-ordinated strategies and campaigns to attract a steady supply of labour
- plan and develop our organisations
- plan with, develop and reward our people
- create pathways and innovation in work not only into management
- work together on solutions and responses and
- **use everything at our disposal to maintain our service quality**

What Challenge



What Leadership

Good people will have choices and will move around.
Don't be surprised by it; plan for it.

- collaborative rather than competitive industry strategies and planning
- relationship development and management
- reflective time and time to co-operate on transferring and developing skills across the workforce and the meaningfulness of what is done
- building new models of interaction within organisations and inter-organisationally
- leadership in workforce development and planning

Workforce capacity development is one of the big ticket item that needs to be resolved

- inform, educate and engage relevant stakeholders
- facilitate and assist stakeholders to take collaborative action which will benefit the disability sector in the short term by creating a strategic alliance between industry development and the training system
- maintain industry responsibility for workforce development and planning and directing skills formation in the longer term
- provide the basis for action based changes which will encourage and enable the sector to continue engagement and collaboration on this issue
- implement the changes
- evaluate the impact of the changes

CO-ORDINATION, CO-OPERATION, JOINED UP
THINKING AND WORKING TOGETHER IS SMARTER
AND AN ABSOLUTE IN THIS COMPLEX
ENVIRONMENT

**WE ALL NEED TO ENGAGE AS
LEADERS TO MAKE IT WORK**