



Government of **Western Australia**  
Department for **Child Protection**  
and **Family Support**

# Workforce and Diversity Plan

## 2013 - 2017

Date: 16 September 2013

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## Introduction

The objective that underpins the *Department for Child Protection and Family Support Workforce and Diversity Plan 2013-2017* (the Plan) is to develop a skilled and sustainable workforce to achieve its mission to protect and care for children and young people who are in need, and support families and individuals who are at risk.

The Plan delivers a framework for action which provides medium-term, sustainable workforce strategies and associated actions that support the continued delivery of high quality child protection and family support services, within an environment of increasing change and workforce challenges.

While the Plan primarily focuses on the Department for Child Protection and Family Support's (the Department) workforce, it also recognises that it is part of a wider public sector workforce which is experiencing similar workforce issues and trends. As such, many strategies identified within the Plan are also part of sector-wide planning priorities.

### **Why do we need a workforce plan?**

In May 2009, the Public Sector Commission (PSC) released *Strategic Directions for the Public Sector Workforce 2009-2014* acknowledging the projected future requirements of the State of Western Australia's (the State) growing population and the demographic changes in the workforce. This was followed by the release of the Public Sector Commissioner's Circular *Workforce Planning and Diversity in the Public Sector* requiring agencies to develop a Workforce Plan with the aim to build a skilled, ethical and diverse workforce. The Circular also encourages agencies to integrate their Equal Employment Opportunity (EEO) Management Plans into their Workforce and Diversity Plan.

This Plan has consolidated those requirements to form the one integrated Workforce and Diversity Plan. Six key priority areas of focus have been identified in the development of the Plan to address current and emerging workforce issues that are forecast to impact on the workforce in coming years, these include:

1. Attracting and Retaining a Skilled Workforce
2. Building a Diverse Workforce
3. Building Leadership Capability
4. Responding to Regional Needs
5. Building Workforce Capacity
6. Policy and Process Improvement

Underpinning the development of this Plan is the Department's commitment to promoting an inclusive work environment which values diversity and where all employees are treated with respect and feel valued and supported.

The Department is strongly committed to developing greater workforce diversity, and in particular, increasing the workforce participation rate of Aboriginal<sup>1</sup> people and people from other equity and diversity groups which are included in this Plan.

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<sup>1</sup> In this report, the term 'Aboriginal' refers to both Aboriginal and Torres Strait Islander people.

## Message from the Director General

I am pleased to present the *Department for Child Protection and Family Support Workforce & Diversity Plan 2013-2017* as a document which will guide the development of a sustainable workforce over the next four years. The Plan is supported by the *Workforce and Diversity Action Plan* which outlines a number of key workforce strategies and initiatives to support the implementation of the Plan.

Significant challenges are expected to impact our workforce and the wider public sector in coming years. The demand for child protection services is increasing, whereas the Department's skilled workforce is forecast to decline as ageing workers commence retiring in greater number. Increasing competition for skilled workers and a declining trained labour market, requires the Department to re-evaluate how it can sustain a competent and high performing workforce. The current volatile economic climate and strong population growth, particularly in the regions, also impacts on the delivery of child protection and family support services across our vast State.

The Plan focuses on six key strategic workforce priorities designed to build upon the skills and capabilities of our current workforce and to attract and retain future skilled workers from diverse backgrounds to the Department.

The Plan has my unwavering support and commitment and I encourage all employees to actively promote and participate in the achievement of the Plan's outcomes. I am confident the Plan will assist the Department to continue to strengthen our workforce capability to meet the needs of an increasing and diverse community which we serve.

Kay Benham  
Acting Director General  
Department for Child Protection and Family Support

## About the Organisation

The Department is the statutory authority for the administration of child protection and family support services within Western Australia. Its core function is to protect and care for children and young people who are in need, and support families and individuals who are at risk or in crisis.

The Department delivers its core services under the following three service areas:

- Supporting children and young people in the Chief Executive Officer's (CEO's) care to have much improved life chances.
- Protecting children and young people from abuse and neglect.
- Supporting families and individuals at risk or in crisis to manage their lives and keep themselves and their families safe.

These services are provided across the vast geographical regions of the State encompassing 17 districts throughout the metropolitan and regional areas of Western Australia. These include offices spanning from Kununurra in the northern Kimberley region, through to Esperance in the Great Southern, and Warburton, located 1,500 kilometres in the Eastern Desert.

The Department also maintains strong partnerships with other government agencies and non-government organisations in facilitating a range of services to support individuals and families. These include agencies such as the Department of Education, Department of Health, Disability Services Commission and WA Police, as well as a range of community sector organisations.

### OUR MISSION

To protect and care for children and young people who are in need, and support families and individuals who are at risk or in crisis.

The Department provides these services to an increasingly diverse client population. In 2012-13, there were over 90,500 contacts by the Western Australian community with the Department, involving more than 100,000 individuals. Aboriginal people represent a far greater proportion of the Department's clients across its three service areas. For example, while 5.5% of the State's children and young people under 18 years of age are Aboriginal, 49% of children in the CEO's care were Aboriginal as at 30 June 2013.

The organisational values that underpin how the Department delivers its services are built upon respect, team work, openness and responsiveness to the needs of children, young people, families and communities. These qualities are the foundation to ensuring a workforce that continues to meet its service delivery obligations to a diverse community which it serves.

### OUR VALUES

#### RESPECT

*Respect for our clients, each other and our partners underpins how we work.*

#### TEAM WORK

*Effective work with children, families and communities requires great team work, in a supportive workplace, and collaboration with partner agencies and communities.*

#### OPENNESS

*Our policies and processes are open and transparent for clients and partners and help to keep us accountable.*

#### RESPONSIVENESS

*We are responsive to the needs of children, young people, families and communities and will do our best to provide or facilitate an appropriate service response.*

## About the Plan

### Workforce Planning

Workforce planning provides management with a framework for making informed staffing decisions in line with the Department's strategic goals. It is a means of integrating, and giving meaning to, many areas of human resource management that are often considered in isolation, such as attraction and retention, staff development, and flexible work practices, to name a few.

Workforce planning is about having the right people with the right skills in the right jobs at the right time. It identifies the gap between current workforce capabilities and the workforce capabilities required to achieve the Department's strategic goals, in an ever changing operational environment.

Workforce planning assists in analysing current workforce needs and determining future workforce requirements and provides an evidence based approach to planning future staffing and skill needs that are not clouded by short term issues. Consequently, the purpose of this Plan is to align the Department's people planning strategies with its current and future strategic business goals.

### About the Plan

The Plan has integrated the requirements of a workforce plan and the previous *Equity and Diversity Management Plan* to form the one broader consolidated plan.

The Plan has been developed using a number of key internal and external workforce and environmental scanned data. Consultative input was obtained from internal stakeholders and subject matter experts and externally, with PSC and interstate child protection agencies with regards to workforce trends across the sector.

The Plan is closely aligned with the Department's strategic planning frameworks and sector wide priorities, these are illustrated in *Appendix A* and include the following:

- The Department for Child Protection Strategic Plan 2012–2014
- PSC Strategic Directions for the Public Sector Workforce 2009–2014
- People Development Framework 2013–2014
- Aboriginal Services Framework
- Aboriginal Recruitment and Retention Strategy 2013–2015
- Culturally and Linguistically Diverse Services Framework 2010-2012

The Plan will combine Department-wide strategies together with localised workforce planning to address specific workforce issues impacting offices across metropolitan and regional areas.

### Key Focus Areas

The PSC *Strategic Directions for the Public Sector Workforce 2009-2014* identified four main factors shaping the future workforce capacity of the public sector:

- Increasing demand for services and State infrastructure.
- Increasing demand for key occupational groups across the sector.
- Declining supply of skilled people to perform some roles and services.
- Changing employee expectations of working arrangements.

In response to this, the Plan has been developed to:

- Build on current workforce planning, recruitment, retention and diversity initiatives.
- Develop a sustainable workforce of competent, skilled and suitably qualified employees that are flexible and responsive to current and future workforce needs and service delivery demands.
- Develop innovative solutions to attract and retain employees to regional and remote locations across the State.

- Increase workforce participation rates for Aboriginal employees and other identified diversity groups.
- Build workforce capacity by expanding opportunities for workplace learning and development and career pathways for staff.
- Develop increased efficiencies by undertaking ongoing streamlining to simplify policies and procedures so they are user-friendly and support sound work practices and decisions.

### ***CPFS Workforce and Diversity Plan 2013-2017 Strategic Priorities***

The Plan encompasses the following six key strategic planning priorities that incorporate critical human resource and workforce issues which are aligned to the Department and sector-wide strategic planning priorities. These are:

1. **Attracting and Retaining a Skilled Workforce:**  
*Develop innovative strategies to attract and retain a skilled workforce that is flexible and responsive to current and future workforce needs and service delivery demands.*
2. **Building a Diverse Workforce:**  
*Encourage a workplace culture that values and respects the diversity of its workforce, with particular emphasis on increasing Aboriginal employment and learning development pathways.*
3. **Building Leadership Capability:**  
*Cultivate an environment that values, supports and enhances opportunities to develop leadership capabilities across all levels of the Department.*
4. **Responding to Regional Needs:**  
*Develop innovative and targeted solutions to support the challenges of living and working in regional and remote locations.*
5. **Building Workforce Capacity:**  
*Build a high performing and engaged workforce to meet current and future requirements, through a comprehensive learning and development framework.*
6. **Policy and Process Improvement:**  
*Develop ongoing improvement processes to simplify and streamline policies and procedures that are user-friendly and support effective work practices and decisions.*

*Appendix B* outlines the Department's Equity and Diversity Target Plan to 2017. This Plan provides a benchmark to measure the Department's progress towards achieving its strategic priority of building a diverse workforce.

*Appendix C: Workforce and Diversity Action Plan* outlines current work and future workforce strategies that support the strategic planning priorities identified in the Plan.



## Factors Influencing our Workforce

There are several current and emerging factors that are likely to impact on our workforce capability in coming years. These include:

### *Growth in Statutory Child Protection Services*

The volume of children involved in statutory child protection services continues to grow and mirrors nationwide trends<sup>2</sup>. In the six year period from June 2007 to June 2013:

- Children in the CEO's care increased by 49.6% to 3,972 children<sup>3</sup>.
- As at 30 June 2013, 49% of children in the CEO's care were Aboriginal.
- Children involved in child protection cases have increased by 118% to 17,376 cases.
- Since the introduction of mandatory reporting of child sexual abuse in 2009, child protection notifications have increased by 82% to 18,327 notifications.

This has resulted in significant increases to the workforce with the number of case workers alone (employees who directly manage a child protection caseload) increasing by 58% during this period.

### *Skilled Workforce*

The Department has a highly skilled workforce with approximately 48% of full time equivalent (FTE) positions classified as specified calling, and requiring a 4-year tertiary degree qualification in social work, psychology or other relevant human services disciplines.

A current Department priority is the up skilling of existing General Division employees occupying front line service delivery positions. Currently 90 country and 27 metropolitan based employees are being reviewed for up skilling to increase the pool of qualified service delivery employees and to maximise retention of these experienced people.

Competition for skilled workers between agencies and the private and not-for-profit sectors will intensify as skilled workers retire from the wider workforce in coming years. The PSC has forecast a shortfall in the public sector workforce of between 4% and 23% by 2022, with health identified as one industry most likely to be affected by the ageing population<sup>4</sup>. Competition from the not-for-profit community sector is also anticipated to increase given the Fair Work Australia Order in June 2012 to gradually increase award levels for social workers and child protection workers in the community sector in line with public sector award rates.

It is unlikely that the demand for skilled workers will diminish in the foreseeable future given the growth in child protection services coupled with an ageing workforce and forecast increasing retirement trends in coming years.

### *Ageing Workforce*

The Department has an ageing workforce. Workforce data as at 31 December 2012 indicates:

- 46% of employees are aged 45 years and over.
- 20% of employees are aged 55 years and over and eligible to retire now. Over half of these employees occupy front line service delivery positions.
- The average age of retirement of Department employees is 61.3 years of age.
- Currently 195 employees (7.6%) are aged 61 years and over. A further 247 employees (9.6%) will reach the average retirement age of 61 years by 2017<sup>5</sup>.

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<sup>2</sup> National Analysis of Workforce Trends in Statutory Child Protection, Institute of Child Protection Studies, Australian Catholic University, June 2012.

<sup>3</sup> Department for Child Protection Annual Report 2012-13

<sup>4</sup> A Guide to Managing an Ageing Workforce, Public Sector Commission.

<sup>5</sup> Workforce Profile Report dated 31 December 2012.



- Some country and metropolitan districts have significantly above average levels of older workers.
- Turnover is forecast to escalate as increasing numbers of employees commence retirement, these will be in addition to natural attrition rates.

In the Department's 2011 Retirement Intentions Survey, employees aged 50 years and over, ranked job satisfaction and feeling their work was valued as primary drivers for continuing employment, with flexible hours as the third most important factor. Mature aged workers also expressed an interest in a range of phased retirement options including alternative work, reduced hours, deferred salary schemes and contract employment.

Effective strategies to attract and retain skilled workers in a shrinking and increasingly competitive labour market will be required. Managing flexible transitional arrangements to support employees into retirement and succession planning strategies for remaining staff will be essential to minimise the impact on service delivery and the corporate knowledge drain as experienced workers leave the workforce.

## ***Diversity***

Close to half of all children and families that the Department works with are Aboriginal. Aboriginal workforce trends are decreasing and as at June 2013, Aboriginal employees comprised 9.2% of the workforce. However, the Department's Aboriginal participation rate is high in comparison with the public sector average where the participation rate for Aboriginal employees comprised 2.6% of the workforce<sup>6</sup>.

Aboriginal employees are less represented at senior classifications levels and in particular, management positions, in comparison to the general workforce. Voluntary separation rates amongst Aboriginal employees are continually higher than the Department average and mirror sector wide trends. As at 30 June 2013, the Aboriginal annual voluntary separation rate was 17.3%, compared with the general workforce voluntary separation rate of 10.8%.

Increasing Aboriginal workforce participation is a key strategic priority for the Department. An Aboriginal Recruitment and Retention Strategy and a Learning and Development Strategy have been developed to support increased participation rates of Aboriginal employees.

*Appendix B* outlines the Department's Equity and Diversity Target Plan to 2017 for Aboriginal people and other diversity groups.

## ***Employment in the Regions***

Currently 33% of the workforce is located in regional Western Australia. High living costs, isolation factors, lack of peer support, limited infrastructure for employees, partner employment and children, as well as the challenges of combining living and working in a small community are just some factors in attracting and retaining staff to the regions.

The Country Services Directorate consistently experience higher vacancy rates and resourcing issues in attracting staff to the regions. In addition, some regional areas also face increased competition and loss of workers to the resource sector. Innovative and targeted strategies to respond to regional needs will be an ongoing requirement and has been identified as a key strategic planning priority.

Strategies in response to these factors have been incorporated into the strategic priorities identified in the Plan.

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<sup>6</sup> Public Sector Commission (PSC) How Did Your Agency Compare (HDYAC) in 2012?

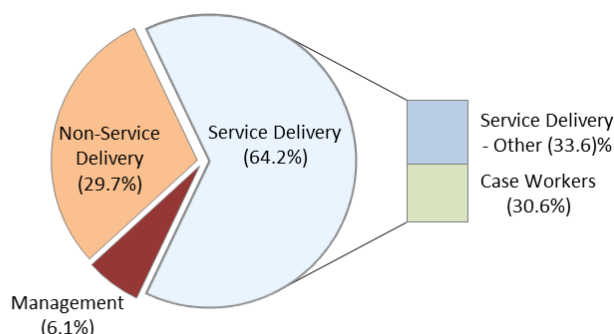
## Our Workforce

As at December 2012 the Department employed 2,752 permanent, fixed term and casual employees. One third (33%) of the workforce was located in regional areas throughout the State.

Sixty four (64) per cent of the workforce occupy front line, service delivery positions. These positions are responsible for directly engaging with children, families and the community and include positions such as child protection workers, psychologists, education officers, family resource workers, parent support and residential care workers.

Non-service delivery positions represent approximately 30% of the workforce and provide a diverse range of functions, such as information services, finance, human resources, training, policy, legal, non-government funding, standards and integrity, Aboriginal engagement, and working with children screening.

Figure 1: Department Workforce Profile<sup>7</sup>



The Department has a highly skilled workforce requirement with 48% of position FTE classified as specified calling, requiring a 4-year tertiary degree qualification in a relevant field. These positions primarily relate to our core child protection workers who manage a child protection caseload and other specialist positions such as psychologists, education and legal officers.

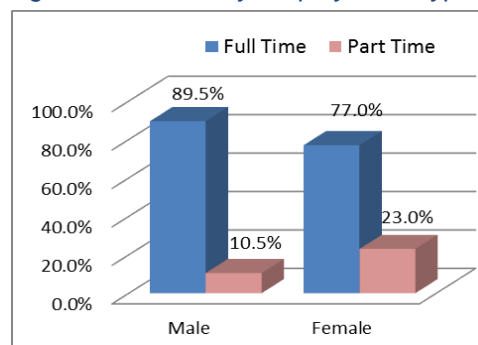
### Gender Profile

The majority of the Department's employees are women, who comprise 80.6% of the total workforce. Women have a younger age profile at 42.2 years and a lower average length of service at 5.9 years in comparison to men. Women are well represented across all managerial levels and occupy 58% of management tier 2 and 3 positions.

Women are more likely to be engaged in part time employment with 23% of women working part time, the vast majority of these positions are at pre-management classification levels, i.e. level 6 and below.

In contrast, men have an older age profile than women at 47.5 years and a higher average length of service at 8.3 years. Approximately 90% are in full time positions, and are more represented at the higher classification levels than women.

Figure 2: Gender by Employment Type



<sup>7</sup> CPFS Workforce Profile Report dated December 2012

## Appointment Type

Table 1: Child Protection and Family Support Appointment Type

Appointment Type	The Department <sup>8</sup>	WA Public Sector <sup>9</sup>
Permanent Full Time	64.8%	44.1%
Permanent Part Time	17.8%	27.0%
Fixed Term Full Time	7.9%	10.1%
Fixed Term Part Time	2.8%	7.6%
Casuals	6.7%	9.7%
Others	0.0%	1.5%

In comparison to the WA public sector, the Department employs more permanent employees (82.6% of the workforce). Interestingly, given the high proportion of the workforce who are female, fewer employees are in part time employment at 20.6% of the workforce, in comparison with the public sector average of 34.6%.

Workers are increasingly having to combine the responsibilities for caring for ageing relatives in addition to caring for their children. Strategies that increase part time and flexible work options will be required to attract and retain staff, and to provide flexible transitional arrangements for existing staff retiring from the workforce.

## Length of Service

Figure 3: Child Protection and Family Support Workforce Tenure

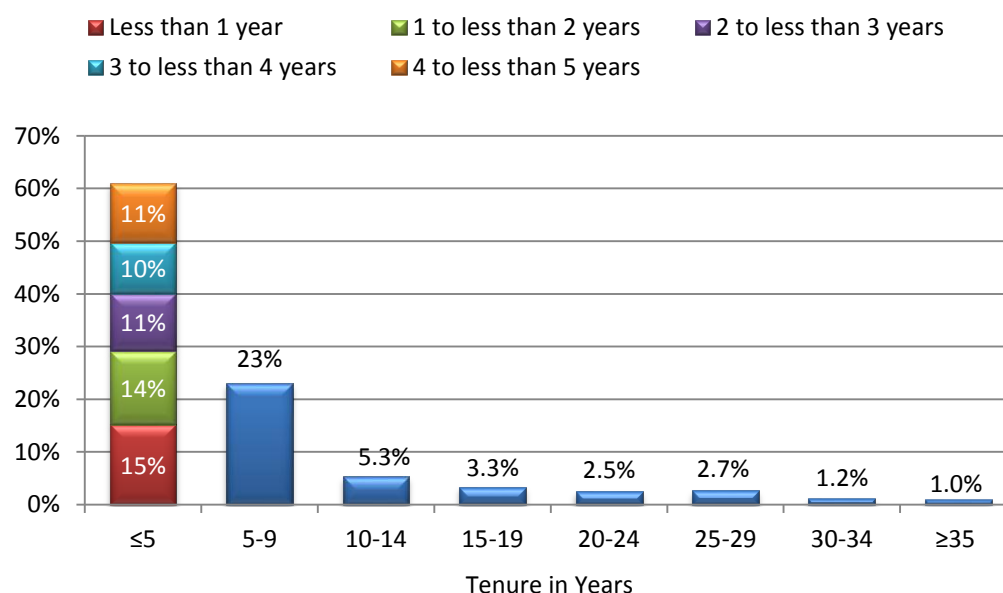


Figure 3 shows that 61% of the workforce have been employed with the Department for less than 5-years, with 29% having less than 2 years tenure. Employees with length of service between 5-9 years represent 23% of the total workforce. That leaves only 16% of the workforce with tenure of 10 years or more.

<sup>8</sup> Workforce Profile Report dated 31 December 2012

<sup>9</sup> PSC Department for Child Protection Quarterly Entity Profile, December 2012.

## Age Profile

Figure 4: Age distribution of Child Protection and Family Support and WA public sector employees

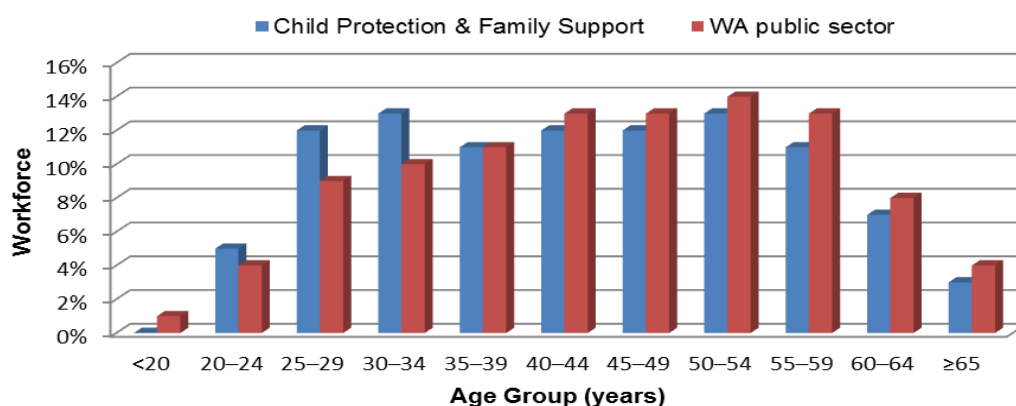


Figure 4 compares the age profile of the workforce in comparison to the WA public sector. The Department has a slightly younger workforce age profile, particularly in the 25-34 year age range, however thereafter follows a similar overall trend. Employees at the retirement age range of 55 years and over represent 20% of the workforce, this compares with one quarter (25%) of the WA public sector. The average retirement age for the Department's workforce is 61.3 years. Currently 195 employees (7.6%) are aged 61 years and over and based on current projections, a further 247 employees (9.6%) will reach 61 years of age by 2017.

The PSC has forecasted increased demand for key occupational groups across the sector due to the declining supply of skilled workers to perform some roles and services. Strategies that focus on succession planning, leadership development, mentoring and coaching, and flexible working arrangements will be required to manage this transition and knowledge drain as experienced workers retire from the workforce in coming years.

Figure 5: Child Protection & Family Support occupational (ANZSCO) profile by age range

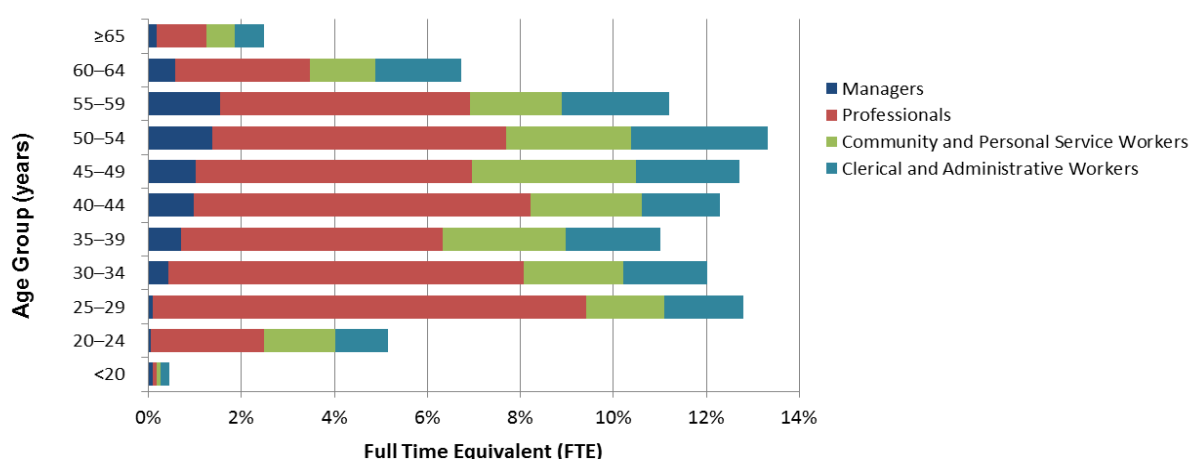


Figure 5 shows the Department's ANZSCO<sup>10</sup> occupational profile by age range. Professional workers represent the largest of all occupational groups and are particularly highly represented in the 25-29 year age range.

<sup>10</sup> Australian and New Zealand Standard Classification of Occupations (ANZSCO).

## Voluntary Separations

Figure 6: Child Protection and Family Support voluntary separation rate trends

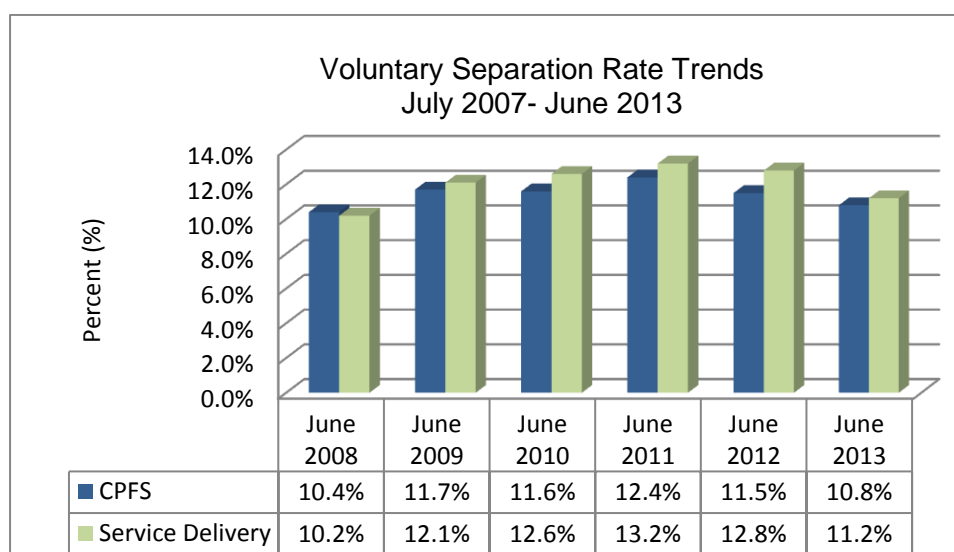


Figure 6 shows the annual voluntary separation rate trends for the Department and front line service delivery employees from July 2007 onwards. As at 30 June 2013, the Department's overall voluntary separation rate was 10.8% per annum. This is 0.4% below the service delivery separation rate of 11.2% per annum. The Department's resignation rate shows a decreasing trend since its peak in June 2011 rate of 12.4% per annum. The current 2013 resignation rates are the lowest since June 2008.

Exit survey responses conducted with employees over the past 12 months gave the following top five key reasons for leaving the Department as:

- Improved career development opportunities.
- Personal/family reasons.
- Change in career direction.
- Lack of recognition/feeling valued.
- Lack of support in the role.

Of these survey respondents, 52% indicated they had gained employment in other public sector agencies or the not-for-profit sector and 15% had gained employment in the private sector.

## Diversity

Close to half of the children and families that the Department works with are Aboriginal<sup>11</sup>. The Department is also working with clients from increasingly culturally diverse backgrounds. These diverse client groups present particular challenges for the Department to tailor its services to meet their needs.

The Plan recognises that all people bring different qualities, skills, qualifications, life experience and attitudes to work and that valuing these differences strengthens our workforce and the Department's ability to work more effectively with the diverse community that we serve.

Diversity includes gender, age (e.g. mature employees and youth), language, ethnicity, cultural background, disability, sexual orientation and religious beliefs. Diversity also refers to other ways in which people are different, such as education, socio-economic backgrounds, personality, marital status and family responsibilities<sup>12</sup>.

The Department is committed to promoting an inclusive work environment where all employees are treated with respect and feel valued and supported. This includes providing EEO opportunities to attract and retain employees, and prospective employees, from diverse backgrounds into the Department, with a particular emphasis on the following equity and diversity groups:

- Aboriginal and Torres Strait Islanders.
- People from culturally diverse backgrounds.
- People with disabilities.
- Women in Leadership.
- Youth (under 25 years of age).

Appendix B outlines the Department's Equity and Diversity Target Plan 2013–2017 for each diversity group. These targets are represented in annual accumulative increments, expressed as a workforce percentage or distribution (Equity Index).

### Aboriginal and Torres Strait Islanders

A Department priority is to increase the participation rate of Aboriginal employees across all classification levels of the workforce.

Since its inception in 2007, the Department has experienced significant employee growth of 48%<sup>13</sup>. While the number of Aboriginal employees have also increased during this period, the proportion of Aboriginal employees to the total workforce has remained relatively static, and as at 30 June 2013 formed 9.2% of the workforce.

Table 2: Aboriginal employee workforce trends<sup>13</sup>

	2008	2009	2010	2011	2012	2013
Aboriginal Employee Numbers	190	219	248	242	268	249
Aboriginal Participation Rate	9.3%	9.6%	10.2%	9.3%	9.7%	9.2%

<sup>11</sup> Department for Child Protection Aboriginal Services Framework, December 2012

<sup>12</sup> Public Service and Merit Protection Commission (Australia) 2001

<sup>13</sup> Department for Child Protection Workforce Profile 2007 – 2013.

Figure 7: Aboriginal Voluntary Separation Rate Trends

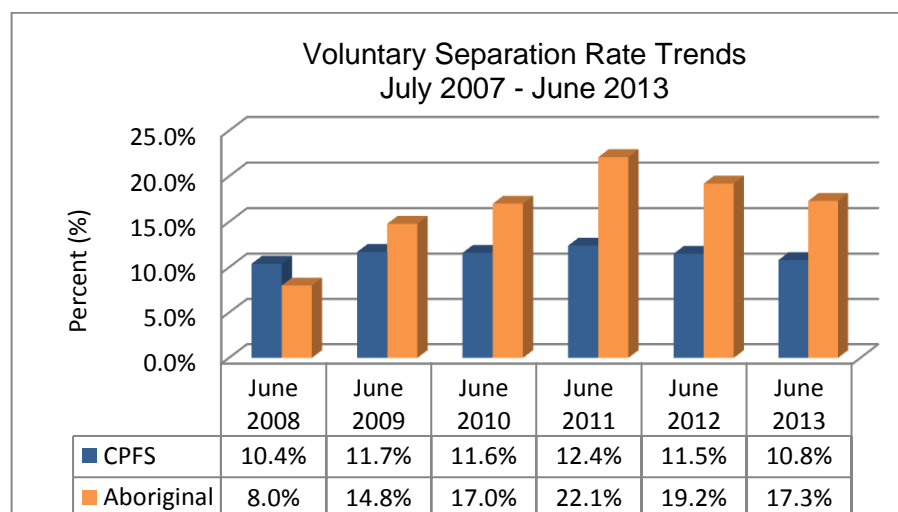


Figure 7 shows the Aboriginal voluntary separation rate trends from 2007 onwards, in comparison to the total workforce. As at 30 June 2013, the Aboriginal employee voluntary separation rate was 17.3% per annum, this compares with the Department's separation rate of 10.8% per annum. Aboriginal separation rates are significantly higher than the Departmental average, however this rate has decreased since its June 2011 peak of 22% in line with general trends.

Aboriginal employee retention strategies that focus on reducing Aboriginal employee separation rate trends are essential to increase workforce participation levels beyond its current 9.2%. To achieve a 1% increase in the workforce participation rate requires an additional 26 Aboriginal employees to enter the workforce, based on current staffing levels.

Several initiatives have been implemented to support Aboriginal employment, including:

- Aboriginal Cadetship and Traineeship programs.
- Implementation of an Aboriginal Employment Register.
- Learning and development pathways to gain nationally recognised qualifications.
- Aboriginal Practice Networks and Aboriginal Leadership Networks to support employees in working with Aboriginal clients.

In 2012, the Department launched its revised *Aboriginal Services Framework*. Underpinning this Framework is an *Aboriginal Recruitment and Retention Strategy 2013-2015* and an *Aboriginal Learning and Development Strategy 2013-15* which have been developed to continue to build upon existing achievements.

### **Culturally and Linguistically Diverse Backgrounds (CaLD)**

The proportion of the workforce from culturally diverse backgrounds has remained stable and as at 30 June 2013 represented 10.5% of the total workforce.

The Department has a Culturally and Linguistically Diverse Services Framework in place to support employees in working with CaLD communities, families and partner agencies in providing services to an increasingly diverse migrant population. This Plan includes recruitment and retention strategies to support increased workforce participation of people from culturally diverse backgrounds.



## People with Disabilities

Increasing the opportunities for people with disabilities to gain meaningful employment is a State public sector wide priority. People with disabilities continue to face significant barriers to workforce participation including lack of opportunity and employer support and ongoing discrimination.

The Department's workforce participation rate for people with disabilities has decreased from 2.0% in 2008 to 1.3% in 2013<sup>14</sup>, mirroring decreases observed across the public sector where the participation rate is 3.9%<sup>15</sup>. To improve employment opportunities for people with disabilities within the Department, strategies within this Plan include:

- building knowledge and understanding with agency employees;
- developing inclusive and targeted recruitment strategies; and
- developing relationships with a Disability Employment Network provider to gain understanding and support of the process.

## Women in Leadership

Women represent 80% of the Department's total workforce. *Table 3* outlines the proportion of women in management tiers 2 and 3 from 2008 onwards. This indicates that women are well represented across both tiers of management with an average workforce participation rate of 58% as at 30 June 2013.

*Table 3: Women in Management workforce trends*

	2008	2009	2010	2011	2012	2013
Women as % Tier 2	38%	38%	63%	43%	57%	57%
Women as % of Tier 3	57%	61%	58%	59%	58%	58%
Women as % Tier 2/3 combined	54%	58%	59%	57%	58%	58%

*Note:*

- i) Tier 2 positions report to the Director General.
- ii) Tier 3 positions report to Tier 2.

It is recognised that barriers to women not seeking promotion can be due to family responsibilities, where women are usually the primary care providers, whether it be for dependent children, or increasingly, their elderly parents<sup>16</sup>. In a predominantly female workforce, strategies that continue to promote family friendly and flexible working arrangements are essential to retain experienced workers and support them into senior classification levels.

## Youth

The percentage of the workforce who meet the definition of youth, that is, between 17-24 years of age, has decreased from 7.6% in 2008 to 5.7% in June 2013<sup>14</sup>. This mirrors decreases observed across the public sector generally where the participation rate is 6.1%<sup>15</sup>.

The Department has a professional workforce with 48% of positions classified as specified calling requiring a minimum 4 year tertiary qualification in a relevant human services field. Whilst approximately one third of employees under the age of 25 years of age occupy specified calling or equivalent positions, any increase in the number of youth will need to be targeted to non-specified calling general division positions at or below Level 3.

<sup>14</sup> Department for Child Protection Workforce Profile dated 30 June 2008 and 30 June 2013.

<sup>15</sup> PSC How Did Your Agency Compare (HDYAC) in 2012?

<sup>16</sup> Australian Bureau of Statistics, 4102.0 – Australian Social Trends, December 2012.

## ***Monitoring and Review***

Monitoring and evaluation of the Department's progress towards achieving the priorities and targets identified in this Plan is essential to measure success and to address any issues as they arise.

The Workforce Planning and Analysis Branch of the Human Resources Division will coordinate the quarterly monitoring and evaluation of the Plan. Regular progress reports will be presented to Corporate Executive including performance against equity and diversity targets and other workforce trends. The Department, as part of its compliance reporting requirements, will report on its progress and achievements in the Department's Annual Report.

The Plan will be reviewed on an annual basis in consultation with leadership and other key stakeholders. Where required, adjustments will be made in response to internal and external factors that impact on the ability of the Department to achieve its planned initiatives and to capture other emerging priorities to ensure the Plan remains current and sustainable.

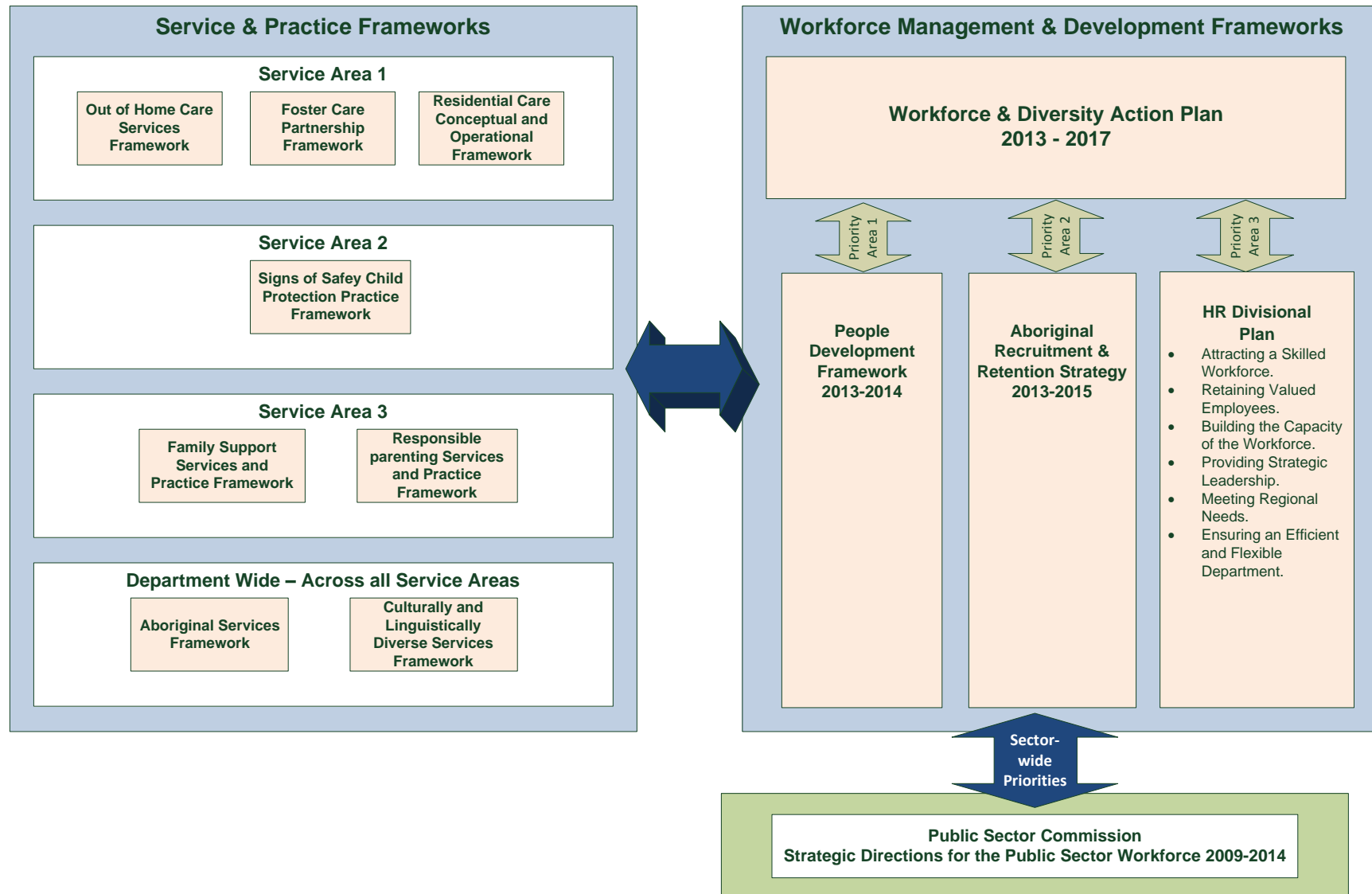
## ***Summary***

The Department faces a number of emerging workforce priorities in coming years. The growing demand for child protection services, coupled with an ageing workforce and an increasingly competitive and diminishing skilled labour market, will require the Department to re-evaluate how it can sustain a skilled and high performing workforce that is responsive to the needs of the community. Developing a flexible and supportive workplace culture that respects diversity and where employees feel engaged and valued is an essential component in retaining employees.

The Plan sets the direction for achieving a capable, efficient and effective workforce to meet current and future service needs.

# Appendix A: Workforce Management and Development Frameworks

## Department for Child Protection & Family Support Strategic Plan 2012-2014



## Appendix B: Equity and Diversity Target Plan 2013-2017

### Workforce Representation

	Public Sector	Department for Child Protection and Family Support				
	Sector Profile at 30 June 2012 <sup>17</sup> (%)	Workforce Profile at 30 June 2013 <sup>18</sup> (%)	Target Plan (%)			
			2014	2015	2016	2017
Aboriginal Australians	2.6	9.2	10.0	11.0	11.5	12.0
People from Culturally Diverse Backgrounds	11.5	10.5	10.7	11.0	11.5	12.0
People with Disabilities	3.9	1.3	1.5	1.7	2.0	2.2
Women in Management Tiers 2 & 3 (combined)	35.0	58.0	58.0	59.0	60.0	60.0
Youth (under 25 years)	6.1	5.7	5.9	6.2	6.5	6.7

**\*\* Note:**

- i) A 1% growth in the Workforce Representation Target Plan above is equivalent to a net increase of 26 additional employees, based on current 30 June 2013 staffing levels (excludes Women in Management Tiers 2 & 3 grouping).
- ii) The Department's EEO Workforce Profile as at 30 June 2013 is based on the number of individual employees across the agency that identify themselves with a particular EEO grouping. Employees who choose not to disclose these details are excluded from Workforce Profile statistical data above.

<sup>17</sup> PSC How Did Your Agency Compare (HDYAC) in 2012?

<sup>18</sup> Department for Child Protection and Family Support Annual Report 2012-2013

## Salary Distribution (Equity Index)<sup>19</sup>

	Public Sector	Department for Child Protection and Family Support				
	Sector Profile at 30 June 2012	Workforce Profile at 30 June 2013	Targets Plan			
			2014	2015	2016	2017
Aboriginal Australians	40.2	64	68	72	75	78
People from Culturally Diverse Backgrounds	132.3	110	107	105	103	100
People with Disabilities	106.1	147	130	120	110	100
Women	64.2	86	87	88	89	90

**\*\*Note:**

- i) The Equity Index (EI) for Women is unlikely to fluctuate significantly, given that 80% of the workforce are women, and 23% of the female workforce occupy part time pre-management positions. This compares with male employees who occupy 10.5% of part time positions.

<sup>19</sup> The Equity Index measures the extent to which employees from EEO groups are distributed evenly through the salary levels of the organisation. An Index of 100 is the ideal equity index for all groups. An Index below 100 indicates the EEO group is distributed at the lower salary levels, whereas an Index above 100 indicates distribution at the senior salary levels.

## Appendix C: Workforce and Diversity Action Plan 2013-2017

### Outcome: 1. ATTRACTING AND RETAINING A DIVERSE WORKFORCE

Strategy: *Develop innovative strategies to attract and retain a skilled workforce that are flexible and responsive to current and future workforce needs and service delivery demands.*

No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
<b>ATTRACTION</b>						
1.1	Appointment Pools	Review and improve the child protection worker appointment pool process.	2013-2014	An improved pool process is developed and implemented.	Employment Services	In progress
1.2	Recruitment & Selection Training	Develop a preferred recruitment and selection training package and provider and coordinate training to staff.	2013-2014	Training package developed and training implemented.	Employment Services	In progress
1.3	Recruitment & Selection Toolkit	Review and update the Recruitment and Selection Toolkit to increase user friendliness, better selection decisions and efficiencies.	2013-2014	Recruitment and Selection Toolkit is updated and uploaded onto the Administration Manual.	Employment Services	In progress
1.4	Commencement Process	Develop a Commencement Pack that ensures all relevant paperwork and related processes are completed prior to commencement.	2013-2014	Commencement pack developed and rolled out to business units.	Payroll Services	In progress
1.5	Visas and Permanent Residency	Review the Department's policy regarding appointment of applicants who have a Visa or require sponsorship.	2013-2014	Fair and equitable policy and process for all staff, which will benefit the department without putting it at risk.	Workforce Strategy	In progress
1.6	Transfer Policy	Review and revise the Transfer Policy to ensure a clear and consistent approach, including the application of relocation expenses and the development of a relocation toolkit for the districts.	2013-2014	Transfer Policy and Guidelines with a transfer pack containing formats and information sheets.	Workforce Strategy	In progress
1.7	Promotions Plan	Focus on promotion of the Department and work opportunities through: <ul style="list-style-type: none"> <li>• Direct marketing at Universities (Inter and Intrastate)</li> <li>• Promotion of careers in Child Protection at schools;</li> <li>• Forming partnerships with Aboriginal Workforce agencies.</li> </ul>	Ongoing	Number of graduates that apply with the Department. Number of referrals from Aboriginal Workforce agencies.	Workforce Strategy	In progress
1.8	Government Regional Officers' Housing (GROH)	Review GROH options to determine if employees can be transferred into fully furnished GROH houses to make the transfer process cheaper, more attractive and faster.	2013-2014	Districts identified. Criteria and process established.	Workforce Strategy	In progress
1.9	External and Internal Redeployment Management	Revise existing and related policies and procedures for employee initiated displacement and implement effective case management procedures.	2013-2014	Policies and procedures are revised and implemented.	Employment Services	In progress

No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
<b>RETENTION</b>						
1.10	Exit Survey	Review methods to improve the notification process of staff resignations to increase the number of exit survey respondents to better inform retention strategies.	2013-2014	Exit survey content is reviewed. Number of exit survey notifications to HR has increased.	Workforce Planning & Analysis	Proposed
1.11	Induction (Candidate Care) Pre-recruitment to Post-recruitment	Develop guidelines to ensure candidates are well managed throughout the recruitment, selection, appointment process and induction process.	2013 Jan-Jun	Employees report a positive commencement experience.	Workforce Strategy	In progress
1.12	Classification Criteria for Psychologists	Finalise the Criteria Progression Policy and procedure for Psychologist positions.	2013-2014	Increased retention of psychologists and positive feedback.	Workforce Strategy	In progress
1.13	Professional Development & Performance Management	Revise the Performance Management System (Reaching Forward) to improve its effectiveness in developing and managing staff performance.	2013 Jan-Jun	Increase in the number of meetings conducted. Increase in positive feedback.	Workforce Strategy	In progress
1.14	Grievance Management Policy and Procedures	Revise and implement new policy and procedures, including training staff.	2013-2014	Decrease in the number of cases escalating to a higher level, time taken to resolve and improved outcome.	Workplace Management & Governance	In progress
1.15	Wellness@work Framework	Work with the Learning & Development Centre in the ongoing promotion of the wellness@work Corporate Health Framework.	2013-2014 & ongoing	Ongoing activities to increase awareness across the agency of the three pillars Framework for the health and wellbeing of staff.	Workplace Management & Governance and LDC	Ongoing

## Outcome: 2. BUILDING A DIVERSE WORKFORCE

Strategy: *Encourage a workplace culture that values and respects the diversity of its workforce, with particular emphasis on increasing Aboriginal employment and learning development pathways.*

No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
2.1	Aboriginal Employment Register	Promote and maintain the Aboriginal Employment Register of interested applicants and Aboriginal networks.	Ongoing	A pool of Aboriginal candidates is maintained to promote upcoming positions.	Employment Services	Ongoing
2.2	Aboriginal Cadetships	Maintain the Department's Aboriginal Cadetship Program.	Ongoing	At least half of the cadets are employed in specified calling positions.	Workforce Strategy	Ongoing
2.3	Aboriginal Traineeships	Partner with PSC to accommodate trainees working towards a Cert IV, especially in country locations.	2013-2014	A greater percentage of Aboriginal trainees are located in Districts requiring administrative staff.	Workforce Strategy	In progress



No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
2.4	Identify the issues (feelings, concerns, beliefs and values) that have an impact on the attraction, retention and work performance of Aboriginal staff.	Survey Aboriginal employees to ascertain elements considered important to Aboriginal staff. Draft a report based on survey findings outlining any emerging needs, recommendations and strategies to increase attraction and retention of Aboriginal employees.	2014-2015	Information on emerging issues is available and strategies to address issues are identified.	Workforce Strategy	Proposed
2.5	Aboriginal Exit Review	Work with AEC in conducting an exit review of Aboriginal employees who have voluntarily resigned in the previous 12-months to inform retention strategies of Aboriginal employees.	2014-2015	Resigned candidates are contacted and surveyed. Data is reviewed for feedback into Aboriginal retention strategies.	Workforce Planning & Analysis and AEC	Proposed
2.6	Employment of People with Disabilities	Develop targeted and inclusive recruitment and retention pathways to increase participation rates for people with disabilities (PwD) to join the workforce.	2014-2015	Raise awareness and understanding for employing people with disabilities. Build relationships with a Disability Employment Network provider. Review positions that would be suitable for attracting PwD. Train Panels in inclusive recruitment strategies. Ongoing mentoring support provided to support PwD in the workplace.	Workforce Planning & Analysis and Employment Services	Proposed
2.7	Increasing Participation Rates for EEO Diversity Groups	Develop inclusive and appropriate attraction and retention pathways for people from EEO diversity groups including: <ul style="list-style-type: none"> <li>Aboriginal &amp; Torres Strait Islander people</li> <li>Culturally &amp; linguistically diverse people</li> <li>Youth (under 25 years of age).</li> </ul>	2014-2015 & ongoing	District workforce planning priorities linked to diversity management plans. Attraction and retention strategies utilised to promote to targeted diversity groups of interest.	Workforce Planning & Analysis and Employment Services	Proposed

### Outcome: 3. BUILDING LEADERSHIP CAPABILITY

Strategy: *Cultivate an environment that values, supports and enhances opportunities to develop leadership capabilities across all levels of the organisation.*

No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
3.1	Supervisory, Management and Leadership Development.	Identify various development initiatives to enable effective learning at all three levels. (Mentoring, coaching, e-learning, classroom learning, etc.)	2014-2015	Effective implementation of the 70:20:10 model of learning. Measured learning outcomes in confidence in managing staff.	Learning and Development Centre and Workforce Strategy	Proposed

No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
3.2	Workforce Demand and Supply Model	<p>Develop a Department demand and supply workforce model that:</p> <ul style="list-style-type: none"> <li>Assesses current workforce demand/supply impacts.</li> <li>Develop future demand/supply projections based on current workforce information and trends.</li> <li>Compares current and future demand/supply gaps, issues to inform priorities.</li> </ul>	2014-2015	<p>Child protection demand planning model informs the development of the workforce demand/supply model.</p> <p>Scenario planning is conducted on key occupational groups.</p> <p>Strategies developed to address identified planning priorities.</p>	Workforce Planning & Analysis	Proposed
3.3	Workforce Planning Strategy	<p>Develop and implement localised workforce planning strategies that encompass the following:</p> <ol style="list-style-type: none"> <li>Provide a raised awareness of internal/external factors and emerging trends impacting the workforce and benefits for developing forward planning of staff.</li> <li>Identify with districts localised district-specific workforce issues and trends.</li> <li>Work with districts to develop medium term (18 months-3 years) workforce planning priorities and strategies to address identified issues.</li> <li>Align HR strategies and resources with district-specific planning priorities (i.e. targeted recruitment strategies for specific EEO group).</li> <li>Maintain an ongoing workforce plan focus by providing regular feedback and monitoring of district performance and achievements against plan by providing workforce reports of key indicators and other identified milestones.</li> <li>Provide ongoing feedback to Executive on district performance outcomes.</li> </ol>	2013-14 & ongoing	<p>District-specific workforce plans and strategies are identified and implemented.</p> <p>HR and other key stakeholders are informed of district-specific workforce priorities to assist in the implementation of targeted recruitment and retention strategies.</p> <p>Regular monitoring and reporting on achievements against plan is implemented.</p>	Workforce Planning & Analysis	Proposed
3.4	Workforce and Diversity Plan 2013-2017	<p>Conduct regular monitoring of the Department's progress towards meeting the deliverables outlined in the Workforce and Diversity Plan.</p> <p>Periodic reviews of strategies are undertaken to ensure relevance and to align the Plan with ongoing workforce planning priorities.</p>	2013-2014 & periodically thereafter	<p>Regular feedback achievements and progress towards the Plan's deliverables are provided to key stakeholders.</p> <p>Annual assessment of the Plan is undertaken and recommended changes made.</p>	Workforce Planning & Analysis	Proposed
3.5	Workforce Planning Metrics and Data Management Tools	<p>Identify and develop system-based workforce metrics and other workforce modelling tools to assist in informing strategic and localised workforce planning.</p>	2014-2015 & ongoing	<p>Tools to assist in implementation of strategic and district planning priorities are developed.</p>	Workforce Planning & Analysis and Business Applications.	Proposed

## Outcome: 4. RESPONDING TO REGIONAL NEEDS

Strategy: *Develop innovative and targeted solutions to support the challenges of living and working in regional and remote locations..*

No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
4.1	Country Attraction and Retention Framework	Provide the over-arching research and support to inform future strategies for attracting and retaining employees in the country.	2013-2014	Strategies identified to address the main issues impacting on attracting and retaining staff in Country locations.	Workforce Strategy	In progress
4.2	Regional Incentive Scheme	Review the Regional Incentive Scheme strategy and evaluate its effectiveness in attracting and retaining staff in the regions.	2013-2014	Effectiveness of the strategy as an attraction and retention "instrument".	Workforce Strategy	In progress
4.3	Country Relief Pool	Review whether the Country Relief Pool (i.e. the extra positions in Crisis Care) has been effective in providing relief for temporarily vacant positions.	2013-2014	Level of staffing at any one time.	Workforce Strategy	In progress
4.4	Senior Remote Community Child Protection Worker Relief Pool	Explore the feasibility of utilising OAPs for providing relief in remote communities whilst a permanent placement is being sought.	2013 Jan-Jun	Practical implementation and effectiveness in terms of time frames and costs.	Workforce Strategy	In progress
4.5	Mobility Policy	Provide opportunities for employees to work in different districts across WA and elsewhere to facilitate their development and exposure to a range of child protection experiences.	Ongoing	Growth in the number of employees making use of the Mobility Policy and the outcome of the experience.	Workforce Strategy	In progress
4.6	Retire and Return	Provide retired employees with the option to return to the Department on short fixed term contracts to assist in filling temporary vacancies in hard to fill locations.	2013-2014	Level of usage: <ul style="list-style-type: none"> <li>Number of retired employee registrations; and</li> <li>Districts employing retirees.</li> </ul>	Workforce Strategy	In progress

## Outcome: 5. BUILDING WORKFORCE CAPACITY

Strategy: *Build a high performing and engaged workforce to meet current and future requirements, through a comprehensive learning and development framework.*

No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
5.1	ACS Workforce Model	Assist Accommodation and Care Services to better manage their staffing needs.	2013-2014	Workforce Model is developed and successfully implemented.	Workforce Planning & Analysis	Commenced
5.2	FTE Management and Paid Leave	Review the Department's paid leave statistics and prepare a submission to the Department of Treasury and the Public Sector Commission on the extent of the problem.	2013-2014	Leave statistics are reviewed and submission submitted.	Workforce Planning & Analysis	Proposed

No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
5.3	Pathways for General Division Field Workers to Complete Relevant Qualifications	Develop and implement targeted strategies as part of an across-directorate working group to develop learning pathways for non-qualified general division (GD) field workers to obtain relevant qualifications. This includes exploring the feasibility of requiring all field workers GD appointments to complete the Diploma of Child, Youth and Family Intervention within a two year timeframe from appointment and/or alternative support systems.	2014-2015	Number of general division staff taking part in the initiatives and their success rate on completion.	Workforce Strategy	In progress
5.4	Substandard Performance policy	Review the Substandard Performance policy and guidance material to assist managers and employees to effectively resolve performance issues.	2013-2014	Policy and guidelines have been developed and communicated to managers.	Workplace Management & Governance	In progress
5.5	Succession Management Planning	Develop district succession planning tool/ template to assist them to identify critical roles and positions and high/medium/low risk factors to inform the development of succession management strategies.	2014-15	Guidelines and templates developed for inclusion in the regional workshop and District specific workforce planning.	Workforce Planning & Analysis	Proposed

## Outcome: 6. POLICY AND PROCESS IMPROVEMENT

Strategy: *Develop ongoing improvement processes to simplify and streamline policies and procedures which are user-friendly and support effective work practices and decisions.*

No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
6.1	Voluntary Separation Program	Manage the Voluntary Separation Program 2013-14.	2013-2014	Program is managed efficiently and within specified timeframes.	Employment Services	In progress
6.2	HRMIS Environmental Scan	Contribute to the HRMIS environmental scan to inform future HRMIS decisions.	2013-2014	HRMIS systems are reviewed and assessed.	Payroll Services	In progress
6.3	Review the Corporate Executive HR Topics.	Streamline the HR Metrics and frequency of reporting.	2013-2014	HR Report better reflects Corporate Executive's requirements.	Workforce Planning & Analysis	In progress
6.4	Qualification Naming Conventions	Implement new qualification naming convention to enable consistency in the recording of qualifications in Empower. Streamline 1800+ qualifications recorded in the HRMIS system.	2013-2014	Qualification Naming Convention is implemented and the Payroll Officers are trained in the new process.	Workforce Planning & Analysis and Business Applications	In progress
6.5	Family Resource Employees (FREs) Duties and Shift Arrangements	Review the FREs duties and hours of work to maximise benefits and reduce costs.	2013-2014	The review has been completed and improvements implemented.	Workplace Management & Governance	Proposed

No.	Strategy	Strategy Description	Timeframes	Achievement Indicators	Responsible	Status
6.6	Award Standardisation	Negotiate the standardisation of CPFS awards/agreements, i.e. incorporating the Family Resource Employees & Parent Helpers employment conditions into the PSGOGA & PSA.	2013-2014	Department of Commerce has agreed for the negotiation with the CPSU/CSA the standardisation of the awards/agreements.	Workplace Management & Governance	Proposed
6.7	Unfit for Work register	Develop the process for identifying and managing those employees who are indefinitely "unfit for work".	2013-2014	A process for fairly and reasonably managing employees who are unfit for work has been developed and implemented.	Workplace Management & Governance	Proposed
6.8	OSH Supervisor Training	Coordinate the delivery of OSH Supervisor training to all managers.	2013-2014	All Tier 1-4 managers have attended OSH Supervisor training by 30 June 2015.	Workplace Management & Governance	In progress
6.9	OSH Online (Phase 2)	Coordinate the implementation of the OSH Online – Phase 2 module i.e. workers' compensation.	2013-2014	The workers' compensation module in Empower is operational.	Workplace Management & Governance	In progress
6.10	Review and Revise OSH Guidelines and Templates	Review and revise the OSH guidelines and templates on CPFSnet.	2013-2014	The OSH guidelines and templates on CPFSnet are up to date.	Workplace Management & Governance	In progress
6.11	Review and Improve the Conducting of OSH Audits.	Review how the OSH Representatives are conducting OSH Audits to identify areas for improvement.	2013-2014	OSH audits have been streamlined.	Workplace Management & Governance	In progress
6.12	Case Management System	Identify and implement a Case Management System to manage employee management issues.	2013-2014	A Case Management System has been implemented.	Workplace Management & Governance	In progress
6.13	Conflict Management Guidelines and Training	Develop and implement Conflict Management Guidelines and Training to staff.	2013-2014	Conflict Management Guidelines have been developed and training is available to all staff.	Workplace Management & Governance	In progress