
Domestic and Family Violence, Sexual Assault and Women's Health and Wellbeing Workforce Capability Project, Discovery Phase - Final Report

Prepared by:

Alisa Hall

Alisa Hall Consulting

www.alisahallconsulting.com.au

August 2021

Prepared for:

WorkUP Queensland

The Healing Foundation

www.workupqld.org.au

executive summary

The Workforce Capability Project, Discovery Phase was conducted July-August 2021.

The brief was to explore available frameworks, tools and literature to determine lessons and considerations as to how to move forward with the development of a framework for Queensland's sexual violence, women's health and domestic and family violence workforce.

A small number of discussions were held with sector critical friends – sector engagement will be a key feature of the next phase of work.

HEADLINES

Multiple frameworks exist which hold lessons and can inform an approach.

Context is king – using sector language and aligning to the operating environment is critical.

A challenge is to balance breadth whilst not losing depth and nuance.

A capability framework is one tool to support, plan for and manage a workforce and should 'live' and evolve.

Balancing simplicity and utility is a useful guide in developing a structure.

Early feedback is that a capability framework could be useful for this workforce.

The development of tools to support use in very practical terms should be prioritised.

The engagement process should be used to ensure a tailored and ultimately relevant product.

table of contents

01

Executive Summary

02

Introduction

03

Evidence

04

Discussion

05

Our Workforce
Queensland context

06

Moving Forward | Structure |
What's Next

07

Appendix

introduction

This section introduces the report, the project and the evidence.

introduction - report

This is the final report for the Discovery Phase of the WorkUP Domestic and Family Violence Workforce Capability Project.

The report will introduce the project, explore and discuss the available Workforce Capability Frameworks and surrounding evidence.

It will unpack Queensland's workforce context and outline potential framework structural options within this context.

The report will conclude by providing some broad recommendations for next steps.

This report is written in the style and approach of the project itself.

Rather than an academic or long form style, it is purposefully written to capture the key essence of the work in a way which is easy to digest.

introduction - project

We sought to answer the following questions:

What does the available evidence and known intelligence tell us about developing a Workforce Capability Framework for Queensland's workforce?

Given the above, how might we structure and progress the development of a capability framework?

Limited sector engagement in this phase was intentional. This was done in acknowledgement of the workload and demand on the sector and as it will be a key feature of the next phase of work developing the content of a capability framework.

introduction - project

With an increased focus and investment on the sector, has also come an increased focus on standards, regulation and service quality. Whilst positive in terms of guiding quality service delivery it has a direct and significant impact upon workers and the organisations in which they work. This is both in the way work is done and the capabilities needed at an individual worker and an organisational level.

A workforce capability framework provides an opportunity to develop something practical and supportive, taking a sector wide strategic approach which provides a foundation that can be further developed over time.

This project is a feature of WorkUP's operational plan.

It was initially planned for 2019/2020 but was pushed back in recognition of:

- the complexity of the work
- the demand on organisations and the workforce
- the need for time to ensure it is done well, in partnership with the sector

WorkUP Queensland is the sexual violence, women's health and domestic and family violence sector's partner in supporting a strong and skilled workforce.

Introduction – evidence types

The information / evidence explored was broad and inclusive.

An overarching workforce lens was taken within the context of services and organisations funded to reduce violence and harm for women and their children.

> 60 documents and > 50 Workforce Capability Frameworks + tools were reviewed to inform the above questions.

The following types of data and information were explored:

- Articles | Policies | Reviews | Reports | Position Papers
 - Workforce Capability Frameworks | Tools
 - WorkUP data and intelligence
 - Critical friend interview feedback

evidence

This section outlines the types of evidence examined and what this tells us about future work.

evidence – workforce capability frameworks

There is an increase in the popularity of capability frameworks as a way of defining the skills, abilities and knowledge required to perform effectively at tasks, duties or roles.

The intent of frameworks appear relatively consistent with variations as to the how, including the language, structure, levels, depth, scope and framing/approach.

The overall purpose tends to include, a way to:

- describe the skills, knowledge, abilities, attributes needed for good practice
- create a shared understanding and language of key concepts and practices
- clarify expectations for workers along a continuum/pathway
- inform employment practices such as training and professional development programs, development of job descriptions, appraisal processes
- contribute to greater recognition and validation of knowledge and skills of professionals
- identify practice and learning gaps and improvement strategies

evidence – workforce capability frameworks

Of the frameworks reviewed the following reflections are offered:

Components	Summary
<u>Sectors</u>	Key industries where Workforce Capability Frameworks are more evident: <ul style="list-style-type: none">• Public sector – Police, Public Service Commission• Education – Universities (in particular)• Human Services → Health, Housing, Homelessness, AOD, Mental Health, Clinical Care
<u>Purpose</u>	Nearly always multi-purpose: <ul style="list-style-type: none">• Enable effective / good practice to a quality standard (at multiple levels)• Create a shared language / understanding → mobility across sector• Provide a foundation for further development → lens of improvement• Clarify expectations at individual and organisation level
<u>Development</u>	<ul style="list-style-type: none">• Often government or funded by govt and outsourced to peak / alliances / consultants• Often begins with a workforce survey (if workforce data not known) and research• Inclusive of targeted consultation / engagement + a level of expert oversight/guidance
<u>Audience</u>	<ul style="list-style-type: none">• Multiple audiences - individual + organisation (manager + human resource)• Many target intersecting organisations / sectors / community• Human Services frameworks often reference a focus on small organisations (with minimal resource)

evidence – workforce capability frameworks

Components	Summary
<u>Style</u>	Variation dependent upon scope → many are in a report type format → lengthy significant upfront context text heavy formal language difficult to print and use simply
<u>Language</u>	<ul style="list-style-type: none">• Contention regarding capability v competencies – however the intent is commonly around articulating knowledge, skills and abilities.• Can be confusing and overly complex + difficult to differentiate between the differences – attributes, results, accountability, components, qualities, experience
<u>Structure</u>	<ul style="list-style-type: none">• Variation dependent upon scope, breadth and purpose• Broadly describes capabilities (or areas of capability) with descriptors, across various levels of a workforce• Principles, values and personal attributes are sometimes added• Often a core (foundational) focus plus at times specialist /technical
<u>Tools</u>	<ul style="list-style-type: none">• Not all contain support tools often embedded in the framework report.• Most common tools are self-assessment, guides or handbooks.

evidence – workforce capability frameworks

In brief, Workforce Capability Frameworks are:

- a way to articulate required knowledge and behaviour at different levels of a workforce
- a foundation to ‘hang’ other workforce capability strategies off
- future focused and long term
- driven by the work and the nature of it
- not mandatory, qualification or industrial level led

evidence – workforce capability approach, domestic and family violence

Whilst there is significant effort and focus on family violence reforms nationally, the evidence points to the lack of a national, systemic and strategic approach to workforce planning and development for this sector.

Providing diverse services across the complex realms of victim, family, and perpetrator services is demanding and complex, however, the workforce providing these services is largely invisible and has not benefitted from a comprehensive workforce development strategy.¹

For a sector that historically has produced and advanced theoretical rigour and evidence in explaining and understanding domestic and family violence, it is difficult to account for the relative lack of attention to understanding the workforce.¹

A national workforce survey (2018) provided some insight into the key characteristics of the workforce. However, there is no national data set and there appears to be a paucity of Australian literature on the experiences of practitioners who work in these services.²

There is limited data on who is doing this work, the nature of the work, workplace structures and culture, and work environments and conditions across the domestic and family violence sector.³

Added to this are the difficulties of industrial classification, low career development opportunities and the various trauma and stress experienced.⁴

evidence – workforce capability approach, domestic and family violence

Whilst not specifically promoting the development of a workforce capability framework, the importance of a strategic workforce approach for this sector has been acknowledged in all key policy and reform documents.

A range of workforce initiatives and efforts currently in train or progressed over the past years by multiple jurisdictions are referenced in the literature. Given this, further published information is expected in the coming years detailing these activities.

From a Queensland perspective WorkUP, established in 2019, represents a clear attempt to strengthen and plan for this workforce.

Working alongside the sexual violence, women's health and domestic and family violence services, WorkUP have created a plan to grow, retain, develop, support, connect and sustain the workforce.

evidence – workforce capability approach, domestic and family violence

Three frameworks identified focus on this workforce (two are linked):

- 1 & 2. Responding to Family Violence Capability Framework
Preventing Family Violence Capability Framework – Victoria
State Government, 2017.
3. Family Violence, Sexual Violence and Violence within Whanau:
Workforce Capability Framework - New Zealand Government. 2017

These frameworks have a broad scope, encompassing all intersecting workforces alongside the specialised family violence workforce.

2 additional frameworks capture this work but do so within the context of Alcohol and Drug treatment settings:

1. A framework for working safely and effectively with men who perpetrate intimate partner violence in substance use treatment settings - Kings College London, 2015.
2. Scope of Practice: for Working with Service Consumers in Alcohol and Other Drug Settings who Experience or Use Domestic and Family Violence - ATODA ACT. 2017.

Other related workforce documents such as the Australian Association of Social Workers Accredited Family Violence Social Worker Capability Statement 2018 articulate profession specific perspectives.

evidence – relevant workforce capability frameworks

Of the frameworks reviewed the following have appeal either in terms of:

- content → i.e., violence against women
- structural architecture → how the framework is put together - layers and levels; or
- look and feel → format and application

Framework	Who
Responding to Family Violence Capability Framework	Victorian State Government. 2017
Family Violence, Sexual Violence and Violence within Whanau: Workforce Capability Framework	New Zealand Government. 2017
A framework for working safely and effectively with men who perpetrate intimate partner violence in substance use treatment settings	Hughes, L., Fitzgerald, C., Radcliffe, P. & Gilchrist, G. Kings College, London. 2015
Community Housing Workforce Capability Framework	Community Housing Industry Association Victoria. 2019
Child and Family Services Capability Framework	Centre for Excellence in Child and Family Welfare, Victoria. 2019
Specialist Homelessness Sector Workforce Capability Framework,	Council to Homeless Persons, Victoria. 2019

evidence – relevant workforce capability frameworks

Framework	Who
Community Sector Workforce Capability Framework for Victorian Community Sector	Victorian State Government, 2011.
Workforce Capability Framework – core capabilities for the NSW nongovernment alcohol and other drugs sector	Network of Alcohol and other Drugs Agencies, 2020
Workforce Development and Capability Framework	Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women’s Council, 2017.
NDIS Workforce Capability Framework	Commonwealth Government, NDIS Quality and Safeguards Commission. 2021
Preventing Family Violence and Violence Against Women Capability Framework	Victorian State Government, 2017.
Scope of Practice: for Working with Service Consumers in Alcohol and Other Drug Settings who Experience or Use Domestic and Family Violence	Alcohol, Tobacco and Other Drug Association, ACT, 2017.

evidence – tools

Some workforce capability frameworks have developed support tools which sit alongside the framework to support it's use / implementation.

Not all frameworks have accompanying tools. Those that do have either been developed alongside the framework or after the framework has been in use for a period, in response to feedback. There is general agreement as to the benefit of practical tools that focus on interpretation and use in everyday contexts.

Common tools include:

- Assessment tool – worker or organisation level. Sometimes quantified (scored), more often not
- Practical tools - capability cards; template / sample position description's; interview prompts
- User guides and workbooks – worker and manager focused
- Organisational roadmap
- Checklists to identify learning needs
- Online portals with comprehensive suite of interactive tools

discussion

This section discusses key areas including:

- Language
- Measurement
- Structure
- Workforce levels

discussion - language

The terms **capability** and **competency** are often used interchangeably.

Whilst there are differences, both have been used in frameworks, defined as the skills, knowledge, attitudes, ability required to undertake a task/role.

Rather than agonize over the correct definition the following perspectives are offered in terms of differentiation at a high level.

Capability

able to integrate knowledge
potential to adapt, develop, improve
underpins strategy and culture
applies right attitudes/values

Competency

typically specifies minimum standard
measures performance (able to do)
often specific / technical tasks
current state - 'here and now'

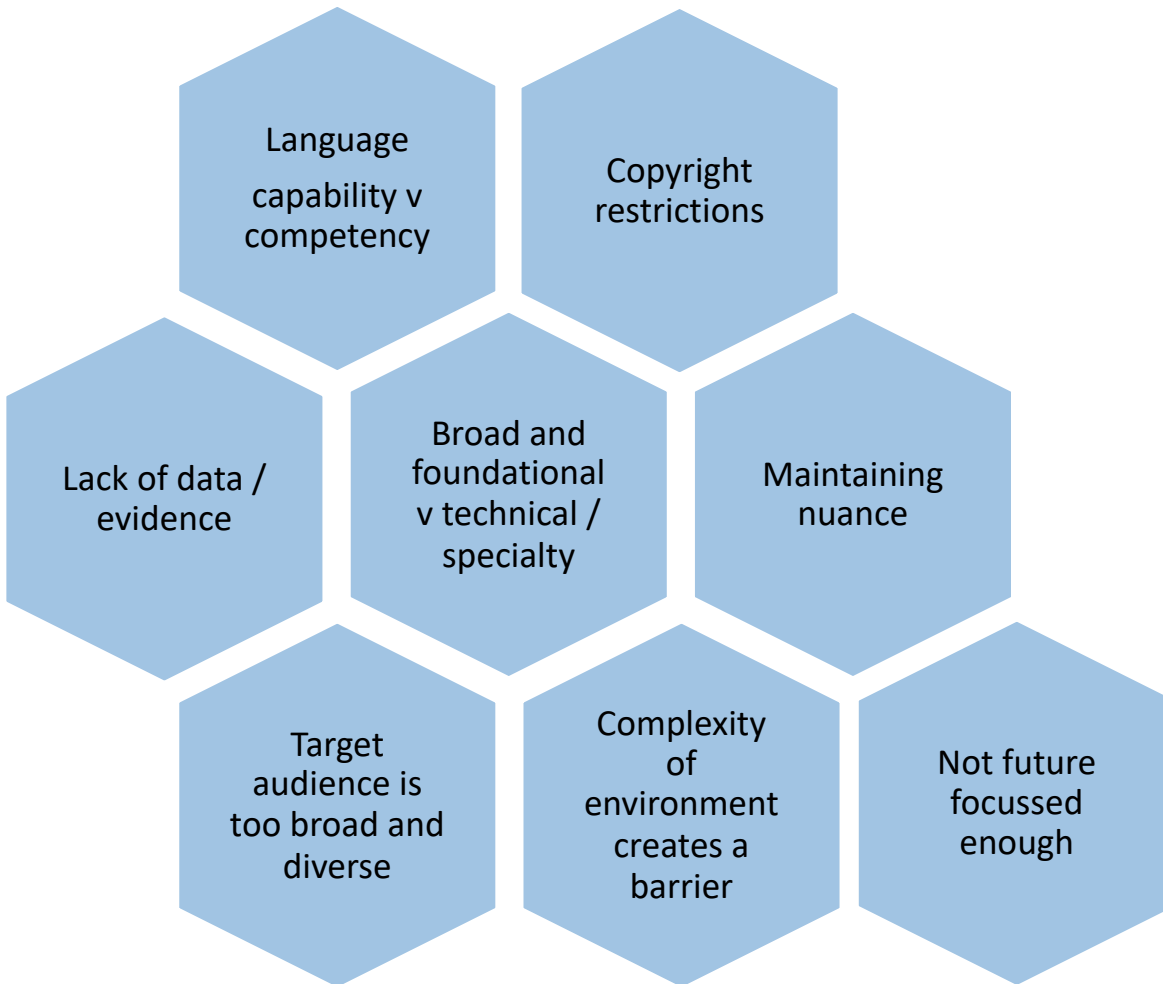
discussion – language

A capability is not just about being able to perform something or not; rather, a capability is being able to undertake an activity couched in the right attitudes and values, being applying knowledge, using skills, and practicing ethically. ⁵

A competency framework sets the minimum standards of competence. A capability framework sets out how individuals and organisations need to adapt, grow and continuously improve to achieve the highest standards of practice. ⁶

As we are working on a capability framework aligned to the intent outlined above, we will be using the language **capability** as we move forward with this work.

discussion – considerations



There are several challenges / tensions inherent in developing workforce capability frameworks. These can impact on the effectiveness of the framework but can also discourage people from undertaking this work.

Part of the complexity lies in thinking of it as the solution to all workforce issues. It is but one plank.

Understanding the operating environment, context and complexities is critical to balancing an 'eyes wide open' approach with a pragmatic one to move forward.

discussion – measurement

Interestingly, given the investment to develop and implement workforce capability frameworks there is minimal evidence as to their benefit.

There are a range of reasons that potentially explain this lack of evaluative focus including:

- Frameworks are often not mandatory
- Frameworks are dependent upon changing contexts at multiple levels
- The nature of capabilities articulated in frameworks are often difficult to measure definitively
- Frameworks are implemented at varying levels
- The nature of benefit or impact is quite subjective

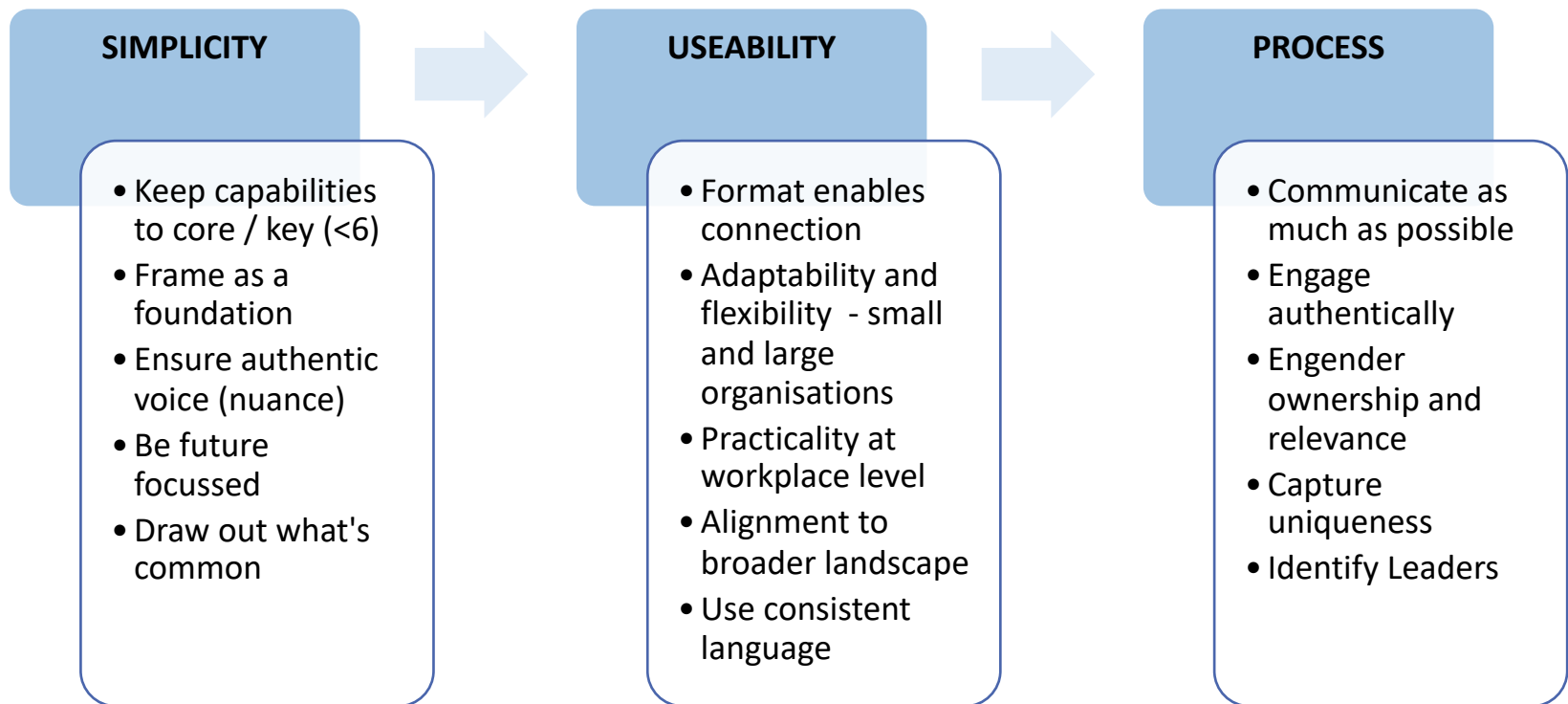
Despite this it would be useful to consider how the impact or benefit of such a piece of work can be understood through the articulation of overarching success measures or the use of reflective reviews at future points in time.

There is very little evidence as to the impact of Workforce Capability Frameworks – do they do what they say they do?

discussion – what does good look like?

It is difficult with any certainty to determine good or best practice given the lack of evidence on the impact of workforce capability frameworks.

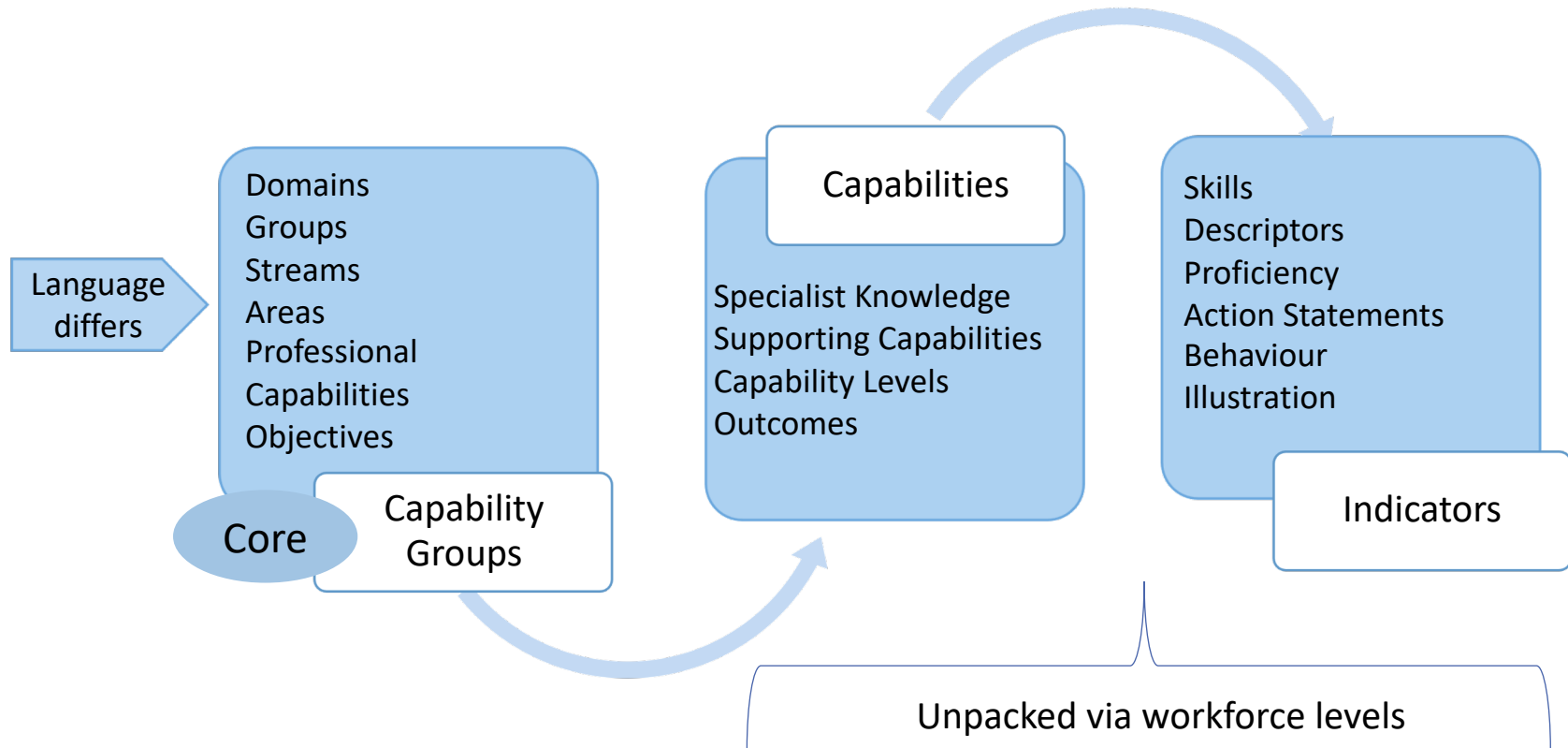
It is possible however to get a sense of the ingredients that help to achieve the desired outcome → enable individual workers, organisations and the sectors workforce.



discussion - structure (how frameworks fit together)

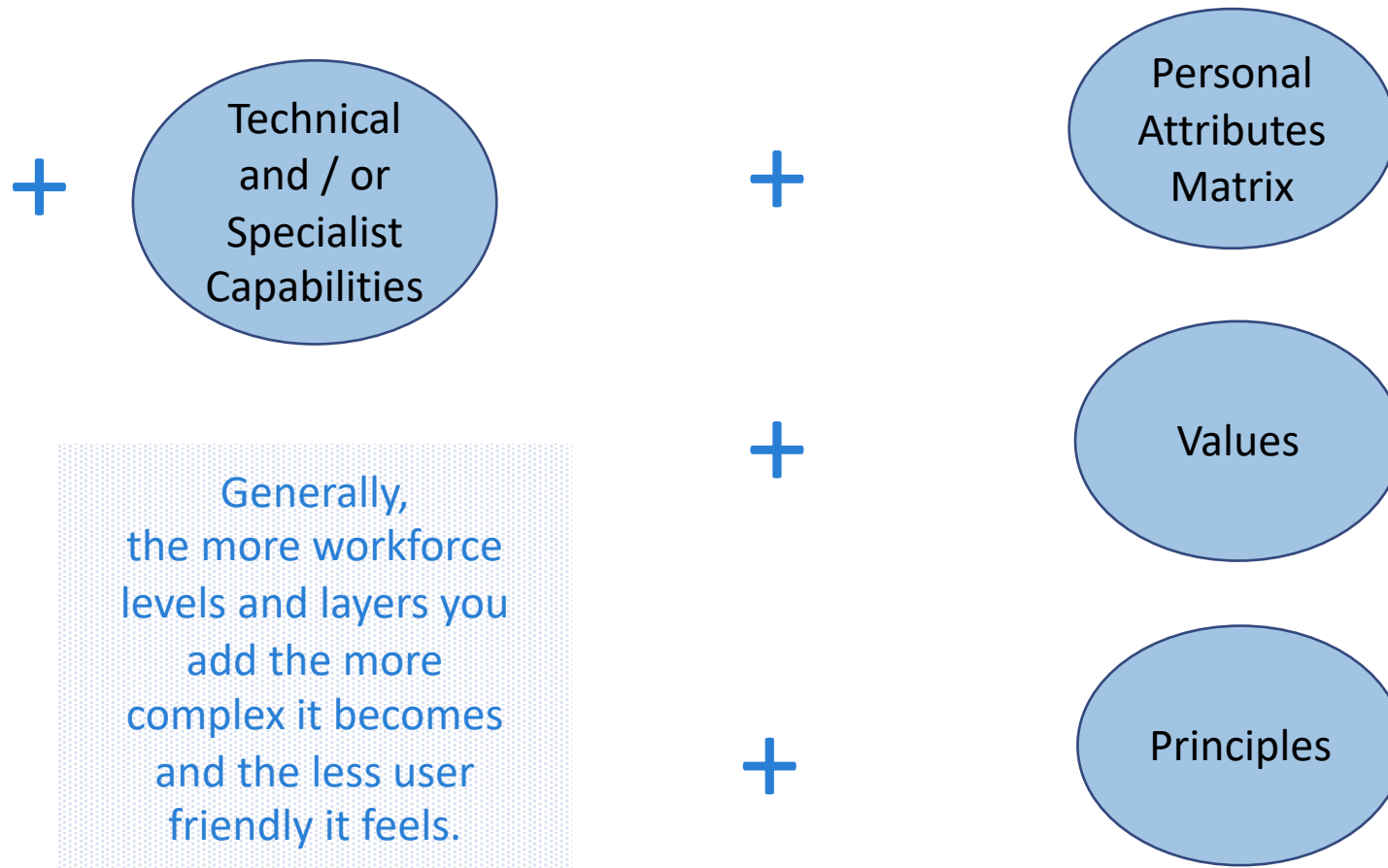
The structure of Workforce Capability Frameworks vary depending on target audience, developer, scope, purpose and geographical location.

Whilst different language is used the following components make up the backbone of most frameworks.



discussion – structure, additional layers

In addition to the base structure described, there are a range of additional components that can be added into or sit aside the main parts of the structure.



discussion – structure, workforce levels

Workforce capability frameworks have workforce levels articulated which unpack the capabilities and indicators at each level.

More often workforce levels are framed around clusters of roles with levels of seniority and associated responsibility and autonomy. Some workforce frameworks separate out these two elements (types of roles and levels of seniority) to have two concurrent workforce levels articulated.

Segmenting the workforce into levels of responsibility, expectation and or seniority allows the articulation of a capability continuum.

This continuum then sets out a professional pathway.

discussion – structure, workforce levels

In terms of the scope and levels of the workforce, frameworks either:

- Focus on operational staff (including supervising roles - team leaders/coordinators); and, or,
- Include organisational management and leadership roles / levels

Below are some common levels articulated:

Foundational Practitioner	Emergent Advanced Practitioner	Leading Manager and Lead Practitioner	CEO and Executive	
Foundational Practitioner	Intermediate	Adept	Advanced	Highly Advanced
Worker	Advanced Worker	Management	Executive	
Primary Response	Specialist Response	Leadership	Community	
Entry	Mid	Senior	Expert	
Leading Self	Leading Others	Leading Leaders	Leading Organisation	

our workforce

This section outlines the characteristics and broad service deliver landscape of Queensland's workforce.

workforce – makeup

There is variation as to how the sector is described or ‘split’ due to many reasons such as history, context and funding.

In this context the intention is to be inclusive of people working in the broad range of services whose primary focus is to reduce harm and violence against women. This includes services working with both victims and perpetrators.

Given the importance of an integrated service system response, connection to High-Risk Teams (and other interconnected workforces) will be kept in mind as work progresses.



workforce – size and nature of organisations

It is difficult to accurately state the size of the workforce. Latest figures indicate the funded workforce in Queensland is relatively small.

* 700-800 FTEs across 140-150 organisations

It is however difficult to quantify definitively given the realities of how funding is provided, and services operate (i.e., dual roles, funding mix).

There is significant diversity in the organisational landscape:

- Small, Medium or Large organisations specialising in domestic and family violence support services
- Small, Medium or Large organisations which have a domestic and family violence service embedded alongside a broad portfolio of programs (i.e., housing)
- Mix of approach and history – Church Based, Feminist Led, Community Development Led
- Range from \$50k to multiple million per annum

The nature of organisations has changed from small and grassroots, with collective decision models to ones with more formal governance / management structures and professionalised workforces.⁷

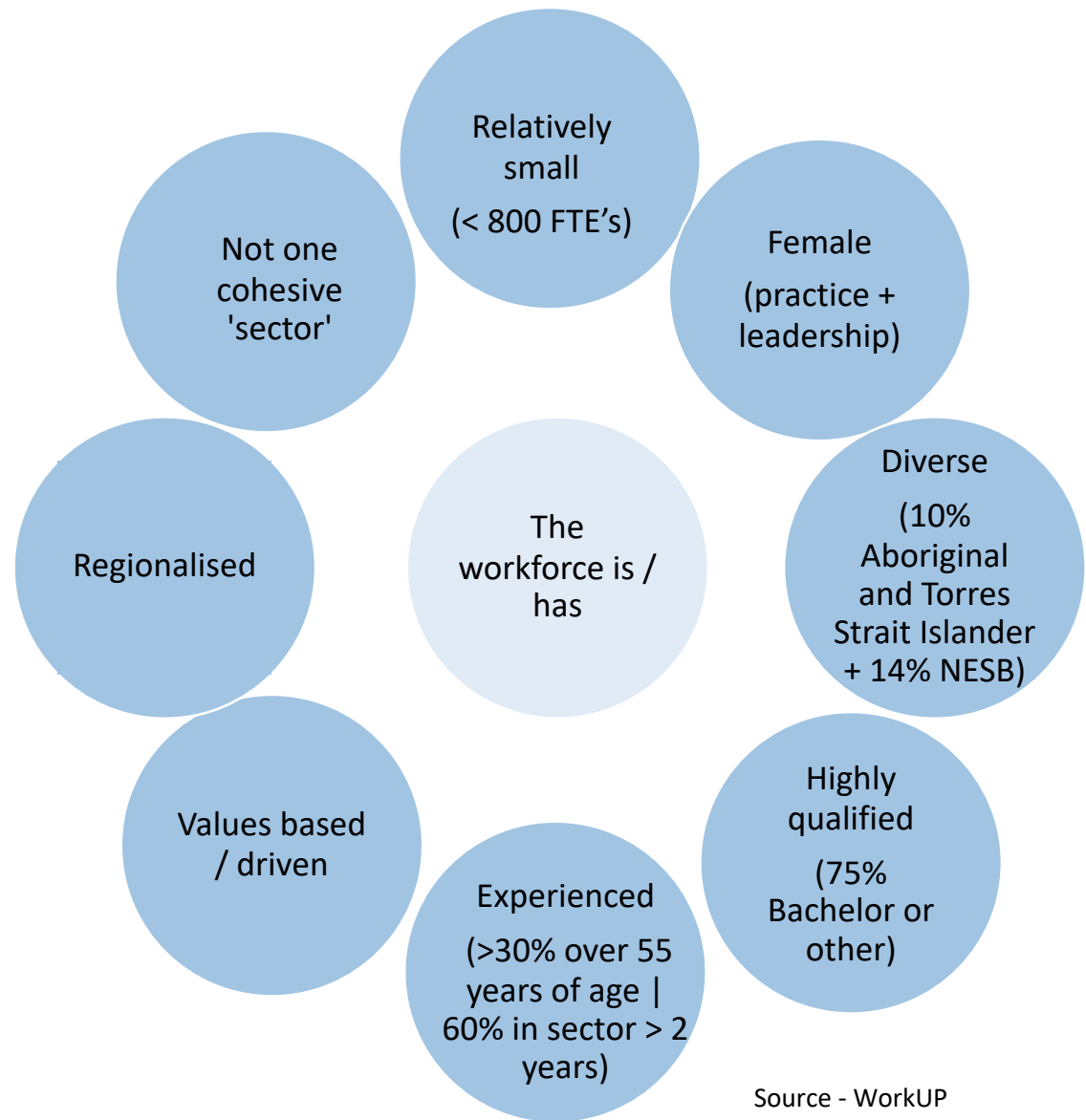
* Sourced from WorkUP data

workforce – characteristics

The characteristics of the workforce in Queensland broadly reflect the national picture.

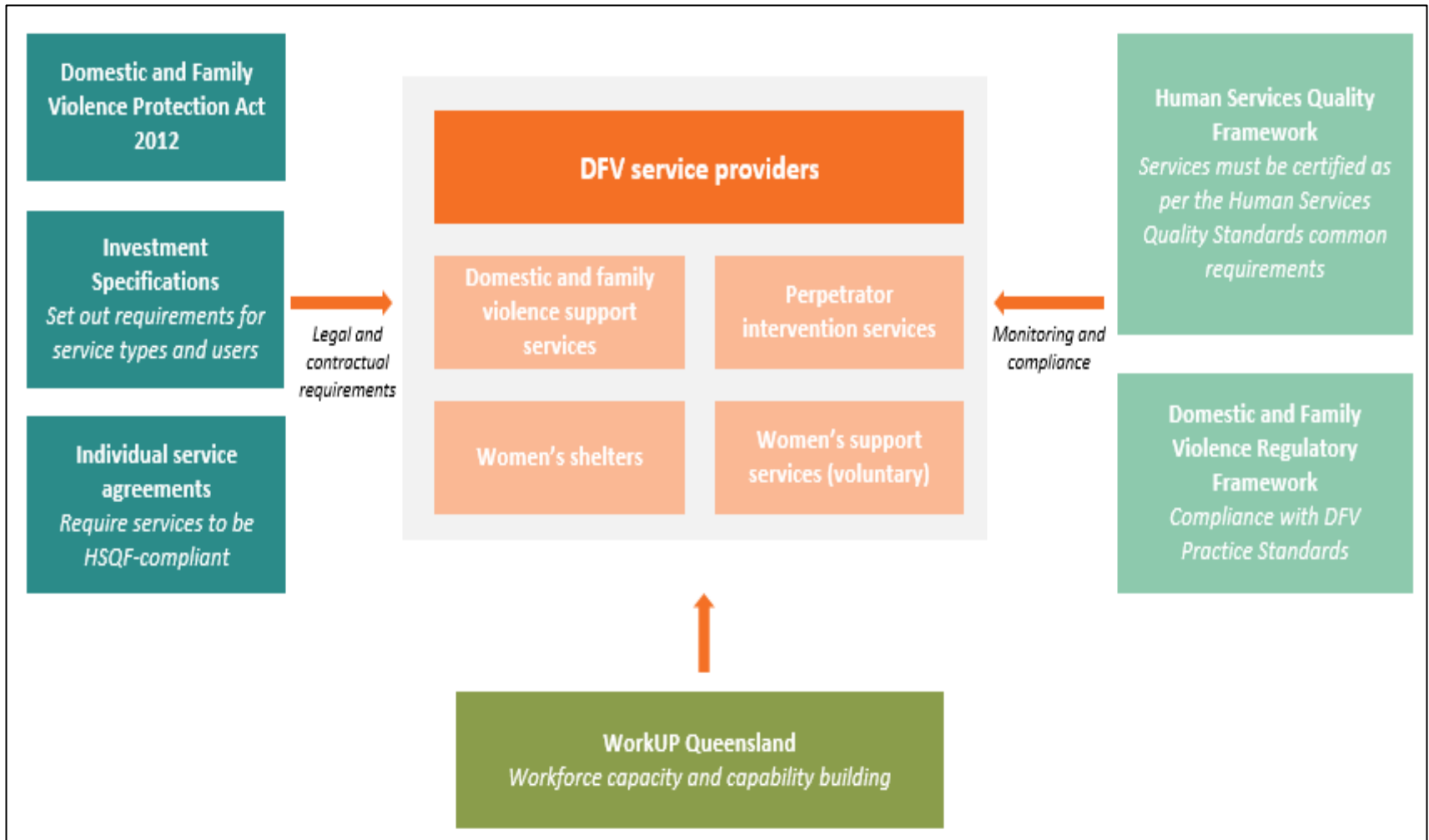
Of note in Queensland is the regionality of the state which impacts on the service landscape and the size and nature of the organisations.

Most workers are employed against the SCHADS industrial award, with exceptions of organisations with their own Enterprise Agreements and senior staff employed on individual agreements.



Source - WorkUP
Workforce Snapshot 2019

workforce – service delivery context



Domestic and Family Violence Regulatory Framework, 2021

workforce – service delivery context, unpacked



Human Services Quality Framework – a system for assessing and improving the quality of human services – assessed at the organisation level.

Human Services Quality Standards – sets a benchmark for the quality-of-service provision for human services.

Legislation – mandates service system powers and responsibilities.

Investment specifications – describes the intent of funding, service users and types and service deliver requirements.

Service agreements – sets out funding and service delivery requirements for providers.

Regulatory Framework for Perpetrator Services - under development.

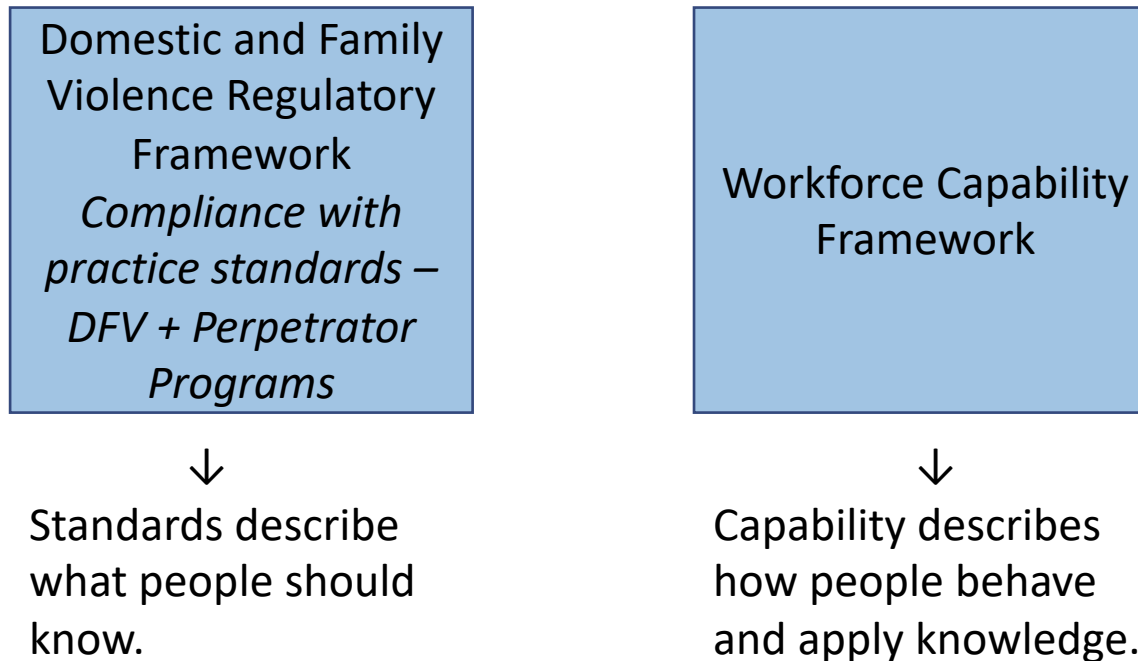
Profession specific practice standards – practice standards in place for groups such as social workers and psychologists) – complement the DFV practice standards.

DFV practice standards webinar presentation 2021

workforce – alignment to practice standards

Service providers are required to comply with the domestic and family violence practice standards which are monitored via the HSQF process. Practice standards are focused on the day-to-day practice level.

A workforce capability framework should compliment these (and other professional standards) rather than create additional layers to interpret at the organisational level.



workforce – practice standards

It is useful to note that not all service areas in the scope of this workforce capability framework project are required to comply with the domestic and family violence practice standards.

All funded domestic and family violence services are required to comply with the standards, this includes:

- specialist DFV services including court support women’s shelters and counselling for both adults and children
- perpetrator intervention programs

Services not funded under the domestic and family violence funding area may choose to voluntarily comply, this includes:

- women’s health and women’s health and wellbeing support services
- sexual assault services

moving forward

This section outlines considerations in moving forward with reference to:

- Purpose
- Underpinning evidence
- Workplace
- Workforce levels
- Side-by-side principles comparison

moving forward – purpose + what's important

The following has been raised in discussions held to date about what's important in the development of this work and the desired purpose of a framework.

Potential Purpose

- enable a common understanding of capabilities across the sector to better facilitate mobility
- create a common language to build from, designing future roles
- clarify expectations and a pathway for workers
- be used at multiple levels at all points of the employment lifecycle (recruitment, development, retention)
- make visible the capabilities in the sector to support and influence policy, strategy and investment
- support all organisations, especially small organisations with minimal human resource

What's Important

- flexibility for organisations to adapt
- align to existing compliance mechanisms such as regulatory standards
- simple and easy to use
- practical → inform position descriptions, inform professional development plans, guide interviews, identify development needs
- have access to practical supporting tools to implement (over time)
- be something that can be observed / measured in some way

moving forward – underpinning evidence

In the articulation of capabilities and a capability approach, underpinning evidence related the unique context, history and nature of this work needs to be reflected and embedded:

- Understand and acknowledge family violence as a **gendered issue**
- Highlight the importance of **the workplace** in enabling safe, supportive and productive work environments → there is a significant emotional toll on workers in doing this work
- Highlight the importance of **personal attributes and approach** as core to effective work → the way someone works (i.e., how they apply their skills)
- Embed an **integrated, cross-sectoral approach** in facilitating outcomes for women
- Understand the contexts of **LGBTI people’s experiences** of family violence which are more diverse
- Acknowledge that delivering services to victim survivors of family violence requires a **rights-based approach** that prioritises their safety, agency and empowerment
- Understand that women with a disability and those from Culturally and Linguistically Diverse backgrounds are particularly **vulnerable** to domestic and family violence compounded by **systemic barriers** which prevent them from seeking help.

Aboriginal and Torres Strait Islander women experience disproportionate rates of violence. All staff must be educated in the history and culture of Indigenous women and be able to offer **trauma Informed** practice with **cultural safety** and competency. ⁸

The workforce must understand the needs and rights of Aboriginal people and what this means for how services are provided.

The following suggestions are offered in prioritizing this lens when progressing a workforce capability framework:

- Embed culture across all capability areas at all levels of the workforce.
- Articulate a capability with a dedicated focus on working with Aboriginal and Torres Strait Islander women and families.
- Emphasize the responsibility of the workplace in creating a culturally safe environment → beyond the responsibility of individual Aboriginal and Torres Strait Islander workers.
- Ensure engagement with Aboriginal and Torres Strait Islander workers as part of the engagement process.

moving forward – workforce levels

A rapid audit of job titles / roles was done to identify the range and diversity → > 120 job roles/titles were identified (appendix c).

Whilst a detailed mapping was not completed it is anticipated that many of these roles overlap in their core function or in components of their function.

There is variation in job titles and roles related to the nuance and focus of services/organisations.

Given the range of job roles it is not feasible to split the workforce via roles.

Adopting capabilities separated into levels of increasing responsibility, autonomy and risk provides a continuum / pathway for workers to move along.

This is useful for movement within an organisation but across the broader sector.

moving forward – the workplace

Given the high risk, complex nature of the work the importance of the workplace in creating an environment conducive to good practice has been emphasized.

This can be represented (to some degree) via capabilities at the senior / leader levels. However, these are often framed around the supervision of staff rather than overarching organisational governance and culture.

This perspective will be kept in frame during the development process to determine how it can best be encapsulated into the capabilities.

An alternate approach (to linking this to capabilities at the senior level) could be to create reflective questions at the end of each domain to prompt the organisation (with practical actions) of its responsibilities in enabling an optimal workplace culture.

moving forward– principles side by side

A set of principles are outlined in the Domestic and Family Violence Practice Standards and in the 2021 Prevent, Support, Believe, Queensland's Framework to address Sexual Violence.

In undertaking a side-by-side comparison of the two sets of principles (details on page. 45) the following is offered:

- The principles within the DFV standards are written with a focus on the domestic and family violence workforce. The principles outlined in the Prevent, Support, Believe Framework come from a broader perspective which sets out the vision, objectives, priority areas and strategies that will guide Government's future action.
- A key difference between the two is the focus on prevention in the Sexual Violence Framework principles.

Despite the differences in the perspectives of the two sets of principles there is strong alignment of the key tenants that drive the domestic and family violence and sexual support services and efforts.

moving forward – principles side by side

Domestic and Family Violence Principles

The **rights, safety, and dignity of victims** are paramount

Staff **understand domestic and family violence**

Services are **evidence-informed**

Perpetrators are held **accountable** for their actions

Services are **culturally safe** for Aboriginal and Torres Strait Islander people

Services are **client centred** and accessible for all

Services collaborate to provide an **integrated response**

Sexual Violence Principles

Sexual violence is a **violation of human rights** and will not be tolerated

Preventing and responding to sexual violence is everyone's responsibility and requires shared accountability, partnerships and local responses

Preventing sexual violence begins with addressing the cultural norms, structures and practices that condone and enable violence to occur

Addressing **gender inequality and power structures** that enable sexual violence is critical to ending it

Prevention activities and responses should recognise and address the diversity and lived experiences of all people in Queensland

The **choice and dignity of people** who have experienced sexual violence should be at the centre of all responses

Systems and services should be accessible, integrated, trauma-informed and **culturally responsive**

Interventions and responses must be informed by **evidence, data**, ongoing evaluation and supported by resources

+ 3 Priorities – Prevention, Support and Healing, **Accountability** and Justice + 2 Core Elements – **Integrated and Effective Service System** and Building the Evidence Base

potential structure

This section outlines a potential structure, how capabilities could be framed, and supporting commentary.

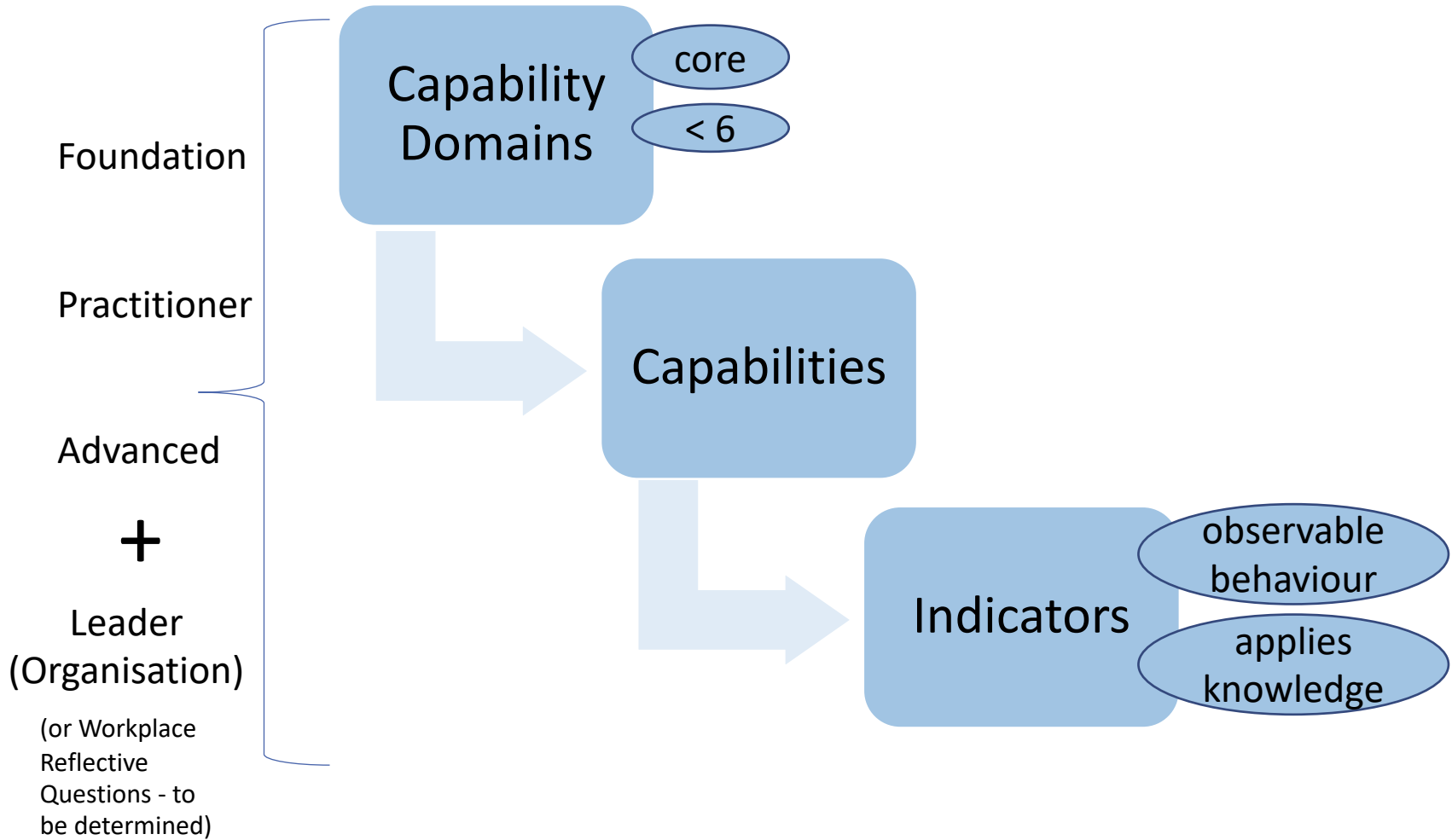
moving forward – framing capabilities, core and or specialist

It is proposed that this framework adopts an approach which articulates a core set of capabilities that underpin the breadth of the workforce.

It is hoped this will strengthen the connections and profile the unique capabilities that sit across the continuum underpinned by the same broad drivers.

In the course of developing these capabilities, the need for capabilities in specialised areas may be identified and earmarked for further development.

moving forward – proposed structure



moving forward – commentary

The focus of this framework is services / organisations whose primary focus is to reduce harm and violence against women and their children. This is inclusive of the broad range of services and practitioners across Domestic and Family Violence, Sexual Assault and Women's Health and Well Being.

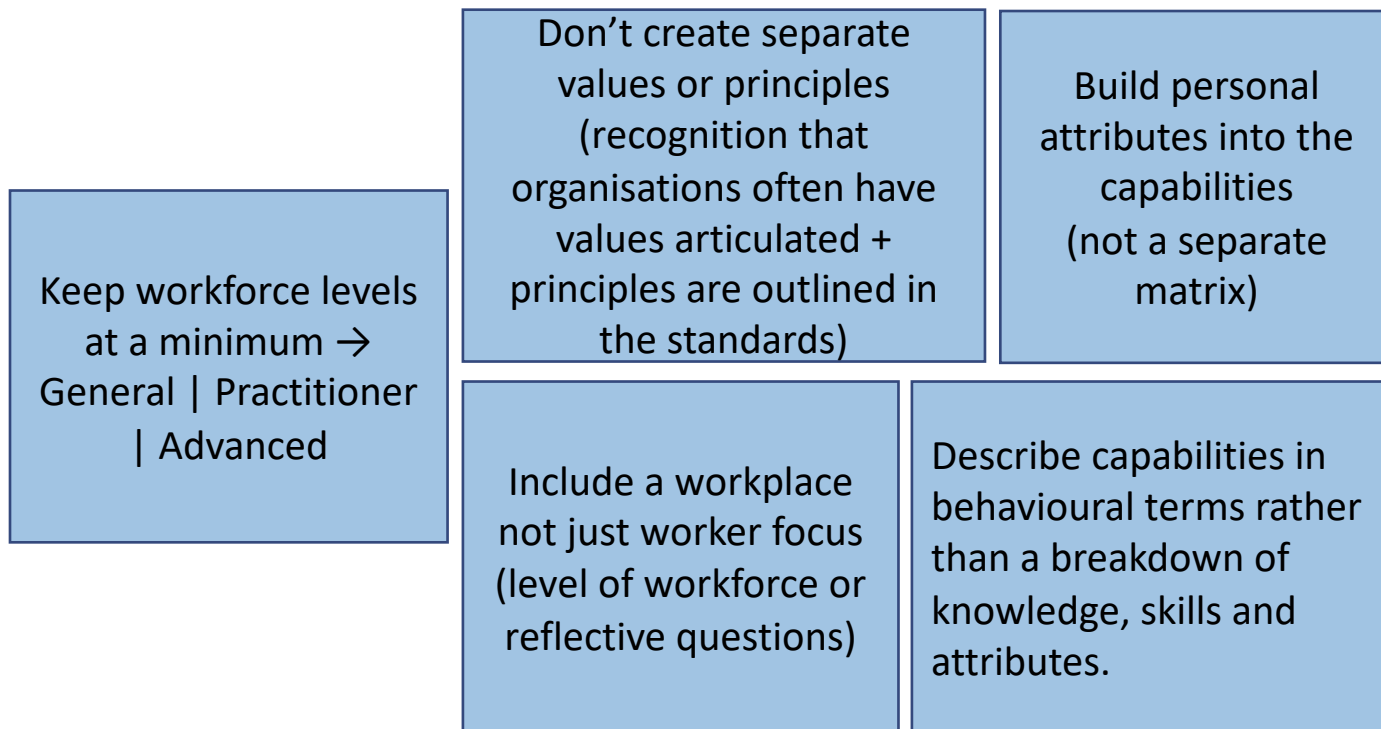
It captures workers from a receptionist or bookkeeper through to practitioners, facilitators, advocates and coordinators, team leaders and managers. It aims to give clear, practical examples of what they need to know and how they need to behave.

The focus is on what is common about this workforce with an acknowledgement that specialist domains may need to be developed over time.

The proposed structure is indicative (based on research) and will iterate as part of the engagement and development process.

moving forward – commentary

In response to the desire for simplicity, whilst maintaining nuance and the richness of work, the following is proposed (to be confirmed during engagement/development process):



what's next

This section explores next steps including sector engagement and future considerations.

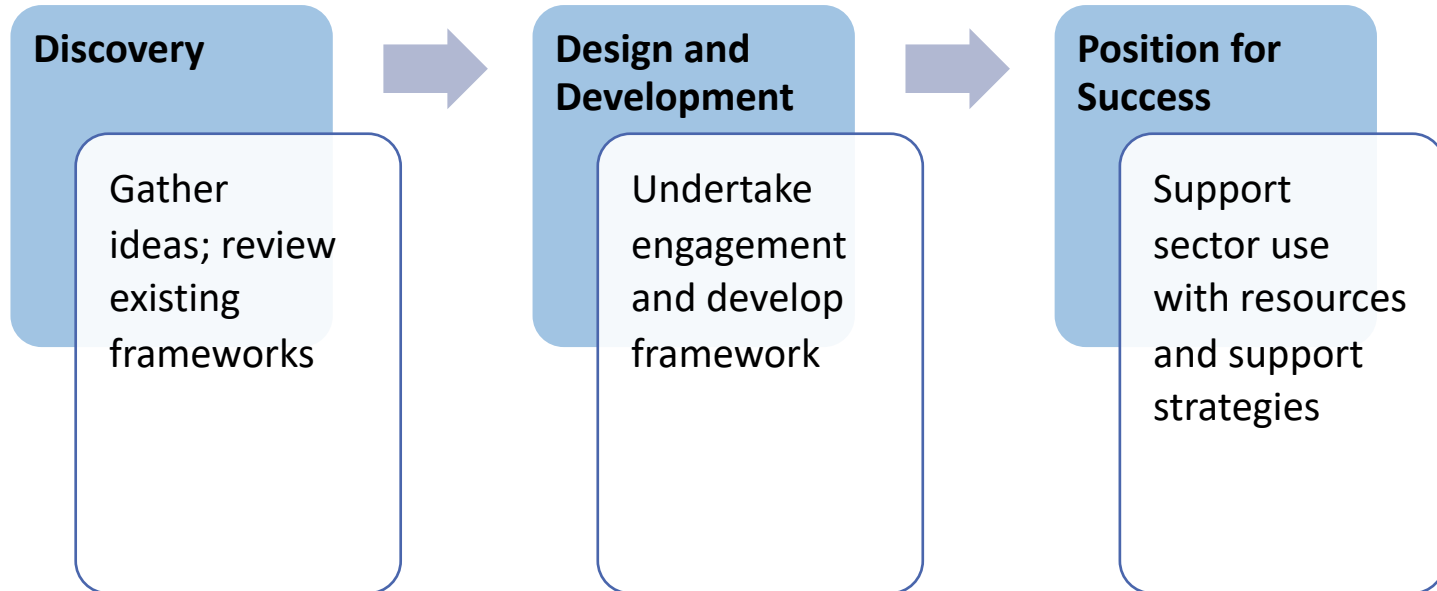
moving forward – engagement and development

Engagement with the workforce is required to articulate the capability domains, capabilities and indicators (in partnership with the sector), and iterate the structural approach articulated.

The following reflections are offered in shaping this process:

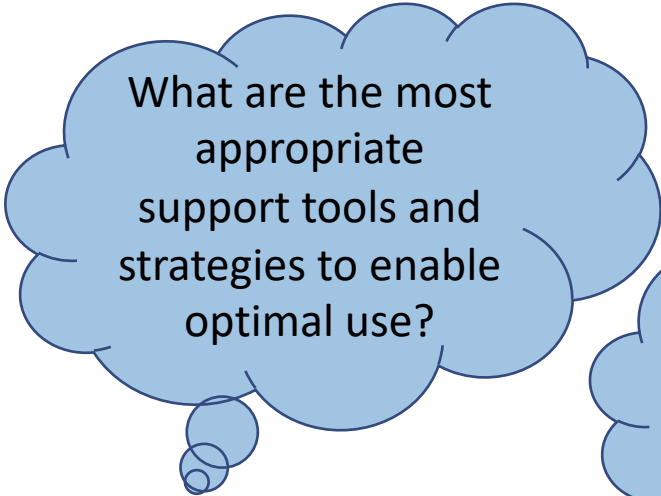
- Create different and flexible ways to engage
- Craft open ended questions that explore the nature of the work and draw out capabilities
- Create safe and meaningful spaces (online, group, face to face) to explore the content
- Ensure sector voice/language, ideally at different levels, drives the capabilities
- Emphasize the living nature of the work identifying any potential specialist areas to be developed following this foundational work
- Use the process to identify practical support tools to be developed alongside the framework
- Maintain an objective workforce lens – continuing to return to the question of, “what does it mean for the workforce”

moving forward – engagement and development

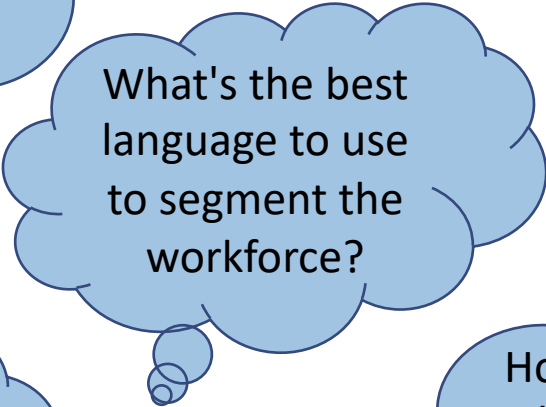


moving forward – thought bubbles

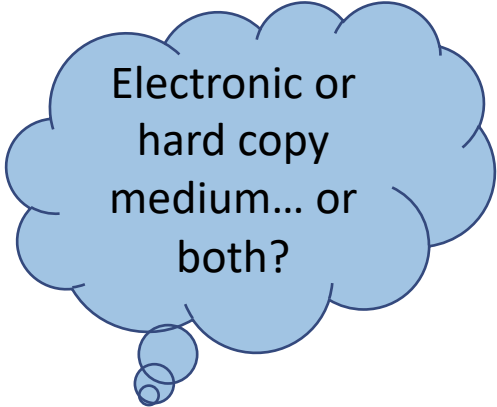
There are a number of considerations to keep in frame as we move forward with this work:




What are the most appropriate support tools and strategies to enable optimal use?



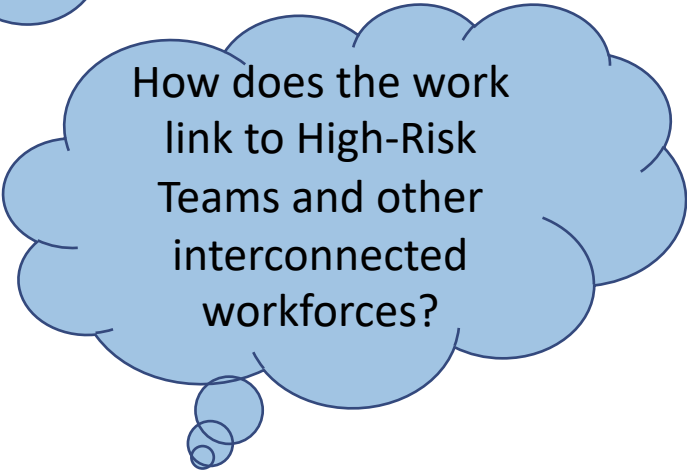
What's the best language to use to segment the workforce?



Electronic or hard copy medium... or both?



What (if any) specialised capabilities are needed for identified areas?



How does the work link to High-Risk Teams and other interconnected workforces?

moving forward – next steps

Next Steps:

Position description review and mapping (begin development of capability content and alignment of roles to levels)

Communications strategy – project and process

Establish project oversight governance mechanisms

Design and schedule sector engagement

appendix

appendix a – reference list

1	Sarah Wendt, Kris Natalier, Kate Seymour, Deb King & Kirsten Macaitis (2020) "Strengthening the Domestic and Family Violence Workforce: Key Questions, Australian Social Work, 73:2, 236-244,
2	Turner, S and Walsh, D.A. (2020) They Don't Help, They Hinder, Intersections between Domestic and Family Violence Practitioners and external agencies. <i>Advances in Social Work and Welfare Education</i> . 22:1, 122.
3	Merchant, L., & Whiting, J. (2015). Challenges and retention of domestic violence shelter advocates: A grounded theory. <i>Journal of Family Violence</i> , 30(4), 467–478.
4	Victoria State Government. (2016). <i>Royal commission into family violence: Summary and recommendations</i> . Melbourne: Victoria State Government.
5	Hughes, L., Fitzgerald, C., Radcliffe, P. & Gilchrist, G. (2015) A Framework for working safely and effectively with men who perpetrate intimate partner violence in substance use treatment settings.
6	(New Zealand) Ministry of Social Development (2017). <i>Family violence, sexual violence and violence within Whanau: Workforce capability framework</i> . Wellington, New Zealand: Ministry of Social Development.
7	Australian Women Against Violence Alliance (AWAVA). (2016). <i>The role of specialist women’s services in Australia’s response to violence against women and their children</i> . Canberra: AWAVA.
8	Douglas V. (2013). <i>Introduction to Aboriginal Health and Health Care in Canada: Bridging Health and Healing</i> . Springer Publishing Company.

appendix b – broad source list, workforce frameworks, tools or resource*

- AASW. 2018. AASW Family Violence Capability Statement.
- Australian Public Service Commission. 2003. Building Capability, A framework for managing learning and development in the APS.
- BASW England. 2021. Domestic Abuse Practice Guidance for Children and Family Social Workers.
- Bradbury, C. 2017. Improving Health Sector Responses to Intimate Partner Violence in the UK: Learning from a Systems Approach in New Zealand.
- Centre for Excellence, in Child and Family Welfare Inc. 2019. Child and Family Services Workforce Capability Framework.
- Commonwealth of Australia, NDIS Quality and Safeguards Commission. 2021. NDIS Workforce Capability Framework
- Community Housing Industry Association Victoria. 2019. Community Housing Workforce Capability Framework Assessment Tool.
- Community Housing Industry Association Victoria. 2019. Community Housing Workforce Capability Framework.
- Council to Homeless Persons. 2019. Specialist Homelessness Sector Workforce Capability Framework.
- DVRCV Advocate. 2018. Building from Strength, a bold vision for the family violence workforce of the future.
- GBV AoR LTT. 2014. Core Competencies for GBV (Gender Based Violence) Specialists.
- Homelessness NSW. 2018. NSW Specialist Homelessness Services Workforce Capability Framework.
- HWA. 2011. Exploring the Literature: Competency-based Education and Training and Competency Based Career Frameworks.
- Jenner, L., Lee, N. & Alcohol Tobacco and Other Drug Association. 2017. Domestic and Family Violence Capability Assessment Tool for Alcohol and Other Drug Settings.
- Jenner, L., Lee, N. and Alcohol Tobacco and Other Drug Association (ATODA). 2017. Scope of Practice for working with service consumers in alcohol and other drug settings who experience or use domestic and family violence.
- Local Government NSW. 2017. Local Government Capability Framework.
- NADA. 2020. Workforce Capability Framework, core capabilities for the NSW Non Government Alcohol and Other Drugs Sector.
- National Institute for Health and Care Excellence, United Kingdom. 2016. NICE Quality Standard, Domestic Violence and Abuse.
- New Zealand Government. 2017. Family Violence, Sexual Violence and Violence within Whanau: Workforce Capability Framework.
- Ngaanyatjarra Pitjantjatjara Yankunytatjara Womens Council. Workforce Development and Capability Framework
- NHS, Skills for Care, Skills for Health. 2019. Core Capabilities Framework for Supporting People with a Learning Disability.
- NSW Public Service Commission, 2020. Capability Framework, NSW Public Sector Version 2.
- Queensland Government. Queensland Family and Child Commission Career and Capability Framework, Interim User Guide.
- Queensland Public Service Commission. 2009. Capability and leadership framework.
- Roddy, JK. Gabriel, L. 2019. A competency framework for domestic violence counselling. British Journal of Guidance and Counselling.
- Southern NSW Health District. 2021. Framework for Mental Health Lived Experience (Peer) Work in South Eastern NSW.
- Turner, S. Walsh D A. 2020. They Don't help, They Hinder. Advances in Social Work and Welfare Education, 22:1.
- University of Otago, New Zealand. 2018. Capability Framework.
- University of Southern Queensland. USQ People Capability Framework.
- Victoria State Government. 2011. Implementing the Community Sector Workforce Capability Framework, Participant Resource.
- Victoria State Government. 2011 (2017 - republished). Community Sector Workforce Capability Framework Toolkit.
- Victoria State Government. 2017. Community Sector Workforce Capability Framework, Capability Cards.
- Victoria State Government. Centre for Workforce Excellence. 2017. Preventing Family Violence and Violence against Women Capability Framework.
- Victoria State Government. Centre for Workforce Excellence. 2017. Responding to Family Violence Capability Framework.
- Victoria State Government. 2020. The Allied Health Capability Framework – how to support people with disability and complex support needs.

appendix c – list of roles

Aboriginal Child and Family Therapist	Practitioner	Community Development Officer	Practitioner	DFV Caseworker	Practitioner	Family Support Worker	Practitioner	Men's Behaviour Change Group Facilitator	Practitioner
Aggrieved DFV Counsellor		Community Educator		DFV Clinical Supervisor		Family Wellbeing Support Worker		Men's DV Counsellor	
Behaviour Change Facilitator		Complex Case DV Worker		DFV Counsellor		Female Group Facilitator		Men's Support Worker	
Change Counsellor		Counsellor		DFV Prevention Worker		General Counsellor		Men's Perpetrator Intervention Coordinator	
Change Program		Court Support Worker		DFV Support Worker		Group Facilitator		Psychologist	
Child and Family Therapist		Crisis Accommodation Support Worker		DFV Child Protection Practitioner		High Risk Casework		Senior Caseworker	
Child Support Officer		Crisis response worker		DFV and Outreach Support Worker		HRT Core Member		Senior Worker	
Children and Young People's DV Specialist Worker		Crisis Support Worker		DFV Court Support Worker		Indigenous Community Liaison Worker		Sexual Assault Support Worker	
Children's Counsellor		DFV & SA Caseworker		DFV Integrated Support Worker		Intake and Triage Worker		Specialist Counsellor	
Children's DV Witness Counsellor		DFV advocate		Early Intervention Child and Family Therapist		Intake Officer		Specialist DFV Practitioner	
Clinical Lead		DFV Case Manager		Education and Training Worker		Locum		Support Practitioner	
Co-ordinator		DFV Counsellor		Educator		Men's Behaviour Change Counsellor		Support Worker	
Cofacilitator		DFV Group facilitator		Elder Advisor		Men's Perpetrator Program Group Facilitator		Victim of Crime Worker	
Men's Program		DFV Practitioner		Facilitator		Men's Behaviour Change Program Worker		Wellbeing Worker	
Community Connect Worker		DFV prevention practitioner		Family Intervention Practitioner				Women's Shelter Support Worker	
		DFV Response Worker						Women's Advocate	

appendix c – list of roles

<p>Clinical Supervisor Coordinator Coordinator - Men's Program Coordinator Women's Refuge Counselling Services Manager Domestic and Family Violence Service Manager Community Housing Service Manager Domestic Violence Coordinator General Manager High Risk Team Coordinator Integrated Service Response Coordinator Manager DFV Refuge Manager MBCP coordinator NDIS Support Coordinator</p>	<p>Advanced / Leadership</p>	<p>Older Persons Action Program Coordinator Operations Coordinator Operations Manager Practice Team Leader Program Coordinator Program Manager Program Manager for Domestic Family Violence Perpetrators Regional Manager Senior Project Manager Service Coordinator Service leader Service Manager Team Leader Team Leader - Stopping Family Violence Program Team Leader Groupwork Supervisor Team Leader High Risk Team Manager DFV Programs Women's Services Coordinator</p>	<p>Advanced / Leadership</p>	<p>Admin Officer Business manager Facility cleaner Finance & Operations, 2IC Finance / Project Worker Finance Coordinator Financial Counsellor Marketing and Communications Coordinator Quality Secretary</p>	<p>Business Support</p>	<p>Chief Executive Officer Director</p>	<p>Organisation Leadership</p>
---	------------------------------	--	------------------------------	---	-------------------------	---	--------------------------------

Sourced from WorkUP Workforce Survey, 2019