WORKFORCE CAPABILITY FRAMEWORK

Domestic, Family and Sexual Violence and Women's Health and Wellbeing Sector

The workforce is a powerful driver of change in ending violence

WorkUP QUEENSLAND

Acknowledgements

We acknowledge Country, Custodians, and Community of the lands on which we live and work. We also pay our respects to Elders and to Stolen Generations survivors, of the Dreaming and of the here and now.

We recognise the ongoing nature of trauma experiences for First Nations peoples and commit each day to survivor-led intergenerational healing. WorkUP Queensland appreciates and values the ongoing contribution of Aboriginal and Torres Strait Islander Elders and community leaders in the development of our work.

We acknowledge the input and contributions of sector stakeholders in the development of this Framework, at a time when the demands on people's time was high and change constant. Their insights were invaluable for ensuring the content was driven and shaped by those it is most relevant for – organisations and workers across the Domestic, Family and Sexual Violence and Women's Health and Wellbeing sector in Queensland. The stakeholder quotes embedded throughout bring to life the stories, conversations and wisdom learnt from the sector.

We pay a special thanks to the project's Wise Hive Group for their role as critical friends and to the sector networks who gave their time and input generously.

We would also like to acknowledge the work of those who have come before in developing workforce capability frameworks. This evidence informed our thinking and supported the development of this work. A list of these frameworks is provided at the end of this document.

This Workforce Capability resource and accompanying Organisation Reflective Questions was produced by WorkUP Queensland in partnership with Alisa Hall Consulting.

The Framework is designed for use by the target group, if using this for other purposes please acknowledge this document and WorkUP Queensland, a partnership between The Healing Foundation and ANROWS, funded by the Queensland Government.

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WorkUP QUEENSLAND

Strengthening practice: Creating healing

WorkUP Queensland is the Sexual Violence, Women's Health and Wellbeing, and Domestic and Family Violence Sector's partner in supporting a strong and skilled workforce.

We bring together The Healing Foundation's strong connection to Aboriginal and Torres Strait Islander cultures and healing, backed by the expertise of Australia's National Research Organisation for Women's Safety (ANROWS) in facilitating evidence-based policy and practice.

Informed and driven by frontline providers, our objective is to address workforce-related challenges and opportunities to grow the workforce and better support current and future workers.

Funded by the Queensland Government, we are proud to support the people who work in this sector who make a significant impact in ending violence against women.

Together, WorkUP Queensland and the sector have created a plan to grow, retain, develop, support, connect and sustain the workforce. The Workforce Capability Framework (the Framework) forms one part of this work.

FOREWORD

We are excited to share the first version of the Workforce Capability Framework, created for and with Queensland's specialist Domestic, Family and Sexual Violence and Women's Health and Wellbeing workforce.

The Workforce Capability project celebrates and respectfully acknowledges the complexity, breadth and diversity of the gendered-violence specialist workforce in Queensland. This is a foundational resource describing what good looks like, for a workforce that is a powerful driver of change in ending violence.

Guided by our sector stakeholders, we have moved with care through the development of this work to ensure the content is meaningful and reflects all of our work. We heard strongly that to have meaning and practical application, it needed to genuinely reflect and honour the language, culture, history and emerging future of our sector. Therefore, the voice and aspirations of the workforce is at its heart.

This work could not be done in isolation, and we would like to thank our sector partners and stakeholders who have been generous with their time and open to sharing their experience and expertise as the project matured and evolved.

WorkUP Queensland will continue to work with the sector to inform the development of practical resources and targeted material to assist in recruiting, attracting and developing our workforce. The intent is this foundational framework will be used at a sector, regional and organisational level in a way that is fit for purpose for you.

We invite you to continue to be part of the journey alongside the WorkUP Queensland team as the work evolves through 2023.

What it is

- ✓ Focus on capabilities not describing specific roles
- ✓ Celebrates strengths and aspirational
- ✓ Articulates common and core workforce capabilities across all parts of our sector
- ✓ Flexible and can be tailored to different contexts, to be used to add value
- ✓ Multipurpose and multi-audience across individual, organisation and sector levels
- ✓ Compliments and supports standards, regulatory and other compliance
- ✓ Informs practical tools, resources and targeted professional development

What it is not

- ✗ Mandatory
- ✗ An industrial instrument
- ✗ A description of what workers do
- ✗ Role specific or intended to describe specialist skills
- ✗ Prescriptive and rigid in its application
- ✗ A minimum standard of performance
- ✗ Another layer or level of compliance or accountability

INTRODUCTION

The Framework outlines the capabilities required by the specialist Domestic, Family and Sexual Violence and Women's Health and Wellbeing workforces to deliver safe, effective and respectful responses for those impacted by violence.

The Domestic, Family and Sexual Violence and Women's Health and Wellbeing workforces provide a diverse range of programs across multi-layered and complex contexts to ensure the safety and wellbeing of women, children, men, gender diverse peoples, and families and communities. While there are differences in contexts and service types, the intention is to be inclusive of people working in the broad range of services, including those who work with people who are experiencing violence and those who work with people who use violence.

By articulating a core set of capabilities that underpin where, what, and how workers operate, we aim to strengthen the connections across different parts of the service system and profile the unique capabilities that sit across the sector's continuum. The demanding and complex nature of providing services, as well as the funding, system, and policy landscape, requires an adaptable workforce.

The Framework was developed through intensive engagement with the sector to understand the nature of the work and ensure capabilities are led by this understanding, incorporating the sector's language and voice. It is driven by and anchored in the sector's aspirations about how to best support women, children, men, gender diverse peoples, and families and communities.

PURPOSE

The Framework, with accompanying tools, will help to support people who work in this sector in making a significant impact in ending violence against women and children.

The Framework is designed to assist organisations with building, supporting, managing, and developing their workforce by articulating the capabilities required at different levels. Additionally, it will:

- provide a consistent language to describe workforce capabilities
- deliver a foundational and strategic workforce planning tool, emphasising common capabilities across the workforce
- build the understanding and raises the profile of the capabilities needed to work well in this sector.

CONTEXT

The Domestic, Family and Sexual Violence, and Women's Health and Wellbeing specialist service system is complex and diverse, with an ethos shaped by a long history and journey.

It mirrors social and community change and understanding, which continue to evolve, particularly in terms of gender inequity, patriarchal norms, race, and structural barriers.

The Framework is written with the worker and workplace firmly in mind. It is designed to add value to and complement policy direction, existing standards, and compliance mechanisms, and to support meeting these requirements. It is not a compliance mechanism itself, however, the content aligns to the strategic direction of legislation, reform, standards, and policy.

The broader context of reforms, practice frameworks, and detail on the underpinning evidence base are not included, as they are articulated in detail elsewhere. This Framework is intended to complement existing organisational values and underpinning principles that guide work in the sector.

INTERSECTIONALITY AND INCLUSION

The Framework aims to be inclusive of all who work in the diverse range of programs/ organisations, and inclusive of working with all people who are impacted by violence.

While violence in relationships does affect men, women and children disproportionally experience the risk and consequences of violence. When considering intersectional perspectives and diversity, it is vital to consider what supports and hinders accessing help. The capabilities articulated in this document embed intersectionality and inclusivity.

This Framework is not a one-size-fits-all approach, but is designed to be tailored to respond to the full diversity in your community.

Intersectionality: This is an approach to understanding how social meanings related to the way we categorise and identify can overlap and interconnect. This creates different layers and types of discrimination or disadvantage for either an individual or group. Categories include gender, sexual orientation, sex characteristics, ethnicity, language, faith, class, socio-economic status, ability and age.

Definition taken from Pride in our future: Victoria's LGBTIQ+ strategy 2022-32.

> *This work is compelling and energising, which you need to keep going...*

LANGUAGE

Language within this sector is dependent upon different contexts, perspectives, and relevant evidence bases.

Given this, as well as the Framework's broad nature of scope and context, the terms 'women, children and families'; and 'person or people experiencing violence' are used, relevant to the context, as are 'perpetrator' and 'person using violence'.

HOW TO USE

The Framework is designed with ease of use, flexibility, and adaptability at its core.

There is significant diversity in the way organisations operate, which take into consideration the different sizes of organisations; whether they are standalone specialist services or programs within broader community organisations; whether they are in metro, regional or remote locations; their history and approach to service delivery; and diversity in the way roles are constructed. Given this context, there is not only one way this Framework can be used. It has been designed to allow organisations to use it in a way that works for them, in the context of their unique operating environment, reflecting their culture and systems.

It will be of value particularly to small organisations with minimal Human Resources capacity or capability. It can also help to articulate and raise awareness of the workforce capabilities needed for Domestic, Family and Sexual Violence workers in organisations with a broader suite of community programs. Some concrete examples of how this Framework can be used are outlined below.

WORKERS LEVEL

- understands capability expectations at different levels
- helps to identify gaps in knowledge and behaviours
- helps to identify learning and development and inform career planning
- encourages self-reflection.

ORGANISATIONAL LEVEL

- use to develop Position Descriptions and interview questions
- informs staff appraisals and makes them more transparent
- helps to determine professional development and training needs
- clarifies expectations of what is required of people and self
- aligns to the culture you have/want
- informs organisation-wide improvement plans
- helps to design and redesign jobs with a future focus.

A LEADERSHIP RESOURCE

Given the responsibility of Boards and leadership groups to create productive, safe, and supportive environments, a set of **Organisation Reflective Questions** have been crafted for each capability domain to prompt, provoke, and identify opportunities for improvement.

These questions are designed to stimulate ideas, stretch goals, and validate the work and thinking already occurring at the Board and senior leadership level.

FINALLY, A WORD OF ENCOURAGEMENT

The Framework and accompanying resources have been designed with simplicity, flexibility, and practical utility in mind.

It can be read in chunks or sections and used in the ways that work best for different organisations. The Framework highlights foundational capabilities across the sector, with the acknowledgement that further content may be desired or required in different sector areas over time.

WorkUP Queensland is committed to evolving this work alongside stakeholders, building on this foundational stage. This includes identifying additional content areas to further deep dive if required, as well as co-designing practical Human Resources tools as learning progresses.

> *"Learning and integrating knowledge are two different things, and workers need both."*

STRUCTURE AND APPROACH

The Framework takes a capability view.

Domain

Five high-level capability domains.

Capabilities

Each domain has three to four supporting capabilities.

Aspirational and promotes continuous improvement.

While the capability framework asks, "what can I do?" these questions explore "what can we do?"

Organisational Reflective Questions

Each domain has a set of reflective and prompt questions for Board and Senior Leadership.

Knowledge and Behaviour

Supporting capabilities are unpacked via knowledge and behaviour statements set out over four workforce levels.

The emphasis is on how workers apply and demonstrate their knowledge and skills through their actions.

WORKFORCE LEVELS

Four levels have been identified, encompassing all who work within organisations and services, including practitioner roles and those in support, management, and leadership roles.

Allied Support

Has an awareness of the nature and impacts of domestic, family and sexual violence.

These roles may include administration, human resources, communications, and corporate support services.

Practitioner

Has the skills, knowledge, and experience needed to provide effective, tailored and quality responses and support to people impacted by violence.

Leader

Guides and steers people, services, and organisations, and takes responsibility for providing safe, well-informed responses.

Advanced Practitioner

Has highly developed skills, knowledge, and experience, and provides technical or specialist leadership. May supervise the work of others.

Pathways not always linear.

Potential to combine capabilities across workforce levels to form the unique make up of a particular role.

OUR FIVE DOMAINS

Understanding the nature, drivers, and context of domestic, family and sexual violence and trauma

Upholding dignity and value through healing-centred engagement

Managing risk, prioritising safety, and recovery

Working as part of an integrated system

Demonstrating a reflective and self-aware approach

DOMAIN 1

Understanding the nature, drivers, and context of domestic, family and sexual violence and trauma

An understanding of the dynamics and drivers of gender, power, control, and race – coupled with an intersectional lens – is necessary to underpin and frame effective responses. This lens acknowledges that when different aspects of identity such as gender, class, ethnicity, cultural background, religion, disability, and sexual orientation intersect, people face a heightened risk of violence and discrimination.

Being aware of the three tiers of prevention and intervention helps workers to appreciate the continuum of responses required to not only respond but prevent violence from occurring in the first place. Within an operating context, relevant legislation, standards and guidelines, and organisational policies and processes are designed to support safe and quality services. Workers need to be able to balance these requirements as part of their practice.

DOMAIN 2

Upholding dignity and value through healing-centred engagement

Upholding people's rights and dignity means establishing trusting relationships built on the inherent worth, value, and experience of all people we work with and provide services to. Ensuring people can access accurate information about their rights and the broader service system in the context of their individual circumstances is a critical component of choice and control for people seeking help.

Inclusive and integrated approaches depend upon people understanding different cultures and contexts. Taking a proactive approach to build knowledge and connections is required to ensure practice, strategies, and alliances are in place to support all victims-survivors of violence.

The experience of family violence in Aboriginal and Torres Strait Islander communities must be understood in a historical context, including the ongoing impacts of colonisation and intergenerational trauma.

DOMAIN 3

Managing risk, prioritising safety, and recovery

People's safety is always the first priority and is dependent upon effectively identifying, assessing, and managing immediate and long-term risks. Understanding the dynamic and cumulative nature of trauma and stress is important to recognise and build upon an individual's strengths, experiences, and agency.

Collaborative approaches to assessing risk must be responsive to culture, the ongoing impacts of intergenerational trauma, and the compounding impact of discrimination and disadvantage. Approaches must balance the importance of promoting accountability, pursuing healing and recovery, and moving beyond a crisis lens.

DOMAIN 4

Working as part of an integrated system

People's safety and wellbeing is the collective responsibility of workers, organisations, and agencies. Practitioners and organisations need to work together to advocate for change and improvement at a local delivery and systems level.

Being informed by evidence and contributing to the creation of an evidence base through practice helps to build an understanding of what works and what doesn't. Advocating and influencing for more of what works and promoting this evidence helps to create widespread and systemic change.

DOMAIN 5

Demonstrating a reflective, and self-aware approach

To be an effective agent for women, children, men, gender diverse peoples, and families requires commitment, drive, and a responsibility towards the work you do and to the needs of yourself and your colleagues.

Having a strong connection to purpose and a belief in the ability to make a difference in people's lives serves as a touchstone and anchor to sustain focus, efforts, and energy. Managing the impacts of vicarious trauma to enable growth and build resilience requires an awareness of self and a proactive approach to self-care, including accessing professional and/or clinical supervision.

DOMAIN 1

Understanding the nature, drivers, and context of domestic, family and sexual violence and trauma

Understands gendered, historical context, and intersectionality

Understands both prevention and recovery are parts of the continuum

Understands requirements and commitments organisations work under

Supporting Capabilities

DOMAIN 2

Upholding dignity and value through healing-centred engagement

Effectively communicates and establishes relationships

Establishes relationships and has knowledge of referral pathways and networks

Culturally safe and appropriate practices informed by Aboriginal and Torres Strait Islander peoples

Tailors engagement to the needs of diverse groups

Supporting Capabilities

DOMAIN 3

Managing risk, prioritising safety, and recovery

Takes a trauma-informed approach to assessing risk and safety

Develops multi-agency responses that promote safety and wellbeing

Promotes accountability for people who use violence

Supporting Capabilities

DOMAIN 4

Working as part of an integrated system

Supports the team and organisation to thrive

Is evidence-informed and outcomes-focused

Works collectively to build system capability through advocacy and improvement

Supporting Capabilities

DOMAIN 5

Demonstrating a reflective and self-aware approach

Manages self

Shows up for others

Is connected to purpose

Supporting Capabilities

DOMAIN 1

Understanding the nature, drivers, and context of domestic, family and sexual violence and trauma

An understanding of the dynamics and drivers of gender, power, control, and race – coupled with an intersectional lens – is necessary to underpin and frame effective responses.

This lens acknowledges that when different aspects of identity such as gender, class, ethnicity, cultural background, religion, disability, and sexual orientation intersect, people face a heightened risk of violence and discrimination.

Being aware of the three tiers of prevention and intervention helps workers to appreciate the continuum of responses required to not only respond but also prevent violence from occurring in the first place.

Within an operating context, relevant legislation, standards, guidelines, and organisational policies and processes are designed to support safe and quality services. Workers need to be able to balance these requirements as part of their practice.

DOMAIN 1

There are three supporting capabilities required within this domain:

1.1 Understands gendered, historical context, and intersectionality

A sound knowledge of gendered and historical context and how these are reinforced by patriarchal and traditional societal structures and systems helps to place people's experiences within a broader context.

All aspects of people's lives are impacted by trauma: its cumulative and compounding nature has long-lasting and intergenerational impacts on people and communities.

With this underpinning knowledge, workers draw from human rights and social justice frameworks to deliver an integrated and inclusive approach for all people.

1.2 Understands both prevention and recovery as parts of the continuum

Domestic, family and sexual violence is preventable and stopping it from occurring in the first place should be the goal of all who work in this space.

Understanding the tiers of prevention – primary, secondary, and tertiary – helps workers to appreciate the continuum of action and responses, including recovery and wellbeing, required to facilitate a multitiered approach.

1.3 Understands requirements and commitments organisations work under

A deep understanding of the requirements and commitments that govern the work that organisations do is needed.

Considering the practical impacts of legislation, standards, and guidelines on how people undertake their roles is critical to effective practice and performance.

Alongside this, organisations need to have appropriate processes, systems, and policies in place that activate these requirements on a day-to-day basis.

DOMAIN 1

“…it’s about having an awareness of how gender impacts all of us and being able to use this lens in our work”

1.1 Understands gendered, historical context and intersectionality

ALLIED SUPPORT

- Is aware that violence is gender-based, with women experiencing the highest rates of violence.
- Appreciates that violence can be physical or non-physical and is about holding power and control over another person.
- Knows that violence results in trauma, which impacts people’s lives in many ways, including how they present to services.
- Can articulate the basic drivers and nature of violence within informal settings to contribute to increased community awareness and understanding.
- Applies principles of respect, justice, access, and equity in contact with others.
- Recognises that processes that improve workflow may have negative impacts for clients and is able to prioritise the client experience over efficient systems.

PRACTITIONER

- Has a working knowledge of gendered and racial drivers of violence and how these are driven by racist and patriarchal systems.
- Understands the correlation between intersectionality and risk of violence and additional challenges to seeking help.
- Can recognise the wide range of behaviours used to establish power, diminish a person’s autonomy, and constitute violence such as financial control, technology facilitated abuse and systems abuse.
- Understands the nature and impacts of coercive control as a pattern of behaviour and how this impacts help seeking.
- Understands that sexual violence occurs across many contexts and relationships within and outside the sphere of domestic and family violence, and can appreciate the different nuances, concepts, and impacts on individuals and society.
- Understands the cumulative and compounding nature of trauma and draws from a range of practice and theoretical frameworks to respond, including social justice and human rights.

ADVANCED PRACTITIONER

- Can reflect on practice and consider responses through a diverse lens, seeking resources and supports to guide practice specifically in response to clients with diverse backgrounds, experiences, and needs.
- Has highly developed understanding of the range of behaviours associated with violence, including hidden and covert, and guides others in being alert to these signs.
- Has an advanced understanding of the cumulative, compounding, and complex impacts of trauma and how these impacts manifest in the choices people make.
- Highly developed knowledge of sexual violence concepts and the impacts on disclosure and educates others.
- Has an advanced knowledge of relevant theoretical models, frameworks, and underpinning knowledge and provides guidance to staff on how to drive best practice approaches.
- Can develop responses that empower client’s autonomy in understanding and responding to risk.

LEADER

- Has a sophisticated knowledge of the nuances, challenges, and complexities that lead to violence against women and leads the organisation with intersectional feminist principles.
- Has a superior understanding of intersectionality and systematic inequity and challenges and advocates for system change internally and externally.
- Has a sophisticated understanding of trauma and its impacts at the worker, client, family, community, and society level and what this means for leading an organisation that responds in this space.
- Creates a culture of learning to ensure that staff receive the support and development required to stay at the forefront and continue to build their knowledge base.
- Uses expertise and experience to cultivate a strong and healthy practice environment underpinned by relevant theoretical and practice models, frameworks, and knowledge
- Challenges systems and services, internal and external, to deliver trauma-aware, healing-informed systems and processes.

DOMAIN 1

Need to be able to work in crisis but not be in crisis.

1.2 Understands both prevention and recovery as parts of the continuum

ALLIED SUPPORT

- Understands that violence is preventable and stopping it from occurring in the first place is the goal of all.
- Able to prioritise, plan, and ensure smooth logistical arrangements for a range of prevention activities, engagements and referrals, as appropriate to role.
- Recognises, responds, and challenges explicit and implicit drivers of gendered violence.
- Understands the importance of supporting children impacted by violence as part of preventing further violence.
- Recognises, responds, and challenges explicit and implicit drivers of gendered violence.

PRACTITIONER

- Understands the primary, secondary, and tertiary continuum and where and how your work fits into this.
- A proactive and preventative approach is an aspect of work even when operating in tertiary crisis-led environments.
- Participates in community education and awareness activities (as relevant to role) as part of preventing violence before it starts.

ADVANCED PRACTITIONER

- Has a sophisticated understanding of the continuum of responses and is able to connect the different parts of the system and responses taken within it.
- Participates as appropriate in relevant engagement and advocacy opportunities, such as Domestic and Family Violence Prevention Month and or Queensland Women's Week.
- Understands the importance of supporting, encouraging, and responding to children particularly when there is increased risk of aggressive behaviour and violence.
- Understands how prevention work connects to stopping violence and can articulate this to others including fellow practitioners and the community.
- Facilitates safe, reflective, conversations with colleagues in response to explicit and implicit drivers of gendered violence.

LEADER

- Participates in media and other advocacy opportunities, and is able to clearly articulate and advocate for the importance of prevention.
- Encourages a whole-of-community approach to drive social and cultural change across a wide range of settings.
- Contributes to partnerships across different settings such as school, communities, and social groups to help raise awareness of trauma and how to prevent violence.
- Confidently leads and models early recognition and responses to explicit and implicit drivers of gendered violence in all interactions.

DOMAIN 1

Workers need a keen sense of social justice mixed with a finely tuned understanding of trauma with rapport and engagement skills.

1.3 Understands requirements and commitments organisations work under

ALLIED SUPPORT

- Knows that there is legislation and standards that protect and support people experiencing violence and trauma, and is able to access it if required.
- Understands the impacts of legislation and standards on role, particularly in respect to areas such as disclosure, confidentially and information sharing.
- Understands and works within organisational policies and procedures as they relate to the scope of role and responsibilities.

PRACTITIONER

- Has a working knowledge of the Domestic and Family Violence Protection Act 2012 and other relevant legislation, guidelines, schemes, and standards.
- Aligns own practice to legislation and standards and can apply with discretion in areas of privacy and confidentiality, reporting, and information sharing.
- Has a strong understanding of organisational policies and procedures and what they mean for own practice.
- Participates in the development of organisational systems and processes.

ADVANCED PRACTITIONER

- Has an advanced knowledge of relevant legislation, standards, and guidelines which programs and people need to respect and work within.
- Mentors team members in areas of legislation, standards, and guidelines relevant to the context of practice.
- Highly developed understanding of the impacts of legislation and guidelines on everyday practice for self and others, and informs systems and processes to support and comply.
- Works collaboratively to inform and develop organisational systems and processes that align to relevant legislation, funding guidelines, and requirements and drive safe and quality practice.

LEADER

- Has a sophisticated knowledge of relevant legislation, guidelines, and standards and provides guidance to staff on complex matters related to legislation.
- Leads the development and ongoing management of organisational systems and policies that ensure compliance with required legislation, standards, and funding requirements.
- Drives organisational performance and operations that comply with the Human Services Quality Framework and the Domestic and Family Violence Regulatory Framework as relevant.
- Actively leads the establishment and regular review of policies and practices to ensure compliance with legislation and drives ongoing improvement practices and processes.
- Can develop systems and processes that meet governance and remain anchored in trauma-aware, healing-informed responses.

DOMAIN 2

Upholding dignity and value through healing-centred engagement

Upholding people's rights and dignity means establishing trusting relationships built on the inherent worth, value, and experience of all people we work with and provide services to. Ensuring people can access accurate information about their rights and the broader service system in the context of their individual circumstance is a critical component of choice and control for people seeking help.

Inclusive and integrated approaches are dependent upon an understanding of different cultures and contexts, as well as an ability to have empathy and think from different perspectives. Taking a proactive approach to build knowledge and connections is required to ensure practice, strategies, and alliances are in place to support all people affected by violence to be safe, recover, and heal.

The experience of family violence in Aboriginal and Torres Strait Islander communities must be understood in a historical context, including the impacts of colonisation.

DOMAIN 2

There are four supporting capabilities required within this domain:

2.1 Effectively communicates and establishes relationships

Adopting a person-centred approach helps to facilitate strong, trusting, and enabling relationships with women, children, men, gender diverse peoples, and families, with diverse experiences.

This rapport is critical to ensure information can be tailored and provided to people in a way that is accessible and that positions them to participate in decisions about the responses and support they receive.

2.2 Establishes relationships and knowledge of referral pathways and networks

Given that the impacts of violence and trauma affect all aspects of a person's life – from health and wellbeing to housing to economy to legal – integrated approaches are needed to connect different parts of the service system together.

Developing relationships and networks, and understanding how to navigate and tap into the service system, is essential to ensure people receive integrated, wraparound support.

2.3 Culturally safe and appropriate practices informed by Aboriginal and Torres Strait Islander peoples

Working with Aboriginal and Torres Strait Islander peoples requires an understanding of the history of colonisation and its continuing impacts on individuals, families, and communities, including systemic racism, economic disadvantage, and intergenerational trauma.

Culturally safe approaches are critical and require connections with specialised cultural organisations, a proactive approach to building cultural capability, and a commitment to move beyond a deficit-based approach, with culture as a protective factor.

2.4 Tailors engagement to the needs of diverse groups

People from different groups experience heightened risk of violence and face additional and systemic barriers to accessing help and support.

Tailoring information and communication to people's individual context, including cultural and other norms and traditions, means working with interpreters as appropriate, connecting with specialised agencies, and taking a proactive approach to facilitating access to services and supports.

DOMAIN 2

It's not just having the skills or 'the piece of paper' it's about using them in the right way.

2.1 Effectively communicates and establishes relationships

ALLIED SUPPORT

- Is patient, respectful, and professional in all contact with staff, stakeholders, and people seeking support.
- Communicates in a calm and timely manner, even in the face of crisis and pressure.
- Provides information regarding client rights, responsibilities, and confidentiality.
- Is respectful of people's rights and autonomy and their ability to make choices.
- Understands that everyone plays a role in ensuring a trauma-aware, healing-informed environment and works as part of a team to ensure this, by creating warm and welcoming physical spaces.
- Recognises that trauma and stress result in diverse presentations of clients and can respond appropriately in these circumstances.

PRACTITIONER

- Builds a relationship of trust devoid of judgement, based on deep listening, empathy, and patience.
- Provides information about the organisation and the service system in a way that is sensitive, simple, clear, transparent, and appropriate in language and level of information.
- Explains people's rights and responsibilities, confidentiality, and privacy and their implications, including when information-sharing may be required.
- Able to adapt and be flexible, using different technologies to provide services in remote and virtual ways, without compromising quality.
- Able to bring knowledge of intersectionality and diversity to develop good relationships.
- If working with people who use violence, able to create effective working relationships that promote accountability.

ADVANCED PRACTITIONER

- Models and guides others in connecting with empathy and balance, particularly to those with highly complex needs.
- Skillfully and sensitively communicates complex information verbally and in writing, particularly when faced with heightened states of distress.
- Highly confident and accomplished, able to balance and model respect for the rights of individuals and the organisation's responsibilities.
- If working with people using violence, highly skilled in engaging and motivating clients while promoting their accountability.
- Explains people's rights and responsibilities, confidentiality, privacy, and duty of care in a sophisticated way that empowers clients.

LEADER

- Creates space for and demonstrates highly sophisticated relationship and rapport building skills with people, staff, and stakeholders.
- Sophisticated communicator, verbal and written, to all audiences, cutting through complexity and being mindful of simplicity and purpose.
- Clear and confident in balancing the rights of people experiencing violence and the organisation's responsibilities, while sharing information to advance outcomes for people accessing support.
- Allows space for the impacts of intersectionality on relationships and relationship building.
- Values providing resources to staff, including time, training, tools, and access to venues to create good relationships.

DOMAIN 2

2.2 Establishes relationships and knowledge of referral pathways and networks

ALLIED SUPPORT

- Is positive and open, fostering effective relationships with other agencies and networks.
- Provides information and assistance as needed to support relationships with other providers.
- Shows initiative, enthusiasm, and a proactive approach to ensuring up-to-date information about other agencies is accessible, as relevant to role.

PRACTITIONER

- Knows referral pathways and establishes effective relationships and networks to collaborate and facilitate appropriate support and safety.
- Develops cross-sector practices to share information and knowledge to enhance support and responses, including non-sector services that can provide support to specific vulnerable populations.
- Manages or gains support to navigate tension and conflicts and maintain relationships with other agencies.
- Develops relationships with specialised organisations, cultural and those from other sectors and specialties, to facilitate pathways, and provide support and effective follow up for those who face additional barriers.

"We need to be able to fiercely go where we need to."

ADVANCED PRACTITIONER

- Builds strong working relationships and networks and invites opportunities for interagency working with local services, community, and Elders.
- Shares power, knowledge, and resources to provide referrals or system solutions for clients.
- Has extensive, nuanced, and current understanding of the service system and other connected systems and can interpret it for each individual client and their diverse needs, including for people who use violence.
- Uses relationships to streamline referral processes and accesses cultural guidance and intervention as needed.

LEADER

- Leads and encourages strong working relationships and networks with organisations and agencies, representing the organisation at relevant forums and alliances.
- Establishes higher order networks and relationships across the sector to facilitate smooth pathways and effective information sharing.
- Provides clarity to others and leads systems that guide the organisation on how to work in partnership with others, including decision making and conflict resolution.
- Understands where their service sits in the larger landscape and how processes and governance decisions may impact others and works to ensure the system is enhanced.

DOMAIN 2

2.3 Culturally safe and appropriate practices informed by Aboriginal and Torres Strait Islander peoples

“It’s not just about preventing violence it’s about recovery, wellbeing and healing.”

ALLIED SUPPORT

- Has an awareness of the ongoing impacts of colonisation.
- Acknowledges the importance of connection to culture, Country, and community.
- Is respectful of difference, acting professionally and appropriately at all times.
- Understands the impacts of stereotyping and uses culturally sensitive language, upholding the dignity, values, and ways of being, knowing, and doing of Aboriginal and Torres Strait Islander peoples.
- Builds knowledge and understanding of local community, including strengthening connections with First Nations peoples to support culturally safe and inclusive practices, processes, and procedures.
- Recognises cultural bias and personal privilege and what this means for one’s work and interactions.

PRACTITIONER

- Understands the ongoing impacts of colonisation on First Nations peoples and the different approaches anchored in principles of self-determination and sovereignty.
- Has the knowledge, relationships, and connections in place for culturally sensitive and safe practice, following protocols and working with community-controlled organisations.
- Understands intergenerational trauma and the practice approach centred in healing and moving through and beyond trauma.
- Understands how the gendered lens and patriarchal structure of society intersects with the cultures and cultural experiences of First Nations peoples.
- Forms connections and relationships with local community First Nations peoples to deliver culturally safe and inclusive practice.
- Recognises and reflects on cultural bias and personal privilege and what this means as a practitioner.

ADVANCED PRACTITIONER

- Has an advanced understanding of the resilience and importance of self-determination and the whole-of-family, whole-of-community approach to raising children.
- Accomplished and able to adapt and tailor approaches, consulting with specialist services and ensuring genuine cultural capability for self, staff, and team.
- Modifies practice responses to meet the context and experience of First Nations peoples.
- Builds connections and relationships with local community First Nations peoples to deliver culturally safe and inclusive practice.
- Recognises and reflects on cultural bias and personal privilege and what this means for practice.

LEADER

- Has a sophisticated understanding of the ongoing impacts of colonisation, including systemic racism and challenges obvious and casual racism.
- Cultivates an organisational culture that prioritises culturally inclusive practice and operations.
- Strengthens connections and relationships with local community First Nations peoples to deliver culturally safe and inclusive services.
- Sensitive to and acknowledges cultural bias and personal privilege and enables ongoing learning and appropriate service responses.

DOMAIN 2

2.4 Tailors engagement to the needs of diverse groups

...to work with women who don't speak English as a first language requires a willingness to be vulnerable, and the ability to be adaptable and flexible to what women from different background's need.

ALLIED SUPPORT

- Is aware that people have different experiences and reasons that affect their ability to seek help and support and is proactive and welcoming.
- Avoids stereotyping and uses culturally sensitive language, upholding the dignity, values and beliefs of individuals and their diverse cultural identities, as relevant to role.
- Is curious and open to learning about diverse lived experiences and perspectives.

PRACTITIONER

- Values diversity in all its forms and is able to form effective relationships with people and families from all backgrounds and identities.
- Understands the correlation between gender, disability, sexual orientation, cultural background, poverty, and remote disadvantage and increased risk of violence.
- Tailors approach to the needs of the individual and their context, using appropriate and relevant practice frameworks, including human rights and social justice.
- Seeks out learning, connections, and networks to continually expand knowledge and ability to work with people from different backgrounds.

ADVANCED PRACTITIONER

- Models advanced practice characterised by adaptive and responsive approaches that are open, expansive, and accepting of multiple voices.
- Has an advanced understanding of the complexity and nuance of help-seeking behaviour, and the inherent and additional challenges that vulnerable communities face.
- Ensures the provision of culturally appropriate, gender-appropriate, and age-appropriate services to clients in accordance with organisational values.
- Has highly developed knowledge of the nuances and complexities of obvious and casual racism faced by those from diverse cultural backgrounds and understands how this affects people's risk for and experience of violence and help seeking.

LEADER

- Embodies diversity in all its forms and enables inclusive practice and organisational behaviour.
- Has a sophisticated understanding of help-seeking behaviours across the spectrum, the various factors that affect help seeking, and the role of the organisation in enabling access to services
- Is proactive and curious in building knowledge of self and others.

DOMAIN 3

Managing risk, prioritising safety, and recovery

People's safety is always the first priority. It is dependent upon the effective identification, assessment, and management of immediate and long-term risks. Understanding and acknowledging the dynamic and cumulative nature of trauma and stress recognises and builds upon an individual's strengths, experiences, and agency.

Collaborative approaches to assessing risk must be responsive to culture, intergenerational trauma, and the compounding impacts of discrimination and disadvantage that Aboriginal and Torres Strait Islander peoples and those from different and diverse groups face. Approaches must balance promoting accountability, pursuing healing and recovery, and moving beyond a crisis lens.

DOMAIN 3

There are three supporting capabilities required within this domain:

3.1 Takes a trauma-informed approach to assessing risk and safety

A deep understanding of how trauma impacts people's thoughts, beliefs, and behaviours is necessary to uncover and embed relevant information into risk identification and assessment processes.

The nature of risks is complex and dynamic, with risks changing with time and circumstances. This requires practitioners to undertake ongoing risk assessments, examining risk, protective factors, and behaviour patterns.

3.2 Develops multi-agency responses that promote safety and wellbeing

Developing responses that prioritise immediate safety and balance the importance of longer-term wellbeing and recovery requires multidisciplinary and multiagency approaches.

Within complex, challenging, and often time-critical circumstances, creative and evidence informed responses are required. They should be based on decisions that respect an individual's wishes and unique circumstances, and they should work with and around system barriers.

3.3 Promotes accountability with people who use violence

Understanding how to hold people to account and tailor approaches to individual and cultural contexts is a critical part of holistic responses and preventing further violence.

Working within non-consent-based service contexts requires balance and nuance grounded in a gendered frame.

DOMAIN 3

3.1 Takes a trauma-informed approach to assessing risk and safety

ALLIED SUPPORT

- Demonstrates compassion for the trauma people have experienced.
- Documentation and data entry is done in a timely and accurate manner, relevant to role.
- Able to identify safety concerns and indicators of risk and escalate any issues or conflicts in a timely way.
- Is flexible and adaptable even in the face of unpredictable and challenging circumstances.

PRACTITIONER

- Approaches risk assessments as a complex and evaluative process rather than a one-off event.
- Seeks information from multiple sources to understand the dynamics, nuances, and shifting nature of risk.
- Uses a trauma informed lens to undertake risk assessments identifying warning signs, risks, and protective factors.
- Tailors risk assessment approach to different people's contexts, acknowledging the compounding effects of multiple forms of discrimination.
- Able to diffuse and manage escalating behaviour and risk in a timely manner.
- Documents in a timely, clear, factual, succinct, and quality manner that is respectful of people's journeys.
- Takes a whole-of-family, whole-of-community approach when assessing risk and safety management processes with Aboriginal and Torres Strait Islander peoples and communities.

"You need to pick up on the nuances when you hear a story, its often about what you don't hear, and this comes with experience."

ADVANCED PRACTITIONER

- Accomplished in identifying risk, harmful behaviours, and protective factors, and guides other staff in more complex situations.
- Highly developed ability to collect and focus on relevant and required information, with strong intuition and ability to pick up nuances.
- Autonomously undertakes comprehensive risk assessments and provides support and advice to other practitioners, particularly in complex situations about how to navigate issues and systems.
- Accomplished in recording and documenting case notes and other relevant information and provides feedback and guides others to develop.
- Has an advanced understanding of intergenerational trauma and knows how to work in partnership with Aboriginal and Torres Strait Islander peoples, families, communities, and providers.
- Uses intersectional lens to unpack risk and develop responses that improve safety, that are unique to the individual.

LEADER

- Has a sophisticated understanding of the signs of harm and trauma and leads people and programs in developing and embedding best practice approaches.
- Has a strong and balanced risk management and mitigation lens at all levels of operations.
- Prioritises and supports the development of high-quality documentation and recording practices to create evidence, comply with legislation, and manage risk.
- Promotes the importance of a trauma-aware, healing-informed lens when working with Aboriginal and Torres Strait Islander peoples and ensures this is prioritised in practice approaches.

DOMAIN 3

For women's safety, wellbeing and recovery you need an appreciation of how all the parts of the system fit together.

3.2 Develops multi-agency responses which promote safety and wellbeing

ALLIED SUPPORT

- Actively contributes to a multidisciplinary approach as appropriate.
- Is warm and sensitive, making people feel comfortable as part of their longer-term recovery and rebuilding journey.
- Provides information as appropriate to non-specialist providers or agencies to build their knowledge and understanding.

PRACTITIONER

- Makes evidence-informed and balanced decisions as a result of the assessment process, setting goals with individuals that focus on safety and empowerment.
- Develops and documents safety plans that are tailored to the individual's circumstances and that take a holistic view.
- Develops multidisciplinary case management approaches that refer, consult, advocate, and share information (as appropriate) to ensure safety and promote wraparound supports.
- Incorporates wellbeing and recovery into a holistic case management approach to promote the journey of rebuilding.
- Works as an ally with women and families, including in decision-making and identifying solutions that build upon strengths and prioritise autonomy, agency, and expertise.
- Is aware of options for Aboriginal and Torres Strait Islander peoples to access community-driven responses that prioritise cultural healing.

ADVANCED PRACTITIONER

- Displays advanced capability in complex decision-making, balancing safety, best practice, resource limitations and desired outcomes.
- Highly competent and autonomous in safety planning and supports others to develop in this area.
- Promotes multidisciplinary approaches, referring and communicating to resolve safety issues and optimise responses.
- Shares information (as appropriate) across agencies to ensure safety, promote accountability, and focus on longer-term wellbeing.
- Models a strengths-based approach, particularly in complex situations, and ensures processes and systems minimise the need for people to retell their stories.
- Has strong relationships and alliances with community-controlled and other cultural and specialised organisations.

LEADER

- Demonstrates superior and balanced decision-making skills within complex and challenging situations and environments.
- Has a sophisticated understanding of the complexities of safety planning and can take a pragmatic yet supportive approach that ensures systems, resourcing, and support as needed.
- Highly attuned to the dynamics of multidisciplinary practice and drives a culture of collaboration.
- A sophisticated strengths-based leader who embeds principles of empowerment, responsibility, and shared decision making across the organisation.
- Leads collaborative practice approaches with diverse agencies that are open and sufficiently robust to enable challenge.
- Engages with Elders, takes account of local protocols, and establishes relationships to understand and respond appropriately to intergenerational trauma.

DOMAIN 3

3.3 Promotes accountability with people who use violence

ALLIED SUPPORT

- Facilitates and supports connections with advocates and others as requested.
- Professional, effective, and timely logistic management to enable effective group and therapeutic interventions.
- Is non-judgmental and respectful in any contact with those who use violence.
- Is neutral and professional in contact with people who use violence, avoiding the establishment of overfamiliar connections.

PRACTITIONER

- Places work within a gendered lens and creates safe, respectful, and trusting relationships and spaces to promote accountability.
- Avoids collusion and recognises and rejects tactics used to minimise or deny use of violence.
- Supports inclusive and safe interventions that challenge attitudes and harmful patterns of behaviours, which supports personal accountability and change.
- Uses a community approach to holding people who use violence to account when working with Aboriginal and Torres Strait Islander communities.
- Monitors and evaluates behaviour change and works collaboratively with others to respond to escalation while maintaining relationships.
- Highly developed ability to build rapport and hold the space for and with those who use violence. Guides other practitioners to do the same.
- Models best practice and evidence-informed behaviour planning, particularly in more complex situations.
- Accomplished in maintaining accountability to sustain safe behaviours as part of ongoing interventions.

“Being passionate and advocating for survivors must be a core belief.”

ADVANCED PRACTITIONER

- Highly developed ability to build rapport and hold the space for and with those who use violence. Guides other practitioners to do the same.
- Models best practice and evidence-informed behaviour planning, particularly in more complex situations.
- Accomplished in maintaining accountability to sustain safe behaviours as part of ongoing interventions.
- Sophisticated, reflexive, and able to pivot and respond to changes in dynamics and behaviours. Guides other practitioners to develop.
- Adept at balancing the tension between developing effective relationships and collusion and has an advanced understanding of the tactics used and how to manage and mitigate these.
- Leads collaboration and connection with advocates and others, educating and building the understanding of working with perpetrators.
- Engages in critical reflection and supports the development of practice accountability across the team.

LEADER

- Ensures compliance with requirements and specifications and works to balance complex needs in delivering effective group programs.
- Advanced gender analysis, championing the importance of this work as a key component of the overall solution to domestic, family and sexual violence and women’s health and wellbeing as a whole.
- Believes that people who use violence can choose to change and engenders this belief in the way staff and programs work and relate.
- Appreciates that working in the perpetrator space is a growing area that may not be well understood by others. Advocates for and educates others in translating outcomes and influencing outwardly.
- Provides supervision to enable critical reflection, development, and accountability of practice with people who use violence.

DOMAIN 4

Working as part of an integrated system

People's safety and wellbeing is the collective responsibility of workers, organisations, and agencies. Practitioners and organisations need to work together to share information, advocate, and influence for change and improvement at a local delivery and systems level.

Being informed by evidence and creating an evidence base through practice helps to build an understanding of what works and what doesn't. Advocating and influencing for more of what works and promoting this evidence helps to create widespread and systemic change.

DOMAIN 4

There are three supporting capabilities required within this domain:

4.1 Supports the team and organisation to thrive

Effective relationships with colleagues and all others in the workplace are critical for a team and organisation to thrive and is the responsibility of all.

Being an active contributor and participant, and being able to understand and respect your role and the role of others creates an effective, learning-focused team and organisation.

4.2 Is evidence-informed and outcomes-focused

Adopting an evidence-informed approach helps to meet the needs of people on an individual level within the lens of research and practice rigor, learning, and knowledge.

Contributing to an evidence base drives ongoing improvement and enhancement of program approaches. It helps to tell the story and explain what works at a system and community level.

Having an adaptable approach helps to ensure a readiness to incorporate new learning, evolving evidence and tools and technology platforms into work processes.

4.3 Works collectively to build system capability through advocacy and improvement

To achieve the best outcomes for people, families, and communities, workers at all levels must work collaboratively across the system to identify and address gaps and agitate for change and improvement.

Building the system capability requires advocacy, activism, and challenge alongside a balanced approach to manage any tensions in agency partnerships.

Educating and increasing awareness of non-specialist Domestic, Family and Sexual Violence support providers is needed to enhance the capability of the whole system.

DOMAIN 4

Solidarity is critical to influence and change.

4.1 Supports the team and organisation to thrive

ALLIED SUPPORT

- Proactive approach to developing trusting and effective relationships with colleagues to enable role and achieve the organisation's goals.
- Participates in staff and organisational meetings and planning activities.
- Participates in supervision, training, and learning and development opportunities to advance knowledge.
- Highly organised and proficient in administration systems and processes, ensuring they are efficient and supportive for the team.
- Complies with risk and accountability measures to ensure a healthy and safe workplace environment.
- Able to plan and organise work effectively with minimal supervision and to work as part of a team.

PRACTITIONER

- Develops effective working relationships with colleagues and teams based on trust, encouragement, and safety.
- Is an active participant and contributor in team and organisation meetings and relevant policy and planning activities.
- Displays curiosity, openness, and an appetite to learn and integrate knowledge, giving and receiving feedback and sharing knowledge.
- Complies and contributes to policies and accountability and management systems, reporting any issues that may impact the health and safety of colleagues and others.
- Adopts a continuous improvement approach to practice, identifying and feeding issues, challenges, and opportunities to others.
- Seeks out supervision and guidance to grow and develop.

ADVANCED PRACTITIONER

- Develops strong working relationships with colleagues, modelling, mentoring, and supporting others formally and informally.
- Provides opportunities for and promotes connection, learning, and reflection for the team, valuing collaboration and constructive challenges.
- Guides and supports others balancing accountability, productivity, quality delivery and cultural awareness.
- Generates ideas and leads systems development and improvement practices to advance the organisation's effectiveness.
- Takes a proactive approach to risk, compliance, and safety at practice and program levels.
- Leads and supports workload management and allocation to meet competing demands.

LEADER

- Cultivates a strong sense of team through feminist and other leadership styles that promote trust, respect, courage, and vulnerability.
- Leads people and planning processes and creates space for others to engage and contribute.
- Creates time for team reflection to cultivate a shared learning culture that promotes accountability, reflection, and growth.
- Fostering in others the organisations values, from attraction to retention.
- Demonstrates accountability to the Board, driving transformational change and embedding continuous improvement strategies that support the organisation to aspire and achieve.
- Ensures organisational compliance with contractual, legislative, and other requirements, and applies effective risk-management and legal lens.
- Is agile and responsive, balancing practice and business imperatives with effective financial and business ability alongside high-level stakeholder management and influence.

DOMAIN 4

Creating and building the evidence is critical to telling the stories and sharing the challenges women face.

4.2 Is evidence-informed and outcomes-focused

ALLIED SUPPORT

- Proficient, accurate, and efficient data entry and record keeping.
- Early adopter of systems that enable the building of an evidence base.
- Accesses opportunities to develop knowledge of contemporary approaches, systems, and processes.

PRACTITIONER

- Knows how to ask the right questions to collect relevant service-related data, participating in reporting processes and practices to create an evidence base.
- Has a focus on solutions and outcomes and participates in evaluative practices and processes, which help to create an evidence base.
- Able to adapt to and adopt new research, evidence, frameworks, and tools as they evolve, such as common risk assessments, to drive consistent approaches.
- Proactively seeks out opportunities to maintain and develop currency of knowledge and skills.
- Awareness of the importance of meaningful and robust data gathering in everyday practice for service response and practice improvement.

ADVANCED PRACTITIONER

- Builds an evidence base for the organisation's practice and approach, leading evaluation and measurement processes.
- Models shared problem solving and a focus on solutions and outcomes.
- Provides formal supervision, debriefing, and appraisals to others in areas of clinical service delivery to enhance practice.
- Willing and ready to incorporate new and emerging research, evidence, and frameworks into practice.
- Proactively seeks out opportunities to maintain current knowledge about emerging evidence and synthesises and translates information for peer learning.
- Participates in the identification of trends to inform appropriate service development and strive for best practice.
- Contributes to and supports building a data insights culture and evolving data maturity.

LEADER

- Drives a focus on outcomes and evidence in organisational performance.
- Has an analytical lens, able to use evidence to validate approaches and hold the organisation accountable.
- Able to build a culture of evidence, leading critical thinking and a commitment to evaluation and analysis.
- Demonstrated ability to refer to emerging evidence to inform decision making, program design, tenders, and submissions.
- Creates opportunities to share and learn, talk about what is not working well, enable change and adapt based on evidence.
- Uses data collection and analysis as an evidence base to improve service delivery, client outcomes and systems.

DOMAIN 4

4.3 Works collectively to build sector and system capability through advocacy and improvement

ALLIED SUPPORT

- Works with others to contribute to positive change.
- Flags gaps and issues that impact service effectiveness in sphere of role.
- Is engaged and proactive working in the best interests of those experiencing violence and trauma.
- Is open to supporting others to build collective capacity.
- Is aware of the importance of hearing from service users to support learning and service improvement.

PRACTITIONER

- Consults and collaborates with a wide range of organisations and stakeholders as part of a shared sense of purpose.
- Identifies gaps in the service system at the local level and makes recommendations on improvements needed.
- Participates in and contributes to activities that raise the profile of domestic, family and sexual violence, women's health and wellbeing, to increase awareness and reduce stigma.
- Proactively builds relationships and supports others in efforts to build the system capability.
- Tends to the sector, networking and engaging in a collegial approach, cultivating a sense of solidarity and collectivity.
- Acts as a mentor, supporter, and guide for non-specialist practitioners and services on domestic, family, sexual violence and women's health and wellbeing as requested.
- Listens to service users to inform practice development and contribute to quality assurance and evaluation.

"...influencing outwards is a huge part of the work."

ADVANCED PRACTITIONER

- Works with others to voice pain points and blockages and achieve change in the best interests of those impacted by violence and trauma.
- Identifies systemic improvements, creates improvement systems, and challenges others in a way that engenders constant and ongoing gap identification and collective growth.
- Fosters positive community relationships and demonstrates leadership with public, community, and business groups to advocate and educate.
- Is generous and open with knowledge, partnering with other practitioners and organisations, particularly small and remote organisations, sharing what's working well.
- Respects individuals and organisations' scope and supports non-specialist organisations to build their knowledge and capability in domestic, family and sexual violence.
- Contributes to processes and policies that provide meaningful opportunities for service users' lived experience, to influence service delivery and design improvement.

LEADER

- Works in coalition with community and business organisations to generate support and profile the importance of collaborating to enable change.
- Engenders an aspiration for excellence in working with others to create positive change, coordinating to fill gaps and minimise duplication.
- Advocates for systems-level change in the pursuit of excellence.
- Sees value in and respects the work and role of all in the system, managing the tension of competition and collaboration for true systems change and increased capability.
- Proactively facilitates professional exchange and guidance for non-specialist agencies to build knowledge more broadly across the system.
- Ensures systems advocacy and quality assurance is driven by evidence and informed by the needs and experience of service users.

DOMAIN 5

Demonstrating a reflective and self-aware approach

To be an effective change agent for women, children, men, gender diverse peoples, and families requires commitment, drive, and a responsibility to the needs of the work you do and to the needs of yourself and your colleagues.

Having a strong connection to purpose and a belief in the ability to make a difference in people's lives serves as a touchstone and anchor to sustain focus, efforts, and energy. Managing the impacts of vicarious trauma to enable growth and build resilience requires an awareness of self and a proactive approach to self-care. There are three supporting capabilities required within this domain.

DOMAIN 5

There are three supporting capabilities required within this domain:

5.1 Manages self

It is critical to balance the demands and needs of the people you support, as well as the cumulative effect and toll this can take on your own emotional and physical health.

Managing self requires a recognition that honesty and vulnerability is a strength that creates resilience. It requires managing signs of fatigue and disconnection proactively.

5.2 'Shows up' for others

Being organised, adaptable, and resourceful is critical within the demanding and often unpredictable nature of this work.

'Showing up' for others means actively contributing to a learning culture and working to balance the intensity of the work through a reflective, calm, and engaged manner.

5.3 Is connected to purpose

An alignment between personal and organisational values and a strong belief in the ability to make a difference in people's lives helps to advance and sustain the way you work.

Feeling a part of collective efforts, acting in solidarity with others, and celebrating achievements facilitates a vibrant, valuing, and meaningful culture.

DOMAIN 5

We are working with stories of vulnerability… we bear witness everyday and this changes us.

5.1 Manages Self

ALLIED SUPPORT

- Understands self and personal triggers and has strategies to respond or accesses support to develop these.
- Understands how to care for self and wellbeing and does so or accesses support to do so.
- Is open and honest about limitations and stressors that impact wellbeing and resilience and asks for help as needed.
- Able to manage competing demands within the complexity of the environment or works to build personal resilience to do so.

PRACTITIONER

- Emotionally intelligent and aware with a keen sense of critical self-reflection and use of self.
- Sets boundaries and has solid self-care practices in place to manage fatigue and remain engaged and connected.
- Willing to be honest, transparent, reflective and hold self accountable. Seeks help as required to manage and prioritise wellbeing.
- Able to keep a sense of perspective about the stories heard, balances other demands, and remains connected as part of a resilient approach.
- Is mindful of their impact on others and takes responsibility for actions.

ADVANCED PRACTITIONER

- Settled in sense of self and practice, emotionally present, with a sense of comfort and confidence, and supports others to develop.
- Demonstrates proactive self-care practices that acknowledges the importance of personal wellbeing.
- Models honesty, vulnerability, and transparency in own practice and behaviour, and is willing to admit faults and weaknesses.
- Adept at managing constant demands, dealing with the unexpected, and remaining calm and focused.
- Models direct, open, and supportive communication and approaches, and contributes to positive workplace dynamics.
- Addresses concerns directly and respectfully.

LEADER

- Has a sophisticated understanding of self and shows this daily in behaviour and role modelling for others.
- Balances the needs of work and self, giving permission and partnering with others in a shared commitment between organisation and worker to support people's wellbeing.
- Role models help-seeking behaviour and humanises limitations for self.
- Is able to manage competing and persistent demands with a balanced approach.
- Understands the waves and continuum of resilience and the care needed to sustain this.
- Is emotionally intelligent and able to accept criticism, take responsibility and regulate self, saying no when needed.

DOMAIN 5

5.2 ‘Shows up’ for others

‘Showing up’ means truly being there for women and colleagues.

ALLIED SUPPORT

- Maintains a clear and kind attitude and approach even under pressure and challenge.
- Reflects on own work to actively identify opportunities and ways to improve and grow and learn.
- Is adaptable, organised, and able to prioritise own work and seek guidance as needed.
- Has a supportive and thoughtful approach with colleagues and others.
- Appreciates and respects other roles, understanding the impact of own work and how to enable others.

PRACTITIONER

- Remains calm, clear, and kind under pressure and in crisis situations, and able to cope with change and challenge.
- Is a reflective and curious practitioner who seeks feedback and demonstrates a commitment to personal and professional development, improvement, and growth.
- Is organised, efficient, resourceful, and able to prioritise and meet multiple demands within a timely way, recognising the difference between urgent and important activities.
- Is present in daily interactions with others, contributing to a cohesive and respectful workplace, holding the space for self and others with kindness and respect.
- Acknowledges and appreciates the roles of others in the team and organisation and understands the interconnection of everyone in achieving shared goals.

ADVANCED PRACTITIONER

- Rises to the occasion, particularly in times of pressure and complexity, modelling a calm, clear, and kind approach.
- Takes a collaborative approach to problem solving, challenges self and others, listens and shares ideas, and debriefs, supervises and mentors others.
- Highly organised, able to plan, prioritise, be flexible, and manage competing tasks, with a positive, can-do, and resourceful approach.
- Is open and generous with knowledge, time, and resources, supporting others to grow and develop.
- Supports the team to feel they have a role to play, uniting and contributing different skills and approaches to achieve shared goals.
- Active and deep listener, able to make people feel valued and seen, demonstrating genuine interest in other people around them.

LEADER

- Thrives under pressure, able to manage high volumes of work in heightened environments with a blend of focus, pragmatism, quality, and productivity.
- Is an avid learner, demonstrated through management and leadership style at all levels.
- Adept at managing competitive priorities, able to be flexible with tasks (micro to macro level) and be creative and resourceful at individual and organisational levels.
- Supports, connects, and responds to the needs of others, alert to the impacts of vicarious trauma and committed to manage the wellbeing of self and others together.
- Able to harness people’s contributions to create strength in the sum of the whole.
- Able to foster trust by giving agency and affirming others, allowing them to influence and shape how they work.

DOMAIN 5

5.3 Is connected to purpose

“This work is hard and can be exhausting… connecting to purpose is invigorating.”

ALLIED SUPPORT

- Has a positive and helpful manner and works to help others.
- Is aligned to and works within the values of the organisation.
- Values diversity of experience, background, and opinion and can work easily and well with others.
- Sees themselves as part of the whole and proactively supports collective efforts.
- Acknowledges achievements of self and others.
- Looks for ways to enhance and contribute to efforts for change.

PRACTITIONER

- Demonstrates passion and optimism, is proactive in supporting others to do and be their best.
- Individual and organisation values and strategic goals are aligned. Is able to manage any tensions between own ideology and realities of working in an organisation.
- Willing and able to deeply listen and be led by and learn from others even if this feels uncomfortable.
- Sees themselves as part of a collective and is generous towards others.
- Able to see the wins no matter how small and celebrate these alongside others.
- Is confident to examine and enquire how the team and the organisation works and can work better.
- Able to deal with the frustrations related to systemic barriers and inequity, and maintain motivation and enthusiasm nonetheless.

ADVANCED PRACTITIONER

- Finds work compelling and energising and is driven by a belief in the ability to make a difference.
- Personal values are strongly aligned to organisational values and strategic goals. Demonstrates this daily, supporting others to remain connected to purpose.
- Holds the space for others, respecting their autonomy with unconditional positive regard.
- Embraces being a part of a collective to create change and proactively engages and supports others inside and outside of the organisation.
- Looks for opportunities to call out and celebrate achievements of self and others.
- Enhances what’s working and challenges the ‘that’s the way we’ve always done it’ narrative to allow new thinking and change.
- Recognises how culture influences values, beliefs, and judgements both for self and others and seeks ways to establish meaningful relationships to grow and learn.

LEADER

- Is future focused, accountable and able to create a positive culture, lifting others up with an energetic, compassionate, inspiring and engaging manner.
- Personal values match the organisation’s ethos: actively champions the vision and purpose of the organisation and maintains a focus on the big picture.
- Has a natural and instinctive approach to embracing different cultures, diversity, and inclusivity in a way that is rooted in overall approach.
- Understands the power of working across the sector in solidarity and supports self and others in practicing daring, inclusive, feminist leadership daily.
- Provokes self and others, asking why in a way that is productive and constructive, avoiding change for change’s sake.

REFERENCE 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 non-government 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.
Responding to Family Violence Capability Framework	Victorian State Government, 2017.
Family Violence, Sexual Violence and Violence within Whānau: Workforce Capability Framework	New Zealand Government, 2017.
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.

WorkUP QUEENSLAND

WHAT'S NEXT?

WorkUP looks forward to continuing to engage with the sector to evolve and develop supporting tools which facilitate the workforce to utilise this product to its fullest.

WHERE TO FIND OUT MORE

www.workupqld.org.au/workforce-capability-framework

‘This work is not about a quick win, it’s about setting the journey for the long haul and being excited about what is yet to be created.’

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