



Growing and retaining a workforce for the future: A strategic road map

WorkUP Queensland

Grow the Workforce: Attract, Recruit and Retain Our People

2024-2026 plan for the gendered violence specialist sector in Queensland.

Overarching Vision: Workforce initiatives, created together, to support attraction, recruitment, and retention challenges in the coming years.

Overarching Objective: Stronger and more sustainable pathways & collaborative responses to attract and retain a vibrant and talented workforce.

Goals:

1. Talented, capable and value aligned people are attracted to our sector.
2. Pathways into our sector are more numerous and more diverse, inclusive of all workforce levels:
 - Allied support
 - Practitioner
 - Advanced Practitioner
 - Leader.
3. Our workforce is more connected, healthy, safe and thriving, moving to a shared understanding and engagement with factors supporting retention.
4. A contemporary evidence base is used to understand our workforce and future requirements (*to inform responses.*)

Goal	Strategy
GOAL 1: Talented, capable and value aligned people are attracted to our sector.	Attract new graduates to the Domestic Family Violence, Sexual Violence and Health and Wellbeing. Improve the quality and accessibility of processes to attract and sustain student field placements. Promote sector careers & increase visibility and awareness of the job roles in our sector: <ul style="list-style-type: none"> • Current tertiary students, new and recent graduates. • Skilled and experienced workers, targeting career transitions and other jurisdictions.
<i>Leverage points with WorkUP BAU Work</i>	<ul style="list-style-type: none"> • <i>Expand WorkUP's induction and foundations programs to students and graduates.</i> • <i>Utilise collaborative grants for placed based and targeted promotional resources if needed.</i> • <i>Connect to WorkUP professional development calendar with graduate program, where learning needs intersect.</i> • <i>Build on current pathway career resources previously developed on WorkUP Resource hub.</i>
GOAL 2: Pathways into our sector are more numerous and more diverse, inclusive of all workforce levels: <ul style="list-style-type: none"> • Allied support • Practitioner • Advanced Practitioner • Leader 	Strengthen connections and leverage the Vocational Education and Training (VET) Sector, with a focus on rural and remote regions. Promote the benefits of workforce diversity and encourage organisations to harness community strengths in their workforce. Explore, test and trial alternative and flexible short-term sector led models.
<i>Leverage points with WorkUP BAU Work</i>	<ul style="list-style-type: none"> • <i>Link to and align with Workforce Capability Resources to strengthen recruitment and selection processes.</i> • <i>WorkUP Scholarship program.</i> • <i>Beyond Awareness and Mentoring Program.</i>
GOAL 3: Our workforce is more connected, healthy, safe and thriving, moving to a shared understanding and engagement with factors supporting retention.	Increased skills and confidence in management of psychosocial hazards in the workforce, contextualised for our sector. Investigate effective responses that can have a positive impact on workforce health, safety and wellbeing, tailored to the needs and nature of our work.
<i>Leverage points with WorkUP BAU Work</i>	<ul style="list-style-type: none"> • <i>WorkUP Professional Development calendar.</i> • <i>Feminist Governance Toolkit.</i>
GOAL 4: A contemporary evidence base is used to understand our workforce and future requirements (to inform responses).	Identify and utilise reliable existing and emerging workforce data to support informed workforce planning & development decision-making.
<i>Leverage points with WorkUP BAU Work</i>	<ul style="list-style-type: none"> • <i>WorkUP Queensland Workforce Survey.</i>

2024-2026 ACTION PLAN

Our Priority - GOAL 1: Talented, capable and value aligned people are attracted to our sector.		
Strategy (We will achieve this by...)	Actions/Deliverables (We will...)	Impact will be...
Attract new graduates to the Domestic Family Violence, Sexual Violence and Health and Wellbeing.	<ul style="list-style-type: none"> Develop and implement a statewide Pilot Graduate Program for DFV, SV and H&WB sector. Embed a review process to inform future delivery. 	Increased student, new and recent graduates, and wider community awareness of current and future career pathways into our sector.
Improve the quality and accessibility of processes to attract and sustain student work placements.	<ul style="list-style-type: none"> Develop tools and information referral links, to support fieldwork education placements for our sector. Showcase share and replicate innovative and successful student placement models such as Outback student placements. Adapt and tailor WorkUP Qld induction and foundational courses for students and scope flexible delivery options. 	
Promote sector careers & increase visibility and awareness of the job roles in our sector: <ul style="list-style-type: none"> Current tertiary students, new and recent graduates. Skilled and experienced workers, targeting career transitions and other jurisdictions. 	<ul style="list-style-type: none"> Create a clearly scoped and scaled career awareness strategy, promoting and profiling the opportunities across our sector. Develop practical resources to support the capacity of sector stakeholders and leaders to promote careers and job opportunities at local career events, information sessions and relevant professional and industrial bodies. 	
Our Priority - GOAL 2: Pathways into our sector are more numerous and more diverse, inclusive of all workforce levels: Allied Support; Practitioner; Advanced Practitioner & Leader.		
Strategy (We will achieve this by...)	Actions/Deliverables (We will...)	Impact will be...
Strengthen connections and leverage the Vocational Education and Training (VET) Sector, with a focus on rural and remote regions.	<ul style="list-style-type: none"> Develop and deliver a place-based pilot program for rural and remote services that supports workforce training, learning and development, aimed for new and emerging frontline and allied support (e.g. administration roles). Develop and deliver a pilot program for experienced practitioners transitioning into team leader or leadership roles. Wrap around support to navigate through the skills eco-system to access eligible fee subsidies and traineeship pathways. 	Improved pathways into and across the sector and increased recognition of skills and experience.
Promote the benefits of workforce diversity and encourage organisations to harness community strengths in their workforce.	<ul style="list-style-type: none"> Research and identify best practice approaches to recruitment and selection to support inclusion and broader diversity. Host meaningful culturally safe conversations with Aboriginal and Torres Strait Islander leaders around attraction and recruitment pressures, Work together to develop appropriate actions to make a difference. 	
Explore, test and trial alternative and flexible short-term sector led models.	<ul style="list-style-type: none"> Trial a creative short term subsidised internship model, to enable readiness for specific roles and skill shortages. A GtW Innovation grant for place-based sector led initiatives for attraction and recruitment. 	

Our Priority – GOAL 3: Our workforce is more connected, healthy, safe and thriving, moving to a shared understanding and engagement with factors supporting retention.

Strategy (We will achieve this by...)	Actions/Deliverables (We will...)	Impact will be...
Increased skills and confidence in management of psychosocial hazards in the workforce, contextualised for our sector.	<ul style="list-style-type: none"> Develop and deliver a learning series and resources in Psychosocial Hazards – Best Practice Management for Leaders. 	Increased recognition and shared understanding of key determinants and workforce actions to support retention in the sector.
Investigate effective responses that can have a positive impact on workforce health, safety and wellbeing, tailored to the needs and nature of our work	<ul style="list-style-type: none"> Develop a collective understanding of what enhances workforce health, safety and wellbeing and what sustains this, individual through to systemic. Co-design and implement actions to enhance workforce health, safety and wellbeing. 	

Our Priority - GOAL 4: A contemporary evidence base is used to understand our workforce and future requirements (to inform responses)

Strategy (We will achieve this by...)	Actions/Deliverables (We will...)	Impact will be...
Identify and utilise reliable existing and emerging workforce data to support informed workforce planning & development decision-making.	<ul style="list-style-type: none"> Scope current workforce data sources including gaps and limitations to better understand and define our workforce. Map relevant training and education pipeline data and sources. Explore and identify supplementary workforce data relationships/collaborations including academic links, that can valuably contribute to actionable and practical data findings. Contribute to the development of WSVP DFSV Data Collection Standards by providing recommendations for workforce data items and definitions. Analyse available data with insights to inform future workforce actions. 	Strengthened workforce data analysis and insights, informing good practice and workforce planning.

Note: Focus for Perpetrator Intervention workforce activities to align with Rec 30

OTHER AREAS to consider:	
Activities related to Perpetrator Interventions being prioritised (rec 30)	<p>Key items being considered:</p> <ul style="list-style-type: none"> Biannual 4-day professional development, with further scoping for industry led standard (including flexible/self-paced delivery modes). Adapt and share Information session collateral for MBC workforce. <p>Note: Some of this will be incorporated in the above strategies so think through what needs to be called out (See attachment2).</p>