

CONCURRENT SESSION

C1 Developing the homelessness sector workforce



Developing the homelessness sector workforce

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National Homelessness Conference , Canberra

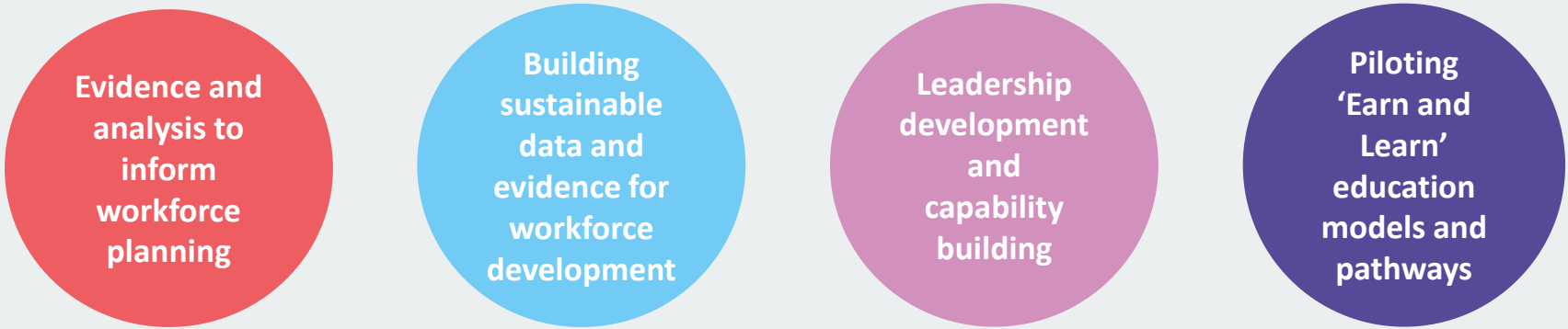
9 August 2022



Workforce Innovation and Development Institute

WIDI was established in 2016 at RMIT University in partnership with the community sector, and funded by the Victorian state government, to address critical workforce challenges faced by the sector.

WIDI has made a significant contribution to the growth, quality and adaptation of the social service workforce including:



Evidence and
analysis to
inform
workforce
planning

Building
sustainable
data and
evidence for
workforce
development

Leadership
development
and
capability
building

Piloting
'Earn and
Learn'
education
models and
pathways

We've got a problem

- Retention challenges
- Reform fatigue
- Poor pay and working conditions – high levels of occupational violence
- Insecure, short term funding – insecure employment, poor career pathways
- Outdated training models
- Lack of necessary infrastructure and funding levels for service provision
- Leadership roles being filled by staff with limited experienced, without benefit of informal coaching and mentoring



Stepping it up: Serious workforce shortages

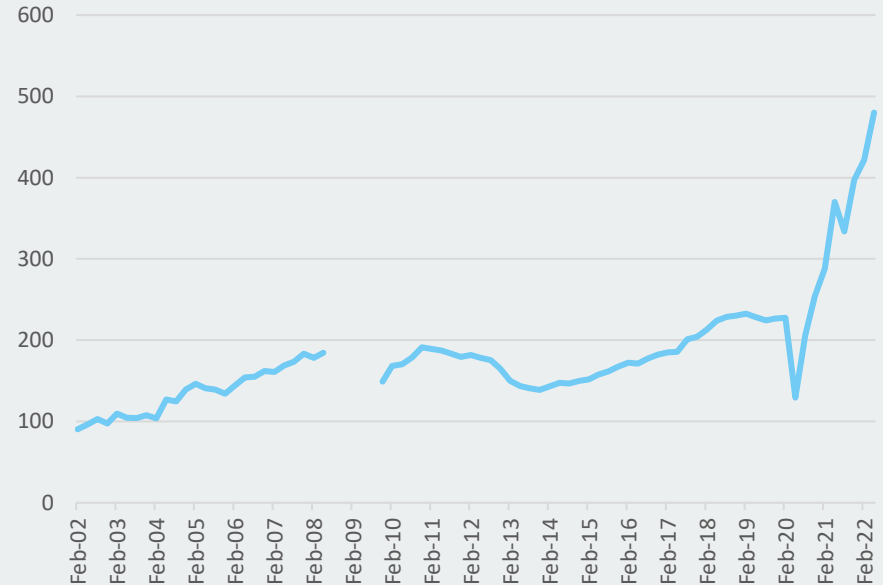
- Labour shortages across the economy - 3.5% unemployment
- Hours lost to injury or sick leave almost double since pre-pandemic
- The national vacancy rate is at record levels
- Health Care and Social Assistance has seen consistent employment growth for the last 20 years and 9.7% in the last year
- Projected to grow by 301,000 (or 15.8%) over the five years to November 2026

Labour shortages across the economy

% Unemployment rate, seasonally adjusted

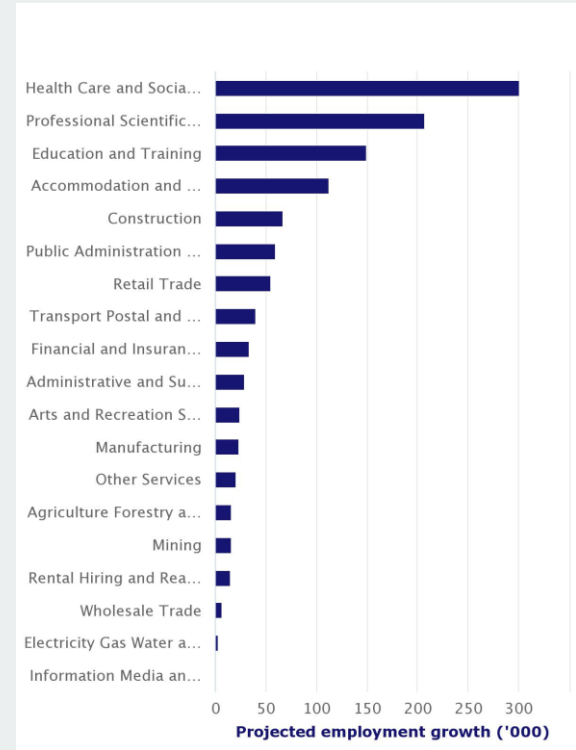
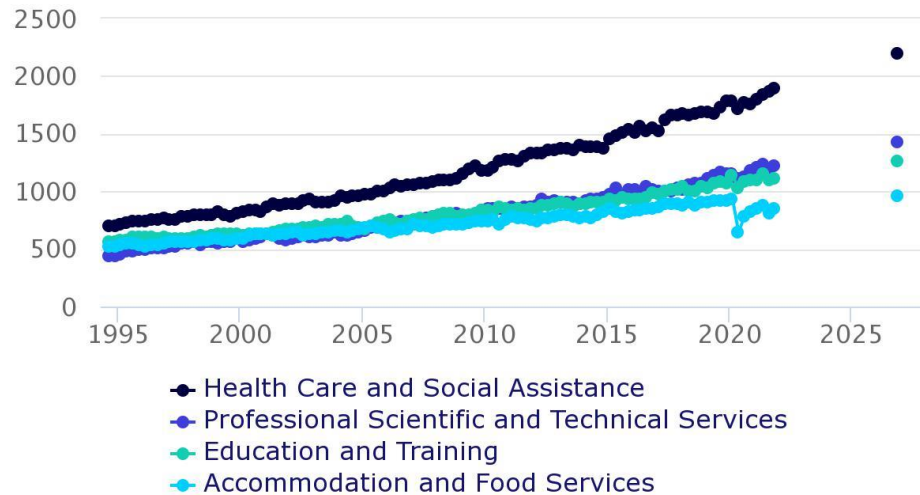


Job Vacancies, seasonally adjusted



Employment growth and projections

Four fastest growing industries, past and projected employment



National Skills Commission Employment projections

Occupation	Employed in 2021	Employed in 2026	Projected change	Jobs
Aged and disabled carer (4231)	266,900	341,800	28%	74,900
Nursing Support and Personal Care Workers (4233)	97,600	107,000	9.6%	9,400
Welfare Support Workers (4117)	75,600	94,700	25.2%	19,100
Counsellors (includes AOD counsellors) 2721	24,400	27,800	14.2%	3,500

How did we get here?

The sector has been depleted and is struggling to meet the challenges that lie ahead

- Systemic failures leading to 'siloed' Royal Commission driven reform
- Feminized workforce, historically poor pay and conditions, low levels of qualifications
- Low levels of unionisation, poor bargaining power, 'subsidised' approach to funding
- Rapid growth, inadequate investment in workforce, lack of workforce data
- Government funding defining job roles and inadvertently causing duplication and inefficiencies
- Training and qualifications are not dynamic enough to meet the workforce needs
- Covid-19

Specialist homelessness workforce challenges

In Homelessness

- specialised nature of the work
- absence of entry-level jobs and qualification in the sector
- there is no clear growth pipeline for workers into homelessness
- 'poaching' workers from a shrinking pool of staff at other specialist homelessness organisations rather than building the workforce

You will have

- Degree qualification in social work, welfare, community development or related field and relevant experience
- Post graduate qualification would be highly regarded
- Experience in social and community services programs including program management in Homelessness and community housing
- Experience in active membership in community or government bodies within the Homelessness sector
- Experience in translating high level strategy into practice at a service level
- A current VIC Drivers Licence
- Valid VIC Employee Working with Children Check
- Ability to provide proof of Eligibility to Work in Australia

As part of your application please respond briefly to the following key attributes:

- Organised, methodical, process-driven approach to project management
- Able to draw from a thorough understanding of frameworks and models of practice specific to homelessness
- Ability to travel where/when needed (negotiable to an extent)
- Able to:
 - Work collaboratively within a team
 - Navigate complex organisations - including good knowledge and understanding [REDACTED]
 - Establish rapport immediately with a variety of stakeholders
 - Communicate effectively, in interview/interpersonally, and across written mediums, with a diverse range of audiences and mindful of scope of role
 - Remain "on message" within messaging/communications strategies
 - Research, collate, interrogate, and analyse information and data
 - High quality professional writing skills in report/document preparation

What we offer

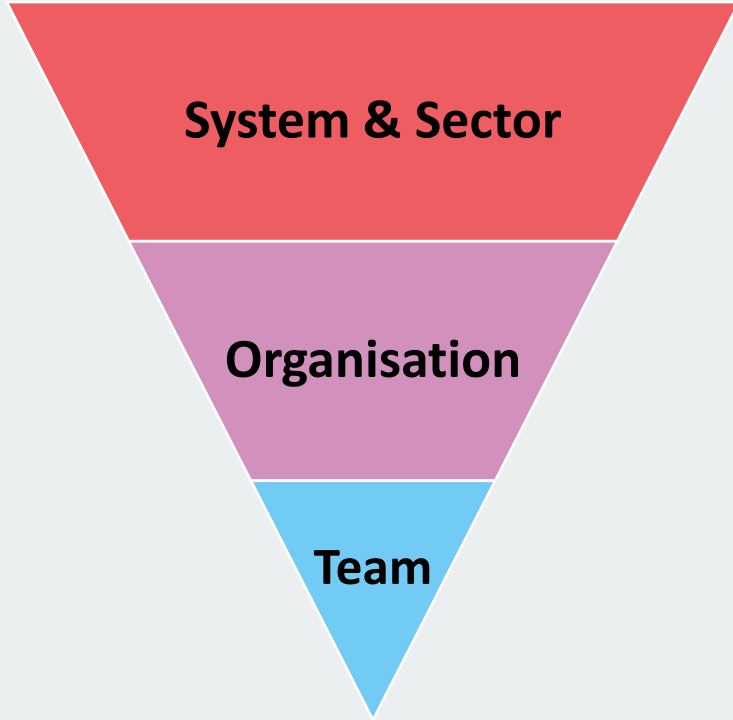
- As a registered not for profit organisation, you may be eligible for generous tax-free salary packaging benefits
- Flexible working conditions
- Financial, retail and lifestyle discounts and benefits

Shared systemic problems

The individual and specific challenges being experienced by different parts of the sector are drivers of three significant systemic challenges.

- 1. We don't know enough about our current workforce to adequately plan**
- 2. We don't have enough new workers and we are losing too many existing**
- 3. We need workers with the skills and capabilities to do their work to highest possible standard and to be always improving**

How do we plan for the future workforce?



TAXONOMY to understand jobs, skills and qualifications

SUSTAINABLE DATA to understand our people

ORGANISATIONAL & JOB ROLE DESIGN shape to meet current and future need

CAPABILITY DEVELOPMENT via earn and learn training to build the new and current workforce

LEADERSHIP DEVELOPMENT to navigate ongoing change

COLLABORATIVE CULTURE through situational humility, supporting curiosity, creating psychological safety



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