



Drug and Alcohol Issues: An Agenda for Workforce Development in NSW



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Foreword

The NSW Summit on Alcohol Abuse in 2003 and the Drug Summit in 1999 found that a capable workforce is a key factor in preventing drug and alcohol problems and reducing the impact of these problems on families, communities and workplaces.

The publication *Drug and Alcohol Issues: An Agenda for Workforce Development in NSW* sets out the goals to be achieved for the development of this workforce and identifies priority areas for its growth. It is an inspiring and challenging Agenda – a comprehensive program to address a worldwide problem at both state and local levels.

The workforce that is involved in preventing and minimising drug and alcohol problems is broad and diverse. It spans many areas of the NSW workforce across the government, non-government, private and volunteer sectors, in agencies ranging from the very small to the very large.

The workforce includes specialist drug and alcohol workers and people working in a wide range of 'frontline' health, welfare and justice roles. People working in industries such as security and hospitality may also be involved in early and brief intervention in drug and alcohol problems.

The breadth and diversity of this workforce brings a number of challenges to its development. *Drug and Alcohol Issues: An Agenda for Workforce Development in NSW* provides a framework to support and guide workforce development and includes some strategies for achieving its goals. It is designed to be used by all agencies with a role in preventing and minimising harm from drug and alcohol problems, regardless of the size and location of the agency.

The success of the Agenda is dependent on cooperation and collaboration across agencies, communities, industries, organisations and teams involved in helping people with drug and alcohol problems. The Agenda reflects the importance of developing the workforce in regional, rural and remote locations. There is also a focus on developing the workforce to help young people, Aboriginal people, and people from culturally and linguistically diverse backgrounds in NSW.

The Agenda is the work of the NSW Drug and Alcohol Workforce Development Council which was established by the NSW Government to progress the recommendations of the Summit on Alcohol Abuse. The Council has been hard at work to produce the Agenda and to bring to fruition a number of practical initiatives to assist the development of the workforce in NSW.

I look forward to hearing of many successful workforce developments stimulated through the publication of *Drug and Alcohol Issues: An Agenda for Workforce Development in NSW*.

Carmel Tebbutt MLC

Minister for Education and Training

Drug and Alcohol Issues: An Agenda for Workforce Development in NSW

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Introduction

1. The Need for *Drug and Alcohol Issues: An Agenda for Workforce Development in NSW*

1.1 THE ISSUES

The NSW Government assembled the Drug Summit in 1999 and the NSW Summit on Alcohol Abuse in 2003 to explore better ways of dealing with drug and alcohol problems in the community. Both Summits highlighted that a capable workforce is a vital strategy for preventing and minimising the incidence and impact of drug and alcohol problems.

Section 7 of *Outcomes of the NSW Summit on Alcohol Abuse. Changing the Culture of Alcohol Abuse in New South Wales*¹, outlines a range of initiatives that could be implemented to develop the capacity of the drug and alcohol workforce. One of the key initiatives in the Government's response is the preparation of a workforce development agenda for NSW.

Over the past 15 years there has been a significant rise in drug and alcohol problems around the world. In Australia there is evidence of an increased incidence of poly-drug and amphetamine use. Drug and alcohol problems have become more complex and concerning, particularly when combined with mental illness, crime and violence. There are also specific challenges for some groups, including people in regional, rural and remote communities, Aboriginal people² and young people.

The capacity of the whole workforce must grow if it is to be effective in preventing and minimising harm from drug and alcohol problems. In fact a national survey of managers of drug and alcohol agencies across Australia reported that they may not be able to respond sufficiently to predicted increases in drug and alcohol problems over the next 3-5 years. They also reported serious difficulties in recruiting staff, particularly in non-metropolitan areas.³

It is important to strengthen the infrastructure that underpins workforce development. Education and training need to be supported by structures, policies and processes.

The national Intergovernmental Committee on Drugs (IGCD), November 2002, captures the importance of infrastructure in its endorsed definition of drug and alcohol workforce development:

A multi-faceted approach which addresses the range of factors impacting on the ability of the workforce to function with maximum effectiveness in responding to alcohol and other drug related problems. Workforce development should have a system focus. Unlike traditional approaches, this is broad and comprehensive, targeting individual, organisational and structural factors, rather than just addressing education and training of individual mainstream workers.

The Draft NSW Health Workforce Development Strategy definition focuses on the need for systematic changes to drug and alcohol organisations, services and structural factors.⁴

1.2 THE WORKFORCE

The workforce involved in the prevention and minimisation of drug and alcohol problems is diverse, spanning employment sectors, industries, communities and cultures. There is a mix of specialist and other (non-specialist) workers, employed in a range of levels, contexts and combinations.⁵

Roles vary from clinical treatment to policy, education, research and advocacy. Specialists include nurses, doctors, psychologists and social workers with expertise in drug and alcohol work.

Many workers, while not drug and alcohol specialists, may be required to deal with drug and alcohol problems in varying situations.

¹ NSW Government. *Outcomes of the NSW Summit on Alcohol Abuse. Changing the Culture of Alcohol Abuse in New South Wales*, New South Wales Government, May 2004

² Standing Committee on Aboriginal and Torres Strait Islander Health. *Australian Health Minister's Advisory Council. Aboriginal and Torres Strait Islander Health Workforce National Strategic Framework*, 2002

³ Australian Government. *National Drug Strategy. Australian Department of Health and Ageing. National Centre for Education and Training on Addictions. Workforce Issues and the Treatment of Alcohol Problems: A Survey of Managers of Alcohol Treatment Agencies: Occasional Paper. Australian Government, National Drug Strategy, August 2003*

⁴ NSW Health. *Draft NSW Health Workforce Development Strategy, 2003-2008 p 8 (under development, April 2005)*

⁵ NSW Health. *Draft NSW Health Workforce Development Strategy, 2003-2008 p 8 (under development, April 2005)*

These workers are likely to be involved in 'frontline' activity early, providing brief intervention for drug and alcohol problems, initial assessment of the problems and referral to specialist help.

Drug and Alcohol Issues: an Agenda for Workforce Development in NSW is therefore relevant to a number of employment areas and associated roles including:

- Medicine: nurses, general practitioners, medical specialists, pharmacists, ambulance officers and emergency medicine staff
- Mental health: mental health workers, counsellors, psychiatrists, psychologists and psychiatric nurses
- Social and community: community nurses, case workers, youth workers, family support workers, child care workers, health workers, social workers, community development officers, Aboriginal health workers, migrant workers and accommodation officers
- Legal and corrections: judiciary, staff in court diversion, probation and parole, prisons and corrections, police and juvenile justice
- Other areas: teaching and school support, security, hospitality, drug and alcohol regulation and compliance, sport and recreation, occupational health and safety and other therapies.

In practice there is not always a clear divide in the workplace between the roles of specialist and other workers. Particular cases will require complementary and/or integrated capabilities and services from a range of sources.

Both specialist and mainstream workers may provide tailored services to specific client groups such as young people, Aboriginal people, migrants and women.

The workforce can be found in small and large agencies, government, private, corporate and community organisations. The mix includes frontline workers, managers, professionals, para-professionals and volunteers. The problems involve multiple areas and levels of government.

The capacity of this very diverse workforce to work collaboratively is vital in terms of its effectiveness and efficiency in the prevention and minimisation of drug and alcohol problems.

1.3 WORKFORCE DEVELOPMENT

Workforce development is defined in the NSW Government response to the Summit on Alcohol Abuse as follows:

*'Workforce development' is about improving the capacity of the occupations that respond to drug and alcohol by systematically identifying and addressing the many complex factors that influence the skill level and sustainability of the workforce.*⁶

Developing the workforce involved in drug and alcohol issues is challenging because of its breadth and diversity. Workers' skills need to be enhanced to meet the complexity of the problems it faces.

The development process will be assisted with strong structures and processes including networks and partnerships, career development pathways, information and learning systems, planning, recruitment and evaluation.

Workforce development must be innovative, sustainable, cost-effective and forward looking.

Policies based on strong evidence and consultation will help to ensure the development of an effective workforce.

Improving the access to, and use of, existing resources will enable workforce development goals to be reached. Efficiencies will need to be found through shared experiences and cooperation.

Workforce development initiatives that are implemented across sectors, systems and agencies are the most efficient way to build workforce capacity. This approach should facilitate increased career opportunities, particularly for workers in the non-government and volunteer sectors, and in regional, rural and remote areas.

Future initiatives should focus on enhancing workforce recruitment and retaining the existing workforce. A variety of incentives could be offered to encourage people to enter the workforce, and to dissuade people from leaving. Incentives could include greater autonomy, involvement in team work, and flexible work and learning options.

⁶ New South Wales Government. *Outcomes of the NSW Summit on Alcohol Abuse 2003. Changing the Culture of Alcohol Use in New South Wales, May 2004*

There will be a greater emphasis on development for workers who deal with:

- Aboriginal clients
- young clients
- clients in rural, regional and remote areas.

It is important to recognise the skills of experienced workers and volunteers and engage in 'gap' training if needed.

2. The Domains of Workforce Development

Four domains have been identified as the major areas for workforce development within the drug and alcohol field of work. These are:

Domain 1: Workforce Planning

Domain 2: Workforce Learning

Domain 3: Workforce Structures and Processes

Domain 4: Workforce Effectiveness

2.1 WORKFORCE PLANNING

The workforce planning process develops the goals, strategies and objectives for the future development of the workforce. The planning process - which will examine evidence of emerging client needs and community issues – will enable:

- anticipation of emerging and future areas of client and community need
- timely and innovative workforce development responses to changing needs
- targeting of resources towards specific workforce issues and needs
- long-term and sustainable approaches to workforce development.

At a state level, workforce planning is Priority Area 1 in the Draft NSW Health Workforce Development Strategy 2003-2008.⁷ The NSW Network of Alcohol and Other Drug Agencies (NADA) formulated a major set of recommendations for Workforce Planning in its December 2003 jurisdictional report on the drug and alcohol workforce.⁸

Workforce planning is particularly important for the drug and alcohol workforce if we are to attract more people and overcome some of the barriers to building the capacity.

A key rationale for workforce planning is to ensure that the supply of qualified workers meets demand. Ideally workforce planning enables the right number of workers – with the right skills – in the right place – at the right time.⁹

Planning should focus on changing work structures, policies and processes that impact on the availability, capability and sustainability of the workforce. All sectors should be addressed, including government and non-government, and consideration given to organisational and systemic factors. Whilst education and training is important, it cannot be the sole focus of preparation for workforce development.

The broad nature of the drug and alcohol workforce is a challenge for workforce planning and consideration is being given to the value of quantifying the workforce. This could involve:

- specialists – size, composition and numbers with qualifications or awards
- other workers – educational preparation and engagement in drug and alcohol work.

Some possible workforce planning processes include strategic thinking and discussion, scenario planning, surveys and forums.

2.2 WORKFORCE LEARNING

Workforce learning involves the acquisition of the skills, knowledge and competencies needed to prevent and minimise drug and alcohol problems and their impact. To meet the diverse needs of the current and prospective workforce, learning may be delivered through a variety of settings and media.

⁷ NSW Health. *Draft NSW Health Workforce Development Strategy, 2003-2008 p 8 (under development, April 2005)*

⁸ NADA Network of Alcohol and Other Drugs Agencies. *Alcohol and Other Drug Workforce Development in Australia: The assessment of needs and the identification of strategies to achieve sustainable change Jurisdictional Reports. New South Wales, Queensland, Australian Capital Territory, December 2003*

⁹ NSW Health. *Draft NSW Health Workforce Development Strategy, 2003-2008 p 11 (under development, April 2005)*

Managers of drug and alcohol agencies across Australia identified workforce education and training and management training as high priorities.¹⁰

Key skills that have been identified for the future workforce include:

- frontline skills such as early and brief intervention, assessment and referral
- personal skills including empathy and non-judgmental approaches
- communication skills
- preventing and minimising impacts on community, family and the workplace
- case management
- cultural awareness
- agency management skills
- program evaluation
- working with and engaging young people
- working with Aboriginal people
- responsible service of alcohol.

People working in industries such as the service and supply of alcohol, security and entertainment, will require adequate information, awareness-raising and early and brief intervention skills. This is also true for those in regulatory roles.

Specialist drug and alcohol workers must be equipped to deal with emerging drug and alcohol problems.

Priority should also be given to experienced workers so that their skills are recognised and their learning needs pinpointed for 'gap' training.

Professional development is required for experienced clinicians, whose needs may not have been met due to their limited numbers. Through drawing together experienced clinicians across agencies, a sizeable network can be established for practitioner development. Specialist and other agencies can offer development programs that reflect their agency expertise and are mutually beneficial.

Agency managers have frequently worked as clinicians and it is important that they retain and impart their skills to colleagues.¹¹ It is also important that they be provided with the management skills to develop their workforce.

At the same time, learning options for the diverse workforce should also be considered. These may include customised or blended learning methods and media, and range from technology-based delivery to home-based delivery. It may be beneficial to promote workforce learning through membership of professional bodies and associations, particularly in the drug and alcohol field.¹²

2.3 WORKFORCE STRUCTURES AND PROCESSES

Organisational structures and processes underpin workforce planning, learning and evaluation. These structures and processes should be established and sustained both across and within work sectors, organisations and teams to maximise expertise and resources.

These structures and processes may include:

- evidence-based and inclusive planning and evaluation processes
- clear and accessible information systems on client needs, workforce demographics and availability
- published and distributed career and learning pathways, recruitment and job role information
- formal workplace learning programs, strategies and arrangements
- advice on flexible and accessible learning systems, including technology-based systems
- networks with agencies that offer treatment and support services for families and communities, and agencies with roles in research, policy and education and training
- strategic plans and information processes which build the image of the work and secure resources for workforce development

¹⁰ Australian Government. *National Drug Strategy. Australian Department of Health and Ageing. National Centre for Education and Training on Addiction. Workforce Issues and the Treatment of Alcohol Problems: A Survey of Managers of Alcohol and Drug Treatment Agencies. National Alcohol Strategy 2001 to 2003-2004. Occasional Paper, August 2003. Australian Government. National Drug Strategy pp xv1, 57-58*

¹¹ Victorian Alcohol and Drug Association (VAADA). *Alcohol Education and Rehabilitation Foundation. Alcohol and Other Drug Workforce Development in Australia. The assessment of needs and the identification of strategies to achieve sustainable change. Victorian Workforce Development Consultation Report, December 2003*

¹² NADA Network of Alcohol and Other Drugs Agencies. *Alcohol and Other Drug Workforce Development in Australia: Workforce Development Survey Report, September 2003*

- a system of links and processes for strengthening regional and local implementation of the statewide agenda
- ‘packages’ of work incentives which may include flexible work conditions, career and learning options, or remuneration to attract and retain workers in the field
- a system for recognising the commitment and achievements of workers in the drug and alcohol field.

At the national level the Intergovernmental Committee on Drugs calls for a ‘systems focus’ to workforce development and the targeting of organisational and structural factors. At a state level, NSW Health is also emphasising structural factors.

Strengthening organisational practices may enhance the perception of work in the drug and alcohol field and attract recruits and retain staff.

A range of employment opportunities should be increasingly offered to undergraduates and graduates from related fields as early as possible in their career. A system of scholarships, work placements, sponsorships and other incentives are likely to attract achievers from the areas of nursing, psychology, social work, medicine and pharmacy.

It is also vital that the tertiary sector continues to offer sufficient places in related courses such as nursing, medicine, pharmacy, psychology, social work and law and include specialist drug and alcohol units in study programs.

Structured workplace learning is critical for retaining staff and can include mentoring, case conferencing and review, feedback from colleagues and regular performance appraisal. Workforce development will also benefit through a sharing of expertise within and across sectors, organisations, agencies and teams.

Agencies need to maximise the efficiency of workforce development approaches by strengthening links with government, research, and education and training agencies. This is particularly so in local, regional, rural and remote areas.

2.4 WORKFORCE EFFECTIVENESS

There is a corresponding demand between the large, diverse workforce involved in the drug and alcohol field and the resources available in workforce development. Resources need to be allocated fairly and used efficiently. Evaluation is vital as evidence of successful practices and outcomes can be used as the basis for the future allocation of resources.

There is room for improvement in measuring the outcomes of workforce effectiveness strategies and these include:

- interviews with key interested parties
- surveys of people in the workplace
- audits of policy implementation and processes
- collation and analysis of the number of incidents
- qualitative reviews of processes and outcomes.

Workforce effectiveness will focus on analysing the impact of different strategies on workforce development. Success indicators may include:

- growth in workforce numbers and the required composition and mix
- job satisfaction
- inclusiveness of workforce development processes
- accessibility of development strategies and programs for the whole workforce
- focus the learning and information systems on priority needs and skills
- currency and maintenance of systems
- sustainability of processes and systems
- extent of policy implementation and use.

3. Goals

The six key goals that have been identified as priorities for workforce development are:

- Goal 1. Grow the Capacity of the Workforce to Prevent and Minimise Drug and Alcohol Problems
- Goal 2. Build a Diverse Workforce to Meet Community Needs
- Goal 3. Expand and Target Recruitment of the Workforce
- Goal 4. Strengthen Organisational Practices to Retain the Workforce
- Goal 5. Develop and Implement Policies to Enhance Workforce Development
- Goal 6. Use Resources Effectively for Workforce Development

4. Strategies and Objectives

Each of the goals can be achieved through strategies and objectives within the four domains of Workforce Planning, Workforce Learning, Workforce Structures and Processes, and Workforce Effectiveness.

The strategies are the broad-based, forward-looking approaches that will be taken to achieve the goals of the Agenda.

The objectives are the specific, measurable outcomes of the Agenda that will enable the strategies and goals to be achieved and reported.

5. Principles

The principles are the values, standards, ethics and ideals that will support and shape workforce development in the drug and alcohol field of work.

EVIDENCE-BASED PLANNING

Workforce planning will be based on current and high quality data and evaluations of drug and alcohol trends, workforce demographics and availability, to ensure the integrity of workforce development.

FLEXIBILITY

Workforce career, learning and systems strategies will be flexible and easily tailored to meet the variety of support and development needs of workers and agencies in the drug and alcohol field.

CULTURAL RESPECT

The processes and outcomes for workforce development will be inclusive of, and sensitive to, the different cultural backgrounds of people working in the drug and alcohol field.

SUSTAINABILITY

Workforce development strategies will be future-oriented and systems-focused to ensure the workforce is ready for change and innovation over the long-term.

COLLABORATION

Collaboration will maximise the commitment and resources of key stakeholders, both within government and across government and non-government agencies, teams, workers and managers.

EFFICIENCY

Workforce development will involve efficient approaches to planning, learning provision and systems to ensure the maximum use of resources.

6. References

New South Wales Government. *Outcomes of the NSW Summit on Alcohol Abuse 2003. Changing the Culture of Alcohol Use in New South Wales*, May 2004

NSW Health. *Draft NSW Health Drug and Alcohol Workforce Development Strategy* (under development, April 2005)

Draft Alcohol and Other Drug Workforce Development, Towards A National Strategy Summary Report. A Report Commissioned for the Intergovernmental Committee on Drugs, June 2004

Standing Committee on Aboriginal and Torres Strait Islander Health. *Aboriginal and Torres Strait Islander Health Workforce National Strategic Framework 2002*, AHMAC, Canberra, 2002

NSW Health. *Training Needs Review*, 2001

NADA Network of Alcohol and Other Drugs Agencies. *Alcohol and Other Drug Workforce Development in Australia: Workforce Development Survey Report*, September 2003

NADA Network of Alcohol and Other Drugs Agencies. *Alcohol and Other Drug Workforce Development in Australia: The assessment of needs and the identification of strategies to achieve sustainable change*. Jurisdictional Reports: New South Wales, Queensland, Australian Capital Territory, December 2003

Australian Government. National Drug Strategy. Australian Department of Health and Ageing. National Centre for Education and Training on Addiction. *Workforce Issues and the Treatment of Alcohol Problems: A Survey of Managers of Alcohol and Drug Treatment Agencies. National Alcohol Strategy 2001 to 2003-2004*. Occasional Paper, August 2003

NSW Premiers Department. *NSW Drugs and Community Action Strategy*. Sydney, August 2004

VAADA Victorian Alcohol and Drug Association. Alcohol Education and Rehabilitation Foundation. *Alcohol and Other Drug Workforce Development in Australia: The assessment of needs and the identification of strategies to achieve sustainable change*. *Victorian Workforce Development Consultation Report*, December 2003

One of the important references for this publication is the research which underpins the draft report: *Alcohol and Other Drug Workforce Development, Towards a National Strategy, Summary Report*. The report was commissioned by the Ministerial Council on Drug Strategy as a project under the cost-shared funding arrangements and managed by the Western Australian Drug and Alcohol Office.

KEY WEBSITES

- www.alcoholinfo.nsw.gov.au
- www.druginfo.nsw.gov.au

The Agenda

Drug and Alcohol Issues: An Agenda for Workforce Development in NSW

GOALS AND STRATEGIES FOR WORKFORCE DEVELOPMENT

Drug and Alcohol Issues: An Agenda for Workforce Development in NSW has been developed to provide broad direction, support and guidance for developing the workforce involved in preventing and minimising drug and alcohol problems in the community.

The Agenda can be implemented across a wide range of agencies from small to large organisations. The goals will be achieved through initiatives that target the priorities and capacities of each organisation.

Definitions

The workforce is a broad and diverse group of people working in specialist drug and alcohol roles and in other (non-specialist) roles, preventing and minimising the incidence and impact of drug and alcohol problems on health, communities, families, and resources.

The **capacity** of the workforce is determined by workforce structures, systems, policies, relationships, roles, skills, knowledge, abilities, composition and size.

The **domains** of workforce planning, workforce learning, workforce systems, and workforce performance are specific fields within the broader field of workforce development.

The **goals** are the broad and long-term outcomes to be achieved for improving workforce development.

The **strategies** are the broad and long-term approaches that need to be taken to enable workforce development goals to be met.

The **objectives** are the focused outcomes that could be achieved to ensure the strategies have been implemented and the goals have been reached.

Implementation

Drug and Alcohol Issues: An Agenda for Workforce Development in NSW is intended to guide and support agencies in strengthening workforce development within their areas of responsibility. Agencies need to determine which objectives are relevant to their core business. They may find it useful to build these into their Corporate Plans. Agencies may find it helpful to work in partnership to implement the strategies and achieve the goals. Some workforce development initiatives and projects may enable agencies to achieve multiple goals and strategies within the Agenda.

Reporting

Government agencies will be asked to report to the Cabinet Standing Committee on Drugs and Alcohol, via the NSW Drug and Alcohol Workforce Development Council, on their achievement of goals and implementation of strategies in the Agenda. They may also wish to incorporate this information into their Annual Reports.

GOAL 1 GROW THE CAPACITY OF THE WORKFORCE TO PREVENT AND MINIMISE DRUG AND ALCOHOL PROBLEMS

Workforce Planning		Workforce Learning		Workforce Structures & Processes		Workforce Effectiveness	
Goal 1. Grow the Capacity of the Workforce to Prevent and Minimise Drug and Alcohol Problems							
Strategy		Strategy		Strategy		Strategy	
1.1	Develop a plan that will grow workforce capacity in priority areas	1.2	Enable the development of priority skills for the workforce	1.3	Develop and implement work structures and processes that grow capacity in priority areas	1.4	Measure the growth of workforce capacity in priority areas
Objectives		Objectives		Objectives		Objectives	
1.1.1	Base workforce planning on current and credible evidence of: <ul style="list-style-type: none"> – trends in use and interventions – the impacts of problem use – workforce demographics 	1.2.1	Facilitate learning of specialist skills for: <ul style="list-style-type: none"> – treating the increasing use of particular drugs eg. amphetamines – greater complexity of cases eg. the interaction between mental illness and drug use – new evidence-based interventions eg. pharmacotherapies 	1.3.1	Establish access to current and credible evidence to underpin workforce planning	1.4.1	Audit the currency, credibility, and accessibility of evidence and information systems used for workforce planning
1.1.2	Plan growth in priority skills areas including: <ul style="list-style-type: none"> – specialist capabilities in new and complex problems – priority frontline skills for specialist and other workers 	1.2.2	Facilitate learning for all workers in skill areas including: <ul style="list-style-type: none"> – frontline – communication – case management – cultural awareness – program evaluation – responsible service of alcohol – working with young clients – working with Aboriginal clients 	1.3.2	Develop and implement a system that incorporates current learning priorities	1.4.2	Measure the growth in workforce development in specified priority areas including: <ul style="list-style-type: none"> – units and qualifications acquired in priority skill areas – new graduates and professionals – workforce assisting Aboriginal clients
1.1.3	Plan growth in capacity for priority clients including: <ul style="list-style-type: none"> – young people – Aboriginal people – people in regional, rural and remote areas – people with culturally and linguistically diverse backgrounds 	1.2.3	Implement a system developing the awareness and learning for people working in related areas	1.3.3	Develop and implement a system and process to expand the knowledge and skills of local / regional community members and workplaces	1.4.3	Measure the availability of the workforce to fill short-term and temporary vacancies
				1.3.4	Develop and implement a system and process to expand the knowledge and skills of local / regional community members and workplaces	1.4.4	Measure the growth in acquisition of priority specialist and frontline skills

Workforce Planning	Workforce Learning	Workforce Structures & Processes	Workforce Effectiveness
Goal 1. Grow the Capacity of the Workforce to Prevent and Minimise Drug and Alcohol Problems			
1.1.4 Prepare to grow capacity for preventing and minimising impacts on families, communities and workplaces	1.2.3 Facilitate recognition of skills and 'gap' training for workers	1.3.5 Develop structures and processes that suit the scope and roles of agencies including those:	1.4.5 Measure growth in priority skills development for:
1.1.5 Create opportunities that will move professionals into the specialist field from related areas of work, including: nursing, medicine, pharmacy, psychology, social and community work, youth work and Aboriginal health work	1.2.4 Provide learning arrangements, incentives and recognition to encourage associated professionals to move into specialist work	<ul style="list-style-type: none"> - small to large in size - in the government or non-government sector - with frontline roles such as treatment or case work - with support roles such as research or education - with professional, para - professional or voluntary workers 	<ul style="list-style-type: none"> - people working with priority clients - specialists - non-specialists - experienced clinicians - volunteers
1.1.6 Develop a strategy to grow the capability of experienced clinicians	1.2.5 Facilitate learning for experienced clinicians		1.4.6 Determine the growth in the number and nature of links, partnerships and networks that support workforce development
1.1.7 Plan to grow the capability of volunteers in treatment and prevention	1.2.6 Facilitate learning for volunteers		1.4.7 Audit the outcomes in learning programs to ensure they address priority skills areas
1.1.8 Enable links, partnerships and networks within and across work sectors, agencies and teams	1.2.7 Provide community workers and workers in related areas with 'take-home' information	1.3.6 Build a system of links, networks and partnerships to grow workforce capacity with:	1.4.8 Survey the community and workplaces to determine the value of information on drug and alcohol problems
		<ul style="list-style-type: none"> - community organisations - government agencies - peak bodies - research centres - education and training authorities and providers - businesses 	

GOAL 2 BUILD A DIVERSE WOKFORCE TO MEET COMMUNITY NEEDS

Workforce Planning		Workforce Learning		Workforce Structures & Processes		Workforce Effectiveness	
Goal 2. Build a Diverse Workforce to Meet Community Needs							
Strategy		Strategy		Strategy		Strategy	
2.1	Plan a diverse workforce that plays a key role in preventing and minimising drug and alcohol problems across areas, cultures and communities	2.2	Facilitate access to a range of learning options that will meet the learning needs of people working in the field	2.3	Develop and implement work structures and processes that will build a diverse workforce in the drug and alcohol field	2.4	Evaluate the inclusiveness and diversity of workforce planning, learning and systems in the drug and alcohol field
Objectives		Objectives		Objectives		Objectives	
2.1.1	Collaborate in planning with key community, cultural and business groups who work with:	2.2.1	Inform the workforce about how learning programs can address their diverse learning needs	2.3.1	Implement collaborative and inclusive planning and evaluation processes that reflect workforce diversity	2.4.1	Survey the extent to which the needs and views of community, cultural and industry groups have been met
	– young people	2.2.2	Identify a wide variety of learning arrangements and strategies, including:	2.3.2	Develop a package of flexible work conditions that support a variety of workforce, workplace and community needs	2.4.2	Review the inclusiveness of practices and collaboration across sectors, agencies and teams
	– Aboriginal people		– community-based learning			2.4.3	Examine the diversity of learning options available
	– people in regional, rural and remote areas		– learning in local areas	2.3.3	Provide a varied menu of learning and information options for workers and the community	2.4.4	Survey managers and workers on the value and accessibility of learning and support options
	– people with diverse cultural and linguistic backgrounds		– home-based learning	2.3.4	Facilitate access to electronic learning systems	2.4.5	Assess whether the workforce composition meets:
	– women		– workplace learning	2.3.5	Implement EEO and other policies that support equitable work practices		– identified service delivery needs,
	– mature and older people		– competency-based learning	2.3.6	Access resources that will enable collaborative and inclusive workforce development		– policy requirements and priorities
	– people with disabilities	2.2.3	Facilitate learning between specialist and other workers				– skills shortages
2.1.2	Plan workforce development to suit the diverse areas of:	2.2.4	Facilitate access to electronic and online media for information and learning				
	– medicine and nursing	2.2.5	Develop and provide ‘take home’ information materials for workers and the community				
	– mental health						
	– pharmacy						
	– social and community work						
	– legal and corrections						
	– other e.g. schools, security, hospitality						

GOAL 3 EXPAND AND TARGET RECRUITMENT FOR THE WORKFORCE

Workforce Planning		Workforce Learning		Workforce Structures & Processes		Workforce Effectiveness	
Goal 3. Expand and Target Recruitment for the Workforce							
Strategy		Strategy		Strategy		Strategy	
3.1	Plan to enhance the image of work in the drug and alcohol field to aid recruitment	3.2	Expand learning and skill recognition opportunities for people wanting to enter the drug and alcohol field of work	3.3	Develop and implement a marketing strategy and recruitment process that will build and sustain recruitment	3.4	Evaluate the efficiency and integrity of job recruitment for agencies and workers
Objectives		Objectives		Objectives		Objectives	
3.1.1	Allocate resources for the delivery and distribution of learning and career information and advice	3.2.1	Develop and provide industry and community endorsed roles, standards and pathways	3.3.1	Develop and implement a marketing strategy that will attract high achievers	3.4.1	Measure increases in the suitability of recruits especially: <ul style="list-style-type: none"> – graduates and professionals – those who access work and learning incentives – the non-government sector
3.1.2	Market the availability, value and importance of the work	3.2.2	Seek inclusion of units of study into learning programs for related fields	3.3.2	Implement a system for the preparation, maintenance and dissemination of information on career and learning	3.4.2	Survey new recruits to assess marketing and promotional strategies
3.1.3	Prepare career and learning strategies that will attract undergraduates and professionals from related fields	3.2.3	Arrange workplace learning incentives	3.3.3	Implement a promotion and incentive program to attract recruits, especially graduates and professionals		
3.1.4	Prepare organisational and work strategies that assist in attracting recruits to the non-government sector	3.2.4	Facilitate learning opportunities for recruitment to the non-government sector	3.3.4	Implement a program to offer short-term work assignments in specialist agencies		
3.1.5	Identify the pool to fill short- and long-term job vacancies especially in rural and remote communities	3.2.5	Facilitate learning opportunities that will build the pool of people able to fill short- and long-term vacancies especially in rural and remote communities	3.3.5	Establish a process for building and maintaining a pool to fill short- and long-term work needs		
3.1.6	Identify and support schools' careers advisors as a way of positively promoting career options for students	3.2.6	Provide awareness-raising and learning materials for use by school counselors and teachers				

GOAL 4 STRENGTHEN ORGANISATIONAL PRACTICES TO RETAIN THE WORKFORCE

Workforce Planning		Workforce Learning		Workforce Structures & Processes		Workforce Effectiveness	
Goal 4. Strengthen Organisational Practices to Retain the Workforce							
Strategy	Strategy	Strategy	Strategy	Strategy	Strategy	Strategy	Strategy
4.1 Plan flexible and supportive work conditions that strengthen the skills, commitment and confidence of the workforce	4.2 Facilitate structured, ongoing work-based learning for people working in the field and allied areas	4.3 Facilitate structured, ongoing work-based learning for people working in the field and allied areas	4.4 Establish and maintain work structures, processes and systems that improve and sustain workplace support	4.3 Establish and maintain work structures, processes and systems that improve and sustain workplace support	4.4 Evaluate the effectiveness and accessibility of workplace support for workers		
Objectives	Objectives	Objectives	Objectives	Objectives	Objectives	Objectives	Objectives
4.1.1 Provide for planned, structured, ongoing workplace support, development and appraisal	4.2.1 Provide formal, ongoing opportunities for learning in the workplace	4.3.1 Develop a program of ongoing workplace development	4.4.1 Survey the workforce on the outcomes and value of workplace support and development	4.3.2 Establish a system of incentives to retain people	4.4.2 Audit the use of relevant standards and learning units		
4.1.2 Allocate resources that foster long-term employment in rural, remote and regional areas	4.2.2 Underpin workplace knowledge and skills development with endorsed learning pathways, standards, competencies, skills and knowledge	4.3.2 Establish and maintain a support and development system for Aboriginal workers	4.4.2 Audit the use of relevant standards and learning units	4.3.3 Establish and maintain a support and development system for Aboriginal workers	4.4.3 Audit the workforce appraisal system		
4.1.3 Develop a plan for offering work incentives to retain staff	4.2.3 Facilitate work-based delivery of endorsed learning units of competency /subjects/ courses and qualifications	4.3.4 Establish and maintain a performance appraisal system that guides workers	4.4.3 Audit the workforce appraisal system	4.3.4 Establish and maintain a performance appraisal system that guides workers	4.4.4 Survey why workers leave the field or do not re-enter the field		
4.1.4 Facilitate access to learning options for experienced staff	4.2.4 Provide support and development that encourages retention of priority groups	4.3.5 Facilitate workforce involvement in professional networks and associations	4.4.4 Survey why workers leave the field or do not re-enter the field	4.3.5 Facilitate workforce involvement in professional networks and associations	4.4.5 Measure the retention of the workforce, with particular reference to those who have participated in workplace programs and networks		
4.1.5 Enable the workforce to be involved in planning for flexible work and learning options	4.2.5 Facilitate access to information and awareness for people working in related fields	4.3.6 Generate and maintain a system to acknowledge workers' achievements	4.4.5 Measure the retention of the workforce, with particular reference to those who have participated in workplace programs and networks	4.3.6 Generate and maintain a system to acknowledge workers' achievements			
4.1.6 Ensure workforce achievements will be acknowledged	4.2.6 Include strategies for linking the workforce especially in regional and remote areas	4.3.7 Establish and maintain an information system for people working in related fields		4.3.7 Establish and maintain an information system for people working in related fields			
4.1.7 Include strategies for linking the workforce especially in regional and remote areas							
4.1.8 Plan to support and develop people working in related fields							

GOAL 5 DEVELOP AND IMPLEMENT POLICIES TO ENHANCE WORKFORCE DEVELOPMENT

Workforce Planning		Workforce Learning		Workforce Structures & Processes		Workforce Effectiveness	
Goal 5. Develop and Implement Policies to Enhance Workforce Development							
Strategy		Strategy		Strategy		Strategy	
5.1 Plan the preparation and implementation of policies that enhance workforce development		5.2 Develop and implement policies that enable innovative and effective learning		5.3 Establish structures, systems and processes that enhance policy development and implementation		5.4 Review the direction and implementation of workforce policy	
Objectives		Objectives		Objectives		Objectives	
5.1.1 Plan policy development and implementation which supports workforce development		5.2.1 Provide advice on the value of policies, legislation, agreements and other requirements relevant to workforce learning		5.3.1 Establish links with key authorities, agencies and decision-makers responsible for relevant policy and legislation		5.4.1 Survey workers, managers and other key parties to determine the quality of policies in relation to workforce development	
5.1.2 Review the implementation of policy for its effectiveness		5.2.2 Develop and implement policies that facilitate learning programs in key skills for priority groups		5.3.2 Develop processes that enable the provision of relevant advice to key policy decision-makers		5.4.2 Evaluate the impact of current policies on workforce development	
5.1.3 Underpin planning with policies, legislation, agreements and other requirements		5.2.3 Develop and implement policies that facilitate innovative and flexible learning strategies for a diverse range of learners		5.3.3 Focus policy development on priority areas		5.4.3 Seek evidence of compliance with relevant policy, legislation, agreements and requirements	
		5.2.4 Provide learning options and qualifications that comply with policies, legislation, agreements and other requirements		5.3.4 Establish systems that ensure workplace development is compliant with policy, legislation and relevant agreements			

GOAL 6 USE RESOURCES EFFECTIVELY FOR WORKFORCE DEVELOPMENT

Workforce Planning		Workforce Learning		Workforce Structures & Processes		Workforce Effectiveness	
Goal 6. Use Resources Effectively for Workforce Development							
Strategy		Strategy		Strategy		Strategy	
6.1	Plan to expand the resources available	6.2	Identify, develop and use resources for innovative and effective learning	6.3	Prepare and implement a strategy to expand the use of resources	6.4	Measure the accessibility, growth and utilisation of resources
Objectives		Objectives		Objectives		Objectives	
6.1.1	Establish structures, systems and processes that will enable efficient use of funds	6.2.1	Focus learning resources on priority skills development and priority workforce groups	6.3.1	Prepare and implement a marketing strategy that will assist sourcing of funds	6.4.1	Track the amount of funding applied to workforce development, particularly for
6.1.2	Plan to secure resources for development of priority skills for priority groups of workers	6.2.2	Secure new learning resources 'in cash' and 'in kind' from:	6.3.2	Establish and maintain a system for preparing funding submissions and tenders	6.4.2	Document the variety of funding sources and the accessibility of funds
6.1.3	Plan to secure resources from:	6.2.3	Tailor existing resources to new contexts	6.3.3	Establish links with key agencies responsible for funding workforce development	6.4.3	Evaluate the effectiveness of networks, partnerships, systems and processes used to expand funds
	– Commonwealth Government	6.2.4	Allocate resources to providing information to the community	6.3.4	Establish networks and partnerships across sectors and agencies to expand capacity	6.4.4	Audit the use of funds to identify efficiencies and costs
	– State Government	6.2.5	Develop partnerships with education agencies and providers	6.3.5	Structure funding to meet the learning and resource needs of regional, rural and remote areas		
6.1.4	Allocate resources that will enable people and agencies in regional, rural, remote areas to develop their capacities and skills	6.2.6	Share expertise within learning networks	6.3.6	Establish processes to maximise resources through 'in cash' and 'in kind' sources		
6.1.5	Plan to develop the workforce within the available budget	6.2.7	Develop skills in resource submissions and tenders	6.3.7	Establish structures, systems and processes that maximise workforce development within available resources		

Appendix

NSW Drug and Alcohol Workforce Development Council

MEMBERSHIP

- Ms Chris Burvill, (Chair) General Manager TAFE and Community Education, NSW Department of Education and Training
- Ms Sandra Bailey, Chief Executive Officer, Aboriginal Health and Medical Research Council
- Professor Ron Callus, Director acirrt, University of Sydney
- Mr Alan Eldridge, Chief Executive Officer Australian Indigenous Doctors Association
- Professor Sue Hanson, Director of Learning and Development, South East Health
- Mr Wesley Noffs, Chief Executive Officer, Ted Noffs Foundation
- Mr Larry Pierce, Executive Director, Network of Alcohol and Drug Agencies
- Mr David McGrath, Acting Director, NSW Drug and Alcohol Program, Centre for Drug and Alcohol, NSW Health
- Professor Ann Roche, Director National Centre for Education and Training on Addiction, Flinders University Adelaide
- Ms Lyn Stoker, Manager NGO Training and SAAP Programs, Department of Community Services
- Mr Rohan Williams, nominee NSW Commission for Children and Young People
- Ms Yvonne Korn, Project Director, Community Drug Strategies, NSW Premiers Department.

A representative of the Office of Drug and Alcohol Policy in The Cabinet Office attends the meetings to assist the Council in linking the work of the Council with other Summit initiatives.

Ms Cathy Barry, Cluster Manager Senior Drug and Alcohol Policy Officer, NSW Department of Education and Training, the Council Secretariat.

TERMS OF REFERENCE

1. Advise on key workforce issues impacting on the delivery of specialist and general drug and alcohol services and support in NSW.
2. Provide strategic workforce development leadership for the development of the drug and alcohol workforce.
3. Advocate for a whole-of-government approach in partnership with the non-government and not-for-profit sectors.
4. Monitor and support progress towards implementation of a workforce development framework and initiatives.
5. Provide advice on matters referred by the Cabinet Standing Committee on Drugs through the Minister for Education and Training.
6. Ensure consistency of NSW workforce development initiatives with the National Drug Strategy.

