



Gippsland
Family Violence
Alliance

GFVA Workforce Development Strategy

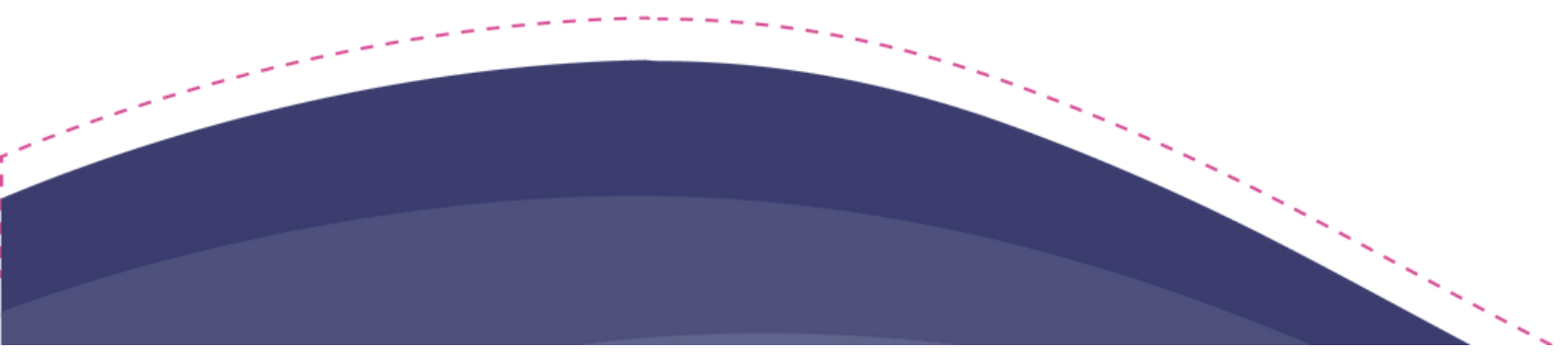
2024–2028

www.gippslandfamilyviolencealliance.com.au



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A Gippsland Strategy

The GFVA Workforce Development strategy was created to sit alongside the GFVA Strategic plan, to guide our work between now and 2028.

The Strategy is based around 7 domains of the employment cycle for practitioners and this strategy is specifically aimed at practitioners or those who are having direct access with clients. It's aim is to compliment the existing work which exists in the sector and to lay out actionable steps for Gippsland.

We do want to note, that we delayed this strategy as long as possible, due to the upcoming Review of Recommendation 209 and the pending release of the Responding to Family Violence Capability Frameworks, however given the reduced capacity of Government, we decided to release this document and review if/when those pieces of work are finalised.

The role of the Gippsland Family Violence Alliance isn't to recruit individual practitioners, instead it's to create the pathways into the Family Violence/Child Wellbeing sectors which supports the recruitment by agencies to occur and create a collaborative cross-sector working environment once those practitioners are employed. The evidence suggests that taking a placed-based approach to rural recruitment is necessary to retain the workforce, as specific attributes and conditions need to be present to have a successful professional life in a rural setting.

In the Journal Article 'Importance of attachment to place in growing a sustainable Australian Rural Health Workforce: A rapid review'. The authors examine the factors which contribute to a positive recruitment and training experience within a rural setting. The findings indicate that:

- 1. Person inputs-** the evidence of one's self-identity as someone who is rural or has a strong rural familiarity appears to be an important aspect of being attracted to work in a rural area and experiencing a 'good fit'. Where the person hasn't grown up rurally, attributes such as persistence, agreeableness, self-directedness, self confidence and openness to experience were factors needed in a person to have the resilience necessary to work in a rural setting.
- 2. Learning experiences-** The majority of studies related to work-based placements in a formal/structured rural program was seen as very valuable for developing discipline knowledge and skills, including clinical reasoning, and developing a greater understanding of the rural health context. One advantage appearing across studies was exposure to a broader range of conditions or circumstances not normally seen in metropolitan areas. Additionally, these placements afforded students with the feeling of being members of the community. However, these studies also found that where the person didn't originate from a rural background, it did not increase their intention to work rurally.
- 3. Relational Integration-** During a period of exposure to a new workplace, a strong sense of professional support is particularly important to junior practitioners. Professional support might include feeling welcomed on arrival, made to feel part of a team, having access to supportive and highly skilled mentors, supervisors and preceptors, the provision of additional training and experiences to enhance skills and knowledge. Studies that addressed this aspect of integration included establishing a professional network with ongoing mentorship, having positive working relationships with others, being satisfied with the work, feeling like you are making a difference and feeling respected by the local community, feeling a sense of responsibility and establishing a sense of loyalty and affinity with the community. Where there was negative relational factors, it influenced practitioners intentions of working rurally.
- 4. Lifestyle appeal-** Lifestyle aspirations here referred to goals about an overall desired lifestyle, particularly how work and life domains were experienced together. The notion that employees chose seek and remain in employment that allows a fulfilment of holistic life aspirations was a focal theme within one study.



A Gippsland Strategy

There were studies that reported results for associations between indirect factors that contributed to the experience of the rural lifestyle and decisions to enter or remain in rural employment. For example, a strong potential for enhanced work-life balance was an important factor related to the intent to enter or remain in practice in a rural area.

These four areas outlined in the Journal Article were considered throughout the creation of the strategy, with the aim to ensure that we're focusing on ensuring we're creating a working eco-system which will retain the right workers for the life of their careers.

For this reason, focusing on working with our local institutions, and ensuring we're targeting people who already live in Gippsland has been prioritised in this strategy. This has also occurred for a feminist perspective.

The median income of an individual in Gippsland is 81% of that of the rest of Victoria, with 52-56% of those in Gippsland who are living in poverty being women. Three local Government Areas have high rates of family violence, which means we have a large number of people with lived experience in our communities who are statistically more likely to be the ones who are living in poverty.

As a result, it is an economic opportunity to create opportunities for people with lived expertise into the sector.



Workforce Development Plan on a page



FUTURE PLANNING

Understand the future workforce needs.



CAREER AWARENESS

Build knowledge of career options available in the Family Violence and related sectors.



ATTRACTION

Build knowledge of the Gippsland Area, and the jobs available.



RECRUITMENT

Build resources which can be used for recruitment of family violence and related roles.



ONBOARDING

Build resources which create a collaborative understanding of the family violence sector.



SKILL DEVELOPMENT

Build a suite of skills development resources and professional development calendar which promote a collaborative family violence sector.



RETENTION

Build resources for partner agencies to support retention of the workforce in Gippsland.

PRINCIPALS

Gippsland's average individual income is 81% of the state's median income. Gippsland's residents in three Local Government Areas have higher rates of family violence per 100,000 population, which results in having a higher rate of lived experience who are economically disadvantaged. Providing pathways into the Family Violence sector will provide economic opportunities for our community who are motivated to remain in the area.

GIPPSLAND FOCUSED



Our Workforce Development Strategy needs to be delivered within the existing resources of the GFVA. Additional funding opportunities may be sought for specific projects, but the overall principal is that agencies will participate in collaborative resource sharing.

EXISTING RESOURCES



The Purpose of the Gippsland Family Violence Alliance is to critically evaluate and disrupt systems and structures to ensure they become inclusive, accountable, equitable and accessible for Gippsland Communities. We do this through:

- Building workforce capability
- Collaborative practice
- Evidence and advocacy
- Taking a collective impact approach
- Innovation

PURPOSED



Framing the Future, Victoria's Second Rolling Action Plan

Framing the Future: Second Rolling Action Plan is the latest strategic roadmap released under Building from Strength: 10-Year Industry Plan for Family Violence Prevention and Response. Launched in August 2024, the Second Action Plan outlines key priorities for strengthening Victoria's family violence and sexual assault workforces. This Action Plan will help guide the future work of the Gippsland Family Violence Alliance (GFVA), supporting our continued efforts to build a capable, connected, and sustainable workforce that can respond effectively to the needs of our community.

The Action Plan states:

- 87% of the Victorian workforce identifies as female
- 40-44 is the median age of the Victorian workforce
- 21% of the Victorian workforce were born overseas
- 81% of the Victorian workforce have a graduate/postgraduate qualification
- 31% of the Victorian workforce have less than 2 years in the sector
- 21% of the Victorian workforce have worked 10+ years in the sector.
- 50% of the Victorian workforce have worked in a related sector prior to their role.

As part of the GFVA Workforce Development Strategy, we want to determine how closely the Gippsland sector mirrors the Victorian sector.

The Second Rolling Action Plan outlines four focus areas:

- Growing the workforce
- Supporting Strong organisations and workforce culture
- Building Capability
- Building a system that works together

These four focus areas follow the same worker journey the GFVA Workforce Development Strategy is focused around which is:

- Career awareness
- Education pathways
- Attraction
- Recruitment
- Onboarding
- Professional Development
- Retention
- Career progression and mobility

The GFVA Strategy will align with the Rolling Action Plan, and work with the Centre for Workforce Excellence to align it's work, including incorporating upcoming work such as changes to Minimum Qualification, Workforce Capability Frameworks and Workplace Innovation projects into our plans.





FUTURE PLANNING

Understand the future workforce needs

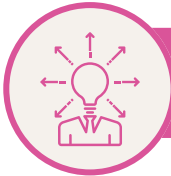
Understanding both our current and future workforce needs allows us to plan for the workforce that we need. To do this we need to establish a baseline of:

- Age of the workforce
- Their career aspirations/intentions
- Their opinion on what is/isn't working and what will motivate them to remain in the sector.

Currently there is no data mechanism in Gippsland which gives us a baseline for how many people are employed, wanting to remain employed, or who are wanting to progress in the sector, this hinders planning as a sector.

As a result, what we're suggesting is we do a baseline Gippsland data capture to gain insights into the workforce and the agencies workforce needs.

There will be limits to the planning we can do around workforce, as we cannot plan where future income streams that may appear, however once we have a baseline we can establish the need for workers, what skills they need to hold, and how we can plan to upskill existing workers to fill any arising vacancies.



CAREER AWARENESS

Build knowledge of career options available in the Family Violence and related sectors

Building career awareness can begin early, but it needs to be segmented for different audiences. Career awareness doesn't result in immediate practitioners, it's about informing those who are looking to further their education or who are currently studying their options. The identified groups which we need to raise awareness about the family violence sector are:

- High School leavers
- People making career transitions
- People currently studying in Recommendation 209 degrees.

Each group will need their own targeted materials and approaches.



ATTRACTION

Build knowledge of the Gippsland area, and the jobs available

Attracting people to work in the sector is about informing qualified practitioners to:

- The Gippsland area (ideally focusing on those with a rural background).
- The diversity of roles available, along with the overall collaborative working conditions of the Gippsland sector.





RECRUITMENT

Build resources which can be used for recruitment of family violence and related roles

Recruitment is about identifying the correct people for roles. While it's not the role of the GFVA to recruit for agencies, there is a role in building resources which can support a more consistent approach to recruitment.

Recommendation 209 in particular has caused a lot of confusion in the sector, and creating resources to create a consistent knowledge of how to apply the 7 criteria is important.

The Capability Frameworks lay out set skills and knowledge which is required for a:

- Entry
- Mid
- Senior
- Expert (being re-named)

practitioner. There is an opportunity to design a set of questions around the key capabilities which could be used as part of interviews.



ONBOARDING

Build resources which create a collaborative understanding of the family violence sector

Ensuring there are consistent resources to be used as part of on-boarding to assist new staff to:

- Learn about the Gippsland Family Violence Sector
- Learn about how to collaborate with the broader sector
- Support the network creation of new practitioners



SKILL DEVELOPMENT

Build a suite of skills development resources and professional development calendar which promote a collaborative family violence sector

The Gippsland Family Violence Alliance has developed the Practice and Connection Forums, with the intent of building the knowledge, skill and collaborative practice of the Gippsland Sector. Work to guide the Forums and to ensure they are meeting sector need is on-going.

It is also important for partner agencies to play a role in informing the content of our local courses at both TAFE Gippsland and Federation University. This will ensure those who are graduating hold the skills and knowledge which is relevant to the sector.



RETENTION

Build resources for partner agencies to support retention of the workforce in Gippsland

Retaining the workforce is paramount if we're going to ensure responsible resource management, along with building a sustainable workforce.

Ensuring we have mechanisms to:

- support practitioners through supervision and similar mechanisms to reduce burnout and continued development
- identify high performing practitioners and to upskill them into leadership opportunities
- support practitioners to remain in the sector, throughout their career



Ongoing Actions

Project	Stakeholders	Goals	Actions
Careers Page- GFVA Website	GFVA Agencies	Ensure the page is useful to communicate the work of the sector	<ul style="list-style-type: none"> Create an ongoing timeline for periodic review
Career's resources- GFVA Website, Leaders Portal	GFVA Leaders	Ensure the page has useful resources to support recruitment and retention within their own agencies	<ul style="list-style-type: none"> Create an ongoing timeline for periodic review Ensure it's up-to-date with CWE resources Create resources specific to Gippsland
Bachelor and Masters of Social Work Steering Committee Federation University	Federation University GFVA Agencies Future Practitioners	Support the roll out of the course and provide input to ensure the course is work applicable to the family violence sector	<ul style="list-style-type: none"> The PSA to continue to sit on this group
Orientation Pack for Leaders and for Practitioners	GFVA Agencies Practitioners	To support people entering into the sector to have a consistent knowledge of how the sector operates and an ongoing resource which supports them	<ul style="list-style-type: none"> Create an ongoing timeline for periodic review Create a constant communication mechanism to ensure the agencies are embedding it, and utilising the resource.
Practice and Connection Forums	Practitioners	To support consistent upskilling of practitioners	<ul style="list-style-type: none"> Forums are held in Inner and Outer Gippsland monthly and are designed to support the development of practitioners.
Supervision and Wellbeing- GFVA Website- Leaders Portal	GFVA Leaders	Ensure the page has useful resources to support supervision and wellbeing within their own agencies	<ul style="list-style-type: none"> Create an ongoing timeline for periodic review Ensure it's up-to-date with CWE resources Create resources specific to Gippsland



Workforce Actions

Project	Stakeholders	Goals	Actions
Data Collection to inform future needs	GFVA Leaders GFVA Practitioners	To gain an understanding of the workforce needs, both current and future.	<ul style="list-style-type: none"> • Create a survey collection tool. • Develop a two year schedule to monitor the needs of the workforce
Best Practice Supervision Guides	GFVA Leaders	To support the use and understanding of the Guides to improve retention and wellbeing	<ul style="list-style-type: none"> • Create a self-paced learning module, using existing resources • Continue to support knowledge and use of the Guides
Family Violence workplace health safety and wellbeing	GFVA Leaders	To support the use and understanding of the practice tools to improve retention and wellbeing	<ul style="list-style-type: none"> • Create a self-paced learning module, using existing resources • Continue to support knowledge and use of the practice tools
Resources for people wanting to enter the sector	TAFE Fed Uni Employment Agencies	To support an understanding of pathways to enter the family violence sector	<ul style="list-style-type: none"> • Create a suite of resources (powerpoints, handouts etc) which can be used with school leavers and career transitioners.
Capability Framework	GFVA Leaders	To support the use and understanding of the Family Violence Capability Framework	<ul style="list-style-type: none"> • To be determine once released



