

A workforce strategy for the industry?

NSW Community Housing
Conference
10th September 2008
Laurel Draffen



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Community Housing Sector

- Workforce profile
- Current context
- Workforce development activity
- Challenges



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Workforce profile

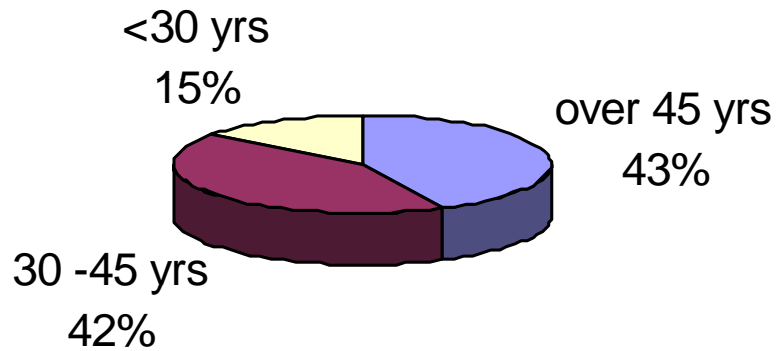


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Age profile NSW Community Housing Assoc'ns Workforce Mar 06

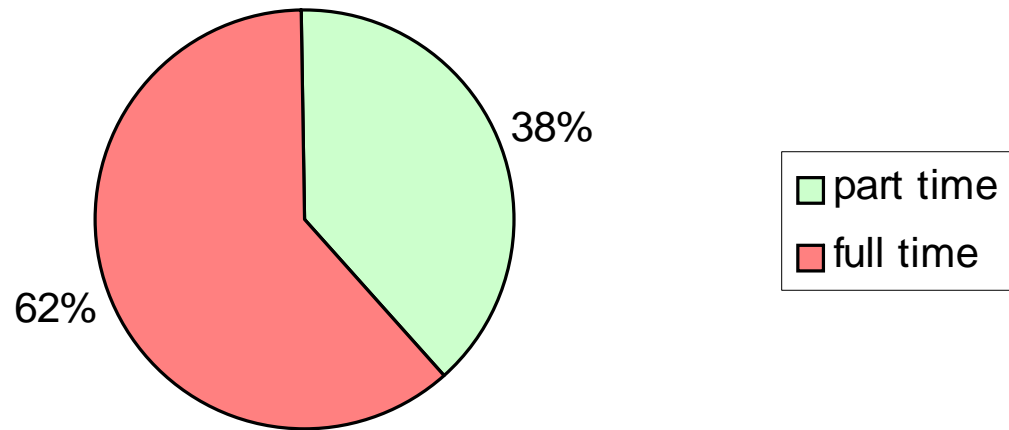


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employment status NSW HAs Mar 06

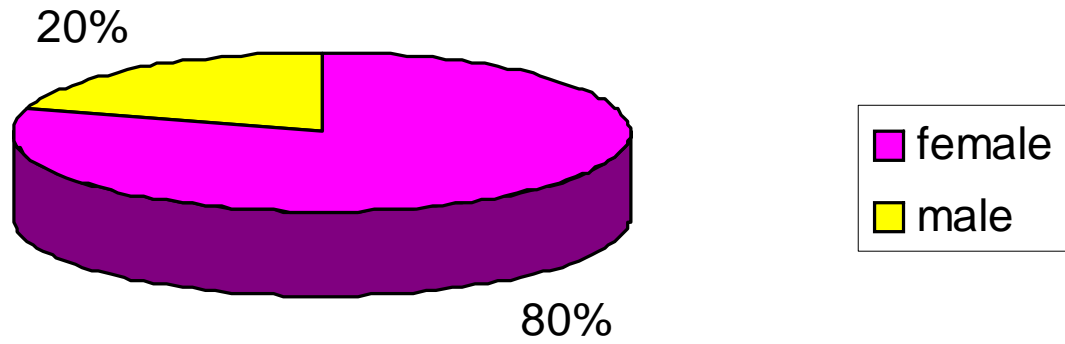


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HA Workforce by gender Mar 06

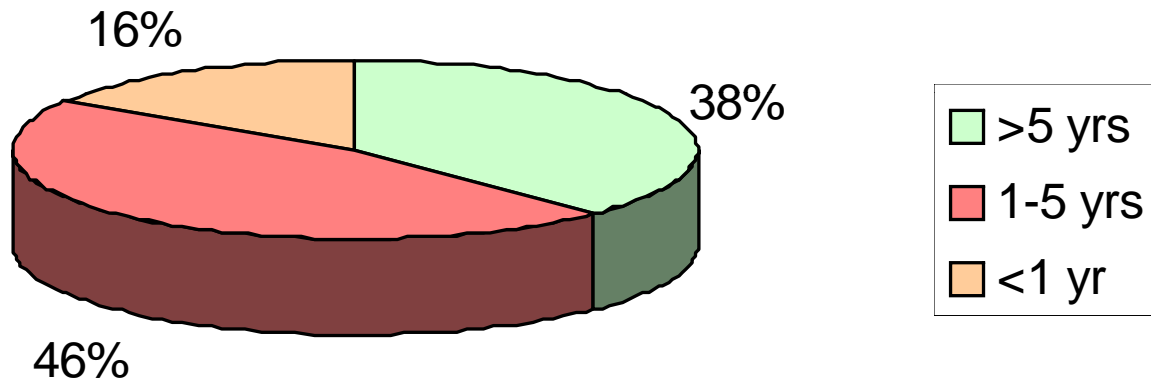


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Length of time employed by HA Mar 06

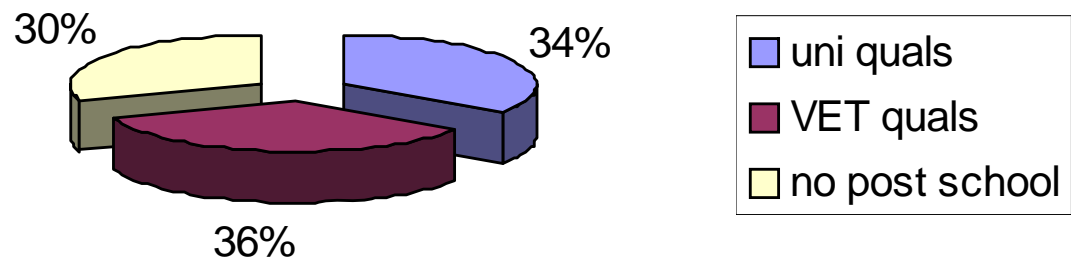


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HA worker qualifications Mar 06



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Current context – community services



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general workforce trends

- aging population
- serious labour shortages by 2010
- community services industry workers aging more rapidly
- shortages in community services workers
- shift to more casual contract work
- employment growth greatest in professional jobs



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Unmet need in community services

- Housing assistance: 1 person turned away for every 4 receiving assistance
- Disability supported accommodation: 1 in every 4 people turned away
- Community legal centres: 1 in every 5 people turned away
- Child care: 1 in every 12 people turned away
- Financial and material support: 1 in every 14 people turned away

Many users of services have several disadvantages that require multi faceted responses - ↑ complex needs



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Source: ASU Building Social Inclusion in
Australia – priorities for the social and
community services sector workforce 2007



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Workforce development activity



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ASU Care campaign

- Parity of wages with public sector
- Paid study leave
- New and improved career paths
- Funding for training for all staff
- Staff client ratios
- Paid handover time
- End competitive tendering
- End short term funding
- All claims and wage increases to be fully funded



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Community Services & Health Industry Skills Council

- Maintains and promotes national qualifications and competency standards for industries in the Health and Community services training packages
- now produces an annual environmental scan of training and workforce development needs in the community services and health industry
- now implements the Rudd Government's new Productivity Places program (PPP) which has allocated 50,000 places nationally for skills development in community services and health



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Environmental Scan 2008

- Low cost funding environment for community services
- Demand for services exceeds supply of labour – positions can't be back filled when staff attend training & senior staff do not have time to commit to deliver training, give instruction, mentor or delegate



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Australasian Housing Institute

- Professional body mobilising for improved recognition and conditions nationally for social housing work

“The presence of a professional group is a persuasive signifier to workers in that occupation that they have skills worth preserving and upgrading” Community Services and Health Skills Council Environmental Scan April 2008



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NSWFHA research

- Currently developing workforce planning scenarios for the sector



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Challenges



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“ Community Service organisations must respond to economic, demographic, social and government policy changes while maintaining quality service provision and a capable workforce”

*Building Social Inclusion in Australia –priorities for the social and community services sector workforce ASU
2007*



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Community housing workforce is hidden

- Community housing – buried in social housing/ public housing & community services
- ABS definitions and data for community services do not have a category for social housing

[residential care; including transitional /crisis accom., intensive residential care, hostel care, residential respite care, residential rehabilitation and other residential care]



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Workforce planning

- Workforce planning has been localised & responsive and short term
- Limited by uncertainty & insecurity about the future
- Sector changing before our eyes



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Research limitations

- Diversity of job titles and specifications for job roles across the sector
- Access to comparative data ie Housing NSW limited
- Mergers and restructures – transitional information only



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Growth issues

- Uncertainty of funding
- Uneven development of sector
- No \$ to training managers
- Stress of growing pains
- Economies of scale
- Regulatory compliance strains rural
orgs



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HR Issues

- Salaries and conditions not competitive
- Knowledge m' ment
- Recruitment mismatches
- Time lag in available training
- Smaller pool of workers in disadvantaged areas



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Sector issues

- Community housing is not well known – people are hesitant to apply
- Positions not well defined in job market
- No clear career paths
- Lack of mobility
- Better marketing and recruitment processes needed



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Workforce issues

- Gen Y workers have different values and work culture – want flexibility and transferability
- Aging workforce
- Need more opportunities for talented workers



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Future strategies?

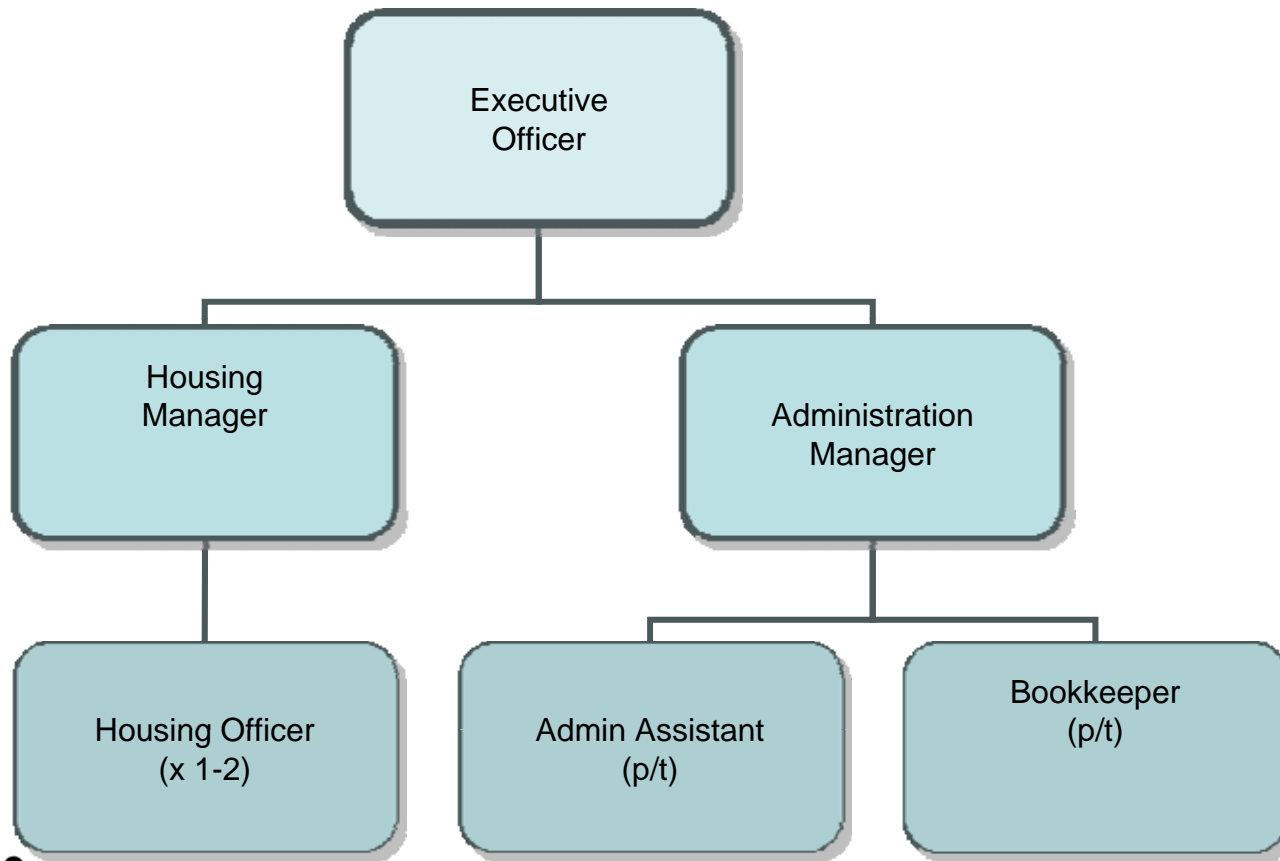


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Example of Current Small Staff Structure
0-350 Properties; up to 5 Full Time Employees

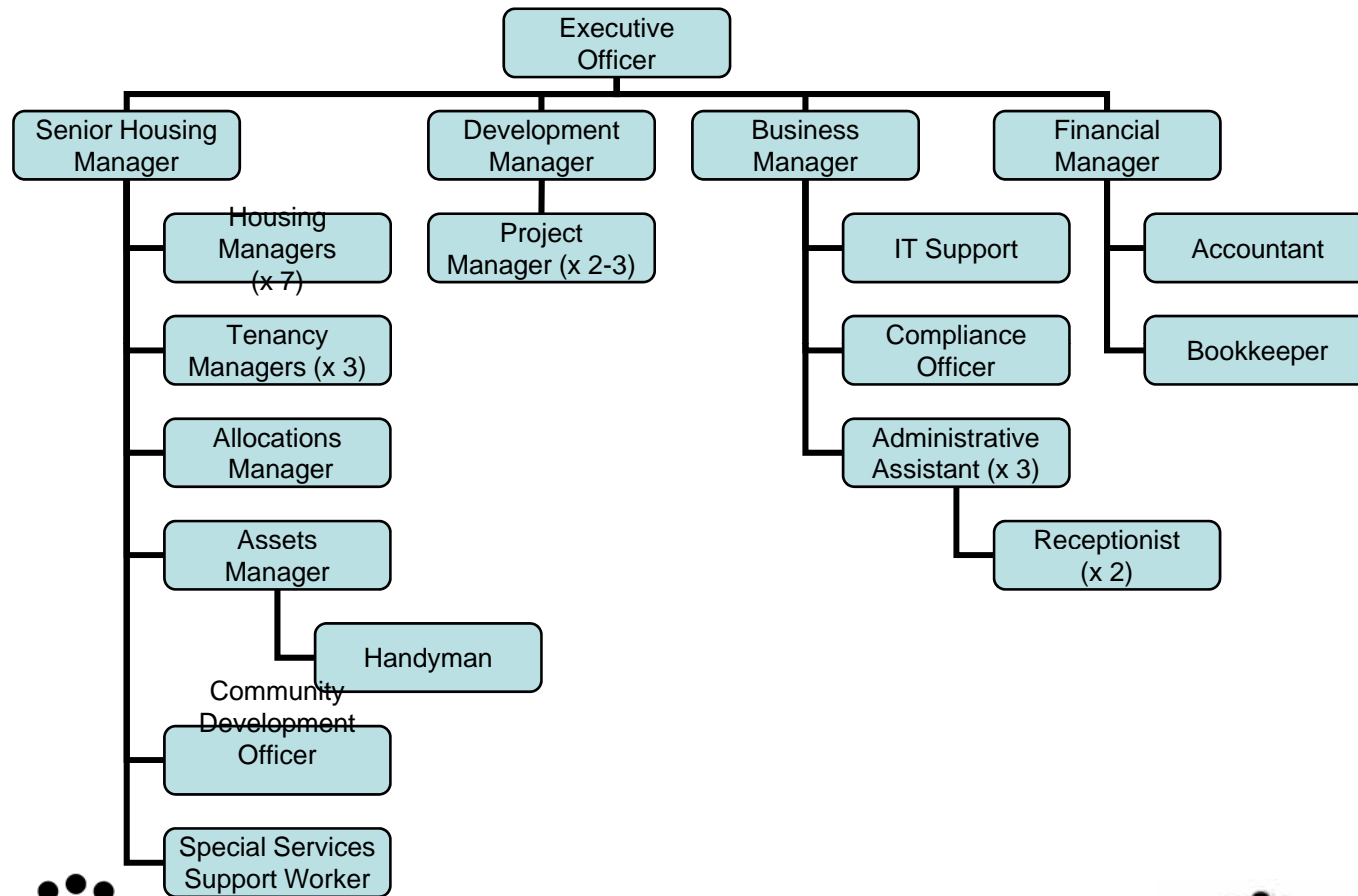


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Example of future large staff structure 1200-2100 Properties; 24-31 FTE Employees



workforce development strategies?

- Govt support and strategies to address skills shortages
- Provide comparable wages/conditions to govt sector
- Improve profile for community housing jobs
- Job redesign and change perceptions
- Resource more on the job training
- Develop more career opportunities /pathways
- Increase diversity of workforce
- Develop models and options for organisation structures
- Learn from the mistakes of growth overseas

