Health Supervision and Management competency development project

Background document
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1. Introduction

The Community Services and Health Industry Skills Council (CS&HISC) is the ministerial appointed body leading the development of an integrated approach to skills development for the community services and health industries.

Training Packages for Health (HLT07) and Community Services (CHC08), developed and maintained by CS&HISC, specify the national vocational qualifications and competencies for the workforce in both the health and community service industries. They provide a critical tool in the promotion of a nationally consistent workplace competency standard and provides a Vocational Education and Training (VET) architecture by specifying the combination of competency standards to achieve appropriate qualifications. This project aligns with the mandate of CS&HISC to develop workplace-relevant competencies and qualifications to ensure that the VET services and products are appropriate, current and flexible to meet the myriad of skill/knowledge needs of the health workforce.

CS&HISC will undertake this project as part of the continuous improvement process of the Health Training Package and is consistent with the competency standards development methodologies outlined in the Training Package Development Handbook (Department of Education, Employment and Workplace Relations (DEEWR), 2008). The outcomes of the project will ensure that the health industry qualifications accurately reflect current job roles which may require the development of new units of competency and/or qualification for addition to the HLT07 Health Training Package.

2. Background

Feedback shows that there is an ongoing health industry requirement to deliver high quality services within an increasingly complex environment. To meet this, the industry requires the development of appropriate training to deliver a capably trained management workforce. Industry recommendations have suggested the inclusion of management qualifications in the HLT07 Health Training Package that cover areas of: management; leadership; workforce planning; and change management.

3. Overview and Scope of Work

The project will focus on three key objectives to meet the overall outcome of reviewing the qualifications for Health managers and supervisors. These are:

1. Identifying the current leadership job functions of Health workers and identifying any misalignment of the qualifications to the tasks performed
2. Reviewing existing units of leadership competency found within the BSB07 Business Services Training Package and ascertain whether they meet health needs
3. Identifying the functions, skills and knowledge which support the need for a vocational graduate certificate and diploma level qualification for the HLT07 Training Package

4. Methodology

**Functional Task Analysis**

This project will use a functional analysis approach, as illustrated in Figure 1 below to determine the scope of job roles and the competence required of the leadership positions in the health workforce.

**Figure 1**

![Functional Task Analysis Diagram]

Using a qualitative approach, the CS&HISC project team will seek to validate and verify assumptions throughout the project by utilising industry expertise through a variety of means including project governance (Industry Reference Group), focus groups, surveys and other research.

This method is consistent with CS&HISC’s approach over several years to successfully map the qualifications and competencies in the Health Training Packages to ensure it continues to meet emerging workforce needs.

As with all projects undertaken by CS&HISC, the project methodology addresses the range of different types of health organisations, different professions and job roles as they relate to the proposed health leadership competency standards.

**Governance**

An Industry Reference Group (IRG) guides the broad direction of the project and includes key stakeholders required to sign off the development work. IRG members provide access to national networks within their sector or constituency.

IRG members would be drawn from relevant stakeholder groups including:
- Public sector employers including jurisdictional nominees
- Peak groups and associations
- Private sector employers
- Unions
- Registered Training Organisations (RTOs)
- Others as identified

An IRG would meet three to four times throughout the project.

Project Development Stages

Figure 2 below illustrates the intended project development stages.

Figure 2

![Figure 2]

Stage 1: Scoping

The scoping phase for this project is a research and consultation process to analyse stakeholder feedback received through CS&HISC’s Continuous Improvement Process and map the job roles/functions to current competencies in the Health Training Package.

The scoping phase sets the direction of the project and informs the content of Draft 1 competency standards.

The scoping phase will include:

1. Establishing a database of stakeholders and potential participants in the project
2. Determining the size and scope of the workforce to be addressed by the project
3. Interviewing staff, collecting award definitions, pay rates, union coverage and job descriptions to obtain insight into the nature and functions of each job
4. Mapping exercises to determine job roles and any existing competencies that may meet the job role requirements
5. Undertaking research to determine any existing qualifications, staff development or other training that exists related to the project endeavour
6. Utilising existing research reports and papers to develop background information for use in consultation tools to engage stakeholders.

The Scoping phase will result in the development of a Preliminary Discussion paper and Scoping report.
Stages II - V: Competency Development and Endorsement

The project will be developed in line with the National Quality Council’s (NQC) Training Package development and endorsement process¹.

During the competency development and endorsement stages the following steps will be undertaken:

1. Testing developed indicators of competency against work roles (or proposed roles) and levelling against the Australian Qualifications Framework (AQF)
2. Writing competency standards to reflect the indicators of competency
3. Validating the developed competencies with industry stakeholders across Australia
4. Preparing a case for endorsement for inclusion of new competencies by the National Quality Council NQC.

All relevant industry and government stakeholders will be included in the development phases of national consultation, validation, final agreement and endorsement.

Stage VI - Implementation

The endorsement of the competencies and qualifications is just the first step in the process, followed by the challenges of implementation to encourage industry to utilise the new qualifications or competencies.

To assist with implementation, CS&HISC proposes to implement a communication strategy to engage key stakeholders. CS&HISC utilises a variety of communication and engagement activities which will be considered and incorporated as needed for the dissemination of the developed qualification/s and competency units/skill set. This includes:

- Print and website media
- Direct email marketing campaigns
- Monthly e-newsletter (cs&h Matters)
- Customer surveys and annual perception audit.

5. Timeline

CS&HISC proposes a 12 to 13-month time frame (March 2011 – March 2012) for the delivery of the proposed project outcomes. The table below provides an indicative timeframe for the project activities.
<table>
<thead>
<tr>
<th>Period</th>
<th>Activities</th>
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| March - May 2011    | - Analysis of industry feedback and desktop research  
|                     | - Targeted meetings with stakeholders  
|                     | - Preliminary discussion paper developed  
|                     | - IRG formed  
|                     | - First IRG meeting  
|                     | - Further research conducted  
|                     | - Scoping report developed  
| June – July 2011    | - Draft 1 development  
|                     | - Second IRG meeting  
| August 2011         | - Release of draft 1 competencies for consultation  
|                     | - Draft 1 consultation  
| September - November 2011 | - Incorporation of feedback from draft 1 consultation into competencies  
|                     | - Draft 2 development  
|                     | - Third IRG meeting  
| December 2011 – February 2012 | - Release of draft 2 competencies for consultation  
|                     | - Incorporation of feedback from draft 2 consultation into competencies  
|                     | - Final competency development  
|                     | - Fourth IRG meeting  
|                     | - Industry validation  
| February - March 2012 | - Endorsement process  