Karibu Aged Care Services

Workforce Plan

July 2013 – June 2016

Approved by Senior Management Team: 29/05/2013

V1.1 - May 2013

Review date: to be determined

This is a hypothetical workforce plan, developed to provide services with an example of what an initial workforce plan might look like. It is not intended to be a ‘good’ or ‘model’ plan, but more to help those commencing workforce planning to have a picture of what a simple first cut plan might look like.

The plan has been developed as an output of the Strategic Workforce Action Planning (SWAP) project, which was funded through the National VET E-learning Strategy with assistance from Aged & Community Services SA/NT.

Development of this hypothetical plan has been based on a template developed by SWAP project facilitator Wendy Perry, of Workforce Blueprint. A number of services participating in the SWAP project, including Alwyndor Aged Care, Whyalla Aged Care, and LHI Retirement Services, generously allowed the project to draw on their work to assist with development of this sample plan, and we are grateful for their assistance.

The SWAP project was managed by the SA Health and Community Services Skills Board Inc.
Executive summary

This workforce plan, covering the period 2013 – 2016, was developed in consultation with stakeholders to support Karibu Aged Care’s strategic directions over the same period. This plan documents strategies to maximise our existing strengths and to respond to the challenges ahead.

Over the period of the plan, we anticipate significant growth in both residential and community services, including the planned introduction of new fee-for-service services and a transition care service post hospital discharge. Preparing for consumer-directed care will also be important.

External factors that will impact on our operations include a challenging financial and regulatory environment and major reforms to the sector, such as those outlined in Living Longer.Living Better.

A number of critical issues emerged from consideration of our existing workforce including:

- Almost 60% of our workforce is 50 years or older, and we both want to retain the experience and wisdom of this cohort of our workforce, and bring younger workers into the organisation
- We have high levels of turnover within the first six months of employment in care worker and community support worker positions.

Consideration of our future skills needs indicated that in order to meet changing requirements we need to strengthen specialist clinical skills, further develop management and leadership skills, build digital literacy, and encourage teamwork, innovation and learning in our organisation.

Our analysis suggested that during the period covered by the plan we need to expand our direct care workforce (particularly care workers, community support workers, nurses and allied health professionals). We can also see benefits to introducing new allied health assistant roles, and specialist nurse practitioners.

Traditionally we have relied largely on word of mouth to source our labour, and given the age of our workforce, our growth and changes in the market, believe it is now important to pay more attention to establishing a variety of strategies to attract and recruit our staff.

Having considered our situation, we have determined that our priorities for this period are:

- Attracting younger staff
- Retaining mature age staff
- Reducing the numbers of care workers and community support workers leaving Karibu within the first six months of employment
- Developing competency profiles for each roles as a foundation for assisting with indentifying learning and development priorities
- Upskilling staff to better meet the changing needs of older people with whom we work
- Improving the digital literacy of our staff
- Strengthening management and leadership at all levels
- Building a learning culture at Karibu.

Strategies to address these priorities have been identified in this plan (see Appendix).
1. Introduction

1.1 About Karibu

Karibu Inc is a community owned not for profit organisation, established in 1972 to service the needs of older people in the Lakeview Region. The organisation has expanded since those beginnings to provide services in the adjoining regions and currently provides 144 high and low care residential places, including dementia care, over 2 sites; a variety of community support services including rehabilitation programs and 160 community care packages; and 22 independent living units.

1.2 Why a workforce plan?

From its establishment Karibu has understood that the high quality services we provide rest on the passion, skill and commitment of our workforce. It is our employees and volunteers who deliver our services and accomplish our organisational objectives.

We see workforce planning as a continuous process of shaping the workforce to ensure that it is capable of delivering both current and future organisational objectives. As the organisation – and indeed the sector – are facing a particularly challenging if potentially exciting environment, it seemed timely to begin our workforce planning journey now, in the expectation that this will better help us achieve our organisational objectives, including to deliver a wider range of high quality and cost effective services, with more choice and flexibility, for older people in our community. We anticipate that benefits from being actively engaged in workforce planning will include:

- Understanding more about our current workforce and our workforce strengths and vulnerabilities
- Understanding more about our future needs
- Improving the evidence base for decisions about which workforce and organisational development strategies to implement and how to allocate our scarce resource
- Increasing our ability to attract, retain and develop our workforce to meet our current and future needs.

As our first workforce plan, this document is very much a ‘work in progress’, from which we will learn and which we expect to change. The workforce plan forms part of an integrated planning process, building on and in turn contributing to Karibu’s overall strategic planning process.
1.3 Objectives

Our workforce plan will contribute to:

- Ensuring that we have the skills to provide high quality services in light of changing needs and expectations of our residents, clients and communities
- Ensuring that the best people are placed in positions with a focus on our current and future directions and goals
- Developing our organisational capability and capacity
- Attracting, retaining and developing high quality staff
- Building a positive organisational culture, in which performance, learning and wellbeing are valued and supported.

Over time, we will measure the success of our workforce plan by monitoring key measures such as the age profile of our staff, turnover rates, numbers of applicants for positions, and views of our staff about working for Karibu.

1.4 Links to organisational strategy

Karibu’s mission is To provide responsive and high quality services to older people, enabling them to maximise quality of life

This is underpinned by the organisation’s values: Respect - Excellence - Accountability - Wellbeing

Our current strategic directions identify key areas of focus:

- Excellent services
- Exceptional workforce
- Quality systems and processes.

Under the umbrella Exceptional workforce we are committed to

- Identify learning and development requirements of each job role
- Strengthen workforce supply mechanisms
- Develop a high performing leadership team
- Increase workforce capacity to engage with and use technology.

Each of these four priorities was considered within the development of this plan. In addition, workforce implications of priorities in other focus areas of the Strategic Directions document were also considered.

1.5 Scope

While Karibu’s workforce includes over 120 volunteers, whose contributions are appreciated enormously by both the organisation and the older people we serve, the scope of this initial plan is
restricted to paid staff across all services. Our volunteer base is important to us, and we recognise that there is a need to review many aspects of our volunteer program including:

- The work undertaken by volunteers at Karibu
- Skills of volunteers
- Management arrangements
- Opportunities and benefits for volunteers
- Engagement of volunteers.

This has been acknowledged in this plan through the inclusion of a strategy to review and redevelop the organisation’s volunteer program. However, beyond that, issues relating to volunteers have not been considered as part of the development of this plan.

We have used this initial planning process as an opportunity to get a snapshot of our situation in relation to paid staff and then to identify some key priorities, rather than attempting to capture and respond to all our workforce issues. As resources become available, we intend to undertake some supplementary planning for services/issues not addressed within this plan. In any case, we anticipate that we will learn from developing and implementing this plan and that the process and outcome of the next plan may be significantly different.

1.6 Development of the plan

The process used in developing this plan is outlined below.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Questions asked</th>
<th>Resources / processes used</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stage 1: Project establishment:</strong> Developing the case for workforce planning, obtaining approval and resources to proceed, outlining communications strategy.</td>
<td>Why are we undertaking this planning now? What will be its benefits? Who will be involved? How will we communicate?</td>
<td>Support to proceed was provided by Board, CE &amp; Senior Management Team. HR Manager led the work, with a small group of volunteers from across the organisation forming a workforce development working group to plan the project and provide ad hoc assistance as required.</td>
</tr>
<tr>
<td><strong>Stage 2: Context &amp; environment:</strong> Understanding the internal and external forces that will impact on our operating context, services and workforce</td>
<td>What are the organisation’s strategic objectives? What are the workforce implications of these directions? What internal factors are impacting on the workforce? What is happening in the external environment (within the industry and beyond, internationally, nationally, within the state and locally)?</td>
<td>Strategic and operational plans. Environmental scan. Key policy directions eg Living Longer. Living Better.</td>
</tr>
<tr>
<td>Stage</td>
<td>Questions asked</td>
<td>Resources / processes used</td>
</tr>
<tr>
<td>-------</td>
<td>-----------------</td>
<td>----------------------------</td>
</tr>
</tbody>
</table>
| **Stage 3: Current workforce profile**  
Collecting and analysing workforce data | What is the current workforce profile in terms of demographics, numbers and job roles?  
What data sets are available and useful? (e.g. can we consider age profile, gender profile, length of service, job roles, employment type, diversity, turnover)?  
What are our skills strengths and development needs?  
What do we know from our staff and clients?  
Considering the information we have available, what are the critical issues and priorities? | Payroll and HR information  
Development needs from performance development plans  
Staff climate survey from 2012 |
| **Stage 4: Future workforce profile:** Considering our future needs | What will the future require?  
What roles, skills and numbers of people will we need to implement Karibu’s plans?  
Are there alternative scenarios for which we want to plan? | Analysing existing plans  
Discussion with management team |
| **Stage 5: Gap analysis & strategy development:**  
Analysing the gap between what we will need and what we will have if no action is taken, and identifying strategies for closing the gaps | What are our current sources of workforce supply? What workforce will be available if we do nothing differently?  
What are the key issues and risks?  
What are our priorities for the life of this plan?  
What strategies will we put in place to address these? | Management team and workforce development team survey and discussions  
Staff ‘voting’ on key issues  
Draft presented to management team and workforce development team for discussion  
Draft available for staff to provide feedback |
| **Stage 6 Implementation, review and evaluation** | What have we learned so far?  
How will we disseminate, implement and monitor the plan?  
When will we review the plan?  
How will we know if the plan has been successful, and what needs to be improved with our workforce planning? | Management team endorsement  
Next steps: Detailed action plan to be developed, along with evaluation strategy  
Plan to go to Board  
Working group to have continuing role |
2. Our Environment

A more detailed environmental scan and SWOT analysis for Karibu is presented in current strategic and operational plans and these documents need to be considered alongside this workforce plan. However, critical aspects of the external and internal environment impacting on workforce are summarised below.

2.1 External environment

Growth in service demand. Our community continues to age, and there are an increasing number of people living alone. Our clients and communities are increasingly diverse and needs are changing (eg increasing acuity of need, need for additional services in dementia, palliative care, rehabilitation).

Workforce growth. While the aged care workforce is already large, to meet demand it will need to increase substantially. Nationally, Living Longer. Living Better suggests that the aged and community care workforce will need to grow from 304,000 workers in 2010 to around 827,000 by 2050.

Ageing workforce. The sector’s workforce is older than industry average and this creates the risk that organisations and the sector as a whole will lose critical skills and corporate knowledge in a short time period.

Threat from other sectors. Attracting workers in a tight labour market will require aged care to compete successfully with other industries. The ‘brand’ of aged care and the wages and conditions of employment will need attention if the sector is to become attractive.

Changing service models. Many factors are aligning to increase focus on consumer directed care and wellness enablement. We need new services and models to assist older people to remain well and connected to their communities, to rehabilitate if needed, and to remain at home for longer.

Regulation and reform. Aged care is highly regulated, and the industry bears significant costs as a result. While aged care reform outlined in Living Longer. Living Better is proceeding, there is much that is still uncertain, and it remains difficult to determine the impact on Karibu’s directions and operations. Related initiatives such as the Workforce Compact will also have substantial implications. Other legislative and regulatory change is also impacting on the organisation (eg WHS legislation, changes to WorkCover). The organisation will need to remain flexible, agile and innovative to navigate changes as required.

2.2 Internal environment

In addition to the workforce priorities in the Strategic Plan, listed on page 4 of this document, our service development priorities will also have implications for our workforce. It is anticipated that there will be growth in the following areas in the next 3 years:

- An additional 20 high care beds
- Increased community packages and a new post-discharge transition support service
- Introduction of a targeted fee for service program of community support services.

Some of the workforce implications of these plans are outlined in the discussion in Section 3 on our future workforce.

In addition, as we move to consumer-directed models of service delivery this will create challenges not only for our business systems, but also for our workforce. We will need to change our mindsets, as well as develop new skills, and work together across occupational groups and with older people and their families to make new models work on the ground.

As well as the service growth as previously outlined, another focus for Karibu over the next few years is to take better advantage of technology – in order to improve the effectiveness and efficiency of our business systems, to provide higher levels of service to older people, to support the development of our staff, and to connect with our communities. For example, we intend to expand the use of assistive and communications technology with older people. Within the next 12 months we will introduce the use of mobile devices for community support workers, so they can stay more closely connected with coordinators and access resources more easily. There are also plans to introduce a new IT system that pulls together human resources, rostering and payroll and provides a ‘self service’ interface for staff (eg to apply for leave). The need to strengthen the digital literacy of the workforce in the context of improving our use of technology has been recognised in the organisation’s strategic directions.

We understand that there is a direct correlation between the engagement, support and development of our staff and the quality of services we provide. However, as the major cost of running our business is staff, we need to monitor these costs carefully and ensure there is best possible use of staff in the delivery of services. It is therefore particularly important that we select appropriate strategies to manage costs. For example, increases in Workcover contributions have been significant – but reducing staffing to manage this cost would be likely to both increase injury risks and to reduce service levels and is therefore not an acceptable option for Karibu.

As funding arrangements for aged care change, we will need to broaden our funding base, including strengthening our fee for service work and building new partnerships.

In addition, as older people have more choice and direction over their care, staffing of our services will become increasingly complicated - and the challenge of meeting the individual needs of each older person we assist while providing quality employment for our staff is likely to increase.

At this point Karibu does not contract out any major services, choosing for example to employ our own housekeeping and maintenance services. As we enter a new environment we will need to monitor and review employment arrangements to ensure they continue to be ‘fit for purpose’.

A final aspect of our internal environment that is important to acknowledge is that we are very aware that workloads are high, and our staff are under pressure. Paradoxically, of course, it is at a time like this, when workloads are high and the environment is changing rapidly, that we need to adapt and improve the way we do things in order to thrive – but that this can be particularly challenging.
3. Our current and future workforce

3.1 Current Workforce Profile

Occupational profile

Karibu employs 236 staff performing a wide range of functions. The majority of the workforce – 76% - are employed in direct care roles (eg. care work, community support work, nursing, allied health) while 14% are employed in ancillary operational roles (eg hospitality, maintenance) and the remaining 10% in roles providing management or business services (eg payroll, accounts, IT and administrative support). The graph below indicates the distribution of Karibu’s staff across the various job role areas.

![Job Role/Group Graph]

- Lifestyle: 4.95%
- Care work: 49.01%
- Nursing: 16.34%
- Business & Management: 9.90%
- Allied health: 6.44%
- Operations: 13.37%

Gender profile

Seventy eight percent of our paid workforce is female, compared with the national figure for the sector of 84% (ACS Workforce Briefing).

Age profile

Nationally, around 50% of the aged care workforce is aged 45 years or over (ACS Workforce Briefing). Karibu’s workforce is even older, with almost 60% of the workforce over 50, and another 23% in the 40-49 year age bracket. This age profile is of concern as many of our mature age workers may choose to retire within the next 5 – 10 years.
Tenure and turnover

The data below shows that a significant number of our employees have worked with us for more than ten years. However, there is also a significant group of people who have been employed with Karibu for less than 5 years.

Overall turnover for the organisation over a 5 year period has been 15%, comparing with a national all-industries figure of 25% per annum. However, analysis suggests that our turnover is high in the roles of care workers, community support workers and hospitality and domestic staff, particularly in
the first six months of employment. Relatively high levels of turnover within the care worker workforce is known to be common across the industry, however, we are not aware of industry-wide data relating to the first 12 months of employment with which we could benchmark.

While we have not researched the reasons for the high level of turnover in some roles early in people’s employment with Karibu, common reasons for leaving employment include:

- Lack of fit between the individual and the role, or between expectations and the role
- Lack of fit between the individual and the culture of the organisation
- Problems with management
- Dissatisfaction with remuneration and / or conditions
- Insufficient opportunities for growth or advancement
- Insufficient recognition or appreciation
- Stress.

It will be important for the organisation to consider this matter in more detail in the life of this plan.

**Employment status**

Over the last few years, Karibu has reduced reliance on casual employees and increased part time employment opportunities. Current employment status data is provided below.

![Employment status chart]

**Employee absence**

Unplanned employee absence impacts significantly on services and staff, and can also point to other difficulties within an organisation, such as high levels of stress. It was therefore seen as a useful figure to analyse for key roles. While this information has not previously been tracked and compared across years it will be monitored from this point.
### Workforce diversity

As mentioned earlier, while we know that our workforce is increasingly diverse, it was not possible within the constraints of this project to collect data about this diversity. This, however, is a recommendation for the future.

### 3.2 Current capabilities required

#### Core capabilities

Karibu recruits with its values and directions in mind, and believes staff well being and staff performance go hand in hand. As a result, we emphasise the importance of personal attributes or ‘soft skills’ such as:

- Self management and self care
- Social intelligence
- Accountability
- Continual improvement attitude
- Commitment to lifelong learning.

#### Job Specific Capabilities

The specific skill areas outlined below have been identified as development priorities for the current workforce through consultation with managers and staff and consideration of information from performance development plans:

- Leadership and management
- ACFI skills
- Digital literacy
- Specialised clinical skills including:-
  - Palliative Care
  - Dementia and behaviours of concern
  - Rehabilitation including a focus on wellbeing.

More work is needed to determine the knowledge and skills required across these areas for particular roles, and then to systematically plan development programs to meet existing gaps.
3.3 Current workforce development initiatives

Karibu is committed to developing an organisational culture of learning – and believes providing a variety of formal and informal development opportunities is critical to this.

Structured learning and development programs

In 2012 approximately 21% of the workforce participated in nationally accredited training, including in qualifications in aged care, home and community care, nursing and management.

In addition, skill development opportunities are provided to all employees throughout the organisation. Two particular initiatives over the last 12 months have been:

- Increasing the level of understanding, knowledge and skill in relation to dementia care across all staff providing direct care services and
- Providing training for staff mentoring students or new employees.

Traineeships

The organisation offers traineeships in aged care work, administration and commercial cookery.

Work experience and work placement

Opportunities are provided for work experience and work placement to school students, job seekers and study placements. While challenging to support, the benefits to the organisation include:

- The opportunity to identify and consider potential employees with no obligation
- Having a potential pool of recruits with knowledge of the organisation and its culture
- An injection of ideas and enthusiasm
- Staff development opportunities for those mentoring students
- Opportunities to develop partnerships with education and training providers and build their understanding of our workplace requirements
- The potential for students serving as ambassadors for the organisation and the industry in the community
- The potential for growing our local workforce and contributing to the development of our local community.

3.4 Staff views

In 2012 Karibu undertook a workforce climate survey for the first time. The survey confirmed that our employees are passionate and dedicated, proud of the high standard of care we provide, and generally enjoy their work. On the whole, people think their supervisors do a good job, and that Karibu is a good place to work. Staff also told us they are concerned about change, and that it is important to them to contribute ideas and to increase their skills and knowledge.
3.5 Future workforce needs

Given the community demand, policy environment and organisational strategy outlined earlier, over the next 3 years Karibu will require:

- More people in key jobs
- New roles
- Higher level skills and new skills
- A culture of learning

In relation to workforce growth, to implement new services we anticipate:

- An increase in care worker, community support worker, lifestyle and allied health FTE of 20-25%
- An increase in nursing FTE in the order of 15-20%
- A modest increase of operations FTE (eg housekeeping)

Increases will be predominantly in the third year of this plan.

In addition to increases in FTE of some existing roles, new roles will be considered. To support new service directions and expansion of rehabilitation and health promotion services, the creation of allied health assistant roles is likely. We are also seeking to introduce new specialist roles, perhaps shared with other services, including specialist nurse practitioners and a music therapist.

Additional higher level or specialist clinical skills will be needed to provide services to those with complex needs, including in such fields as:

- Gerontology
- Palliative Care
- Dementia
- Mental Health
- Rehabilitation

In addition, across much of the workforce we will need increased skills to work effectively in new consumer-directed models of care. These will include skills to:

- Maintain and improve health and wellbeing through active involvement with community life
- Provide facilitated support directed by the consumer
- Work in multidisciplinary work teams and with external professionals

We will also need a workforce with higher levels of digital literacy than at present, and increased cultural competence, for working with increasingly diverse consumers and workforce cohorts. Strong leadership and management skills will also be critical, particularly given the many changes ahead.
4. Gap analysis and prioritisation

Analysis of our current workforce suggests that, if no action is taken, there is a considerable risk of large numbers of staff retiring or resigning within the next few years leaving a significant gap. This gap is potentially not only in relation to numbers of people, but also skills – many of our mature aged workers have extensive experience and expertise and provide invaluable leadership (both formal and informal) within Karibu. This situation is particularly concerning given our expected growth.

We have not surveyed staff in relation to retirement intentions or whether mature aged staff may be willing to remain longer if Karibu meets their changing needs and interests, but this would be a valuable activity.

Historically, Karibu has relied on local media and word of mouth to recruit new employees. However, experience suggests that the pool of skilled people available is shrinking. The organisation has, for example, had some difficulty recruiting Registered and Clinical Nurses. The profile of the pool from which we are recruiting is also changing, for example a higher proportion of applicants for positions is from people from culturally and linguistically diverse backgrounds. This is particularly, although not exclusively, the case for care worker positions.

In response to the changes, Karibu has over the last few years increased opportunities for student placements in the organisation, commenced a traineeship program and supported staff to undertake accredited training (eg care workers enrolling in the Diploma of nursing program) – however, these strategies alone are unlikely to be sufficient to meet the challenges ahead.

To attempt to quantify and assess the challenges we may be facing, we have considered a number of roles in which we think we may be particularly vulnerable unless we plan ahead and identify ways of reducing our risks. Our estimate of the position for these roles is as follows:

<table>
<thead>
<tr>
<th>Job role</th>
<th>Estimate nos. required</th>
<th>Estimate nos. available</th>
<th>Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allied Health - PT</td>
<td>3</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>15</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Care workers</td>
<td>122</td>
<td>128</td>
<td>140</td>
</tr>
<tr>
<td>Lifestyle</td>
<td>12</td>
<td>13</td>
<td>15</td>
</tr>
</tbody>
</table>

Having considered the issues raised by the analysis of our current and future workforce, a number of priorities have been identified for the period of this plan.

4.1 Attraction and recruitment

While the organisation has a good reputation within the community, we recognise the need to do more to attract younger people to work in our organisation. We then need to provide an
environment and career development opportunities that make it attractive for them to stay, or to return to us at a later stage.

In relation to recruitment to particular roles, two priorities have been identified:

- Considering our recruitment of care workers, given concerns about turnover at an early stage
- Considering targeted strategies to support recruitment to Registered Nurse and Clinical Nurse positions as this has sometimes been difficult and as these roles are critical for the service.

4.2 Retention

Attempting to reduce the high level of turnover of care workers in the first few months of employment will be a priority within this plan. The costs of this turnover are significant and reducing it will assist the organisation, existing staff and older people with whom we work.

A second priority will be to introduce strategies designed to encourage mature age workers to remain in the workforce, rather than to retire.

4.3 Developing capability

Upskilling our workforce, as identified in Section 3, is necessary, and it is clear that it would be useful for us to develop a competency profile for each role, that can then be used to identify learning and development priorities for particular work roles and service groups. This has also been identified within the organisation’s strategic directions as a priority.

In addition to skills required within particular roles, some priorities have been identified for across the workforce:

- New consumer-directed models of service will require us to work together across occupational groups and with consumers and their families in different ways – and amongst other things this will require greater skills in teamwork and collaboration, in problem-solving and in innovating.
- Strengthening digital literacy and engagement with technology
- Strengthening cultural competence across the organisation.

There will be an ongoing need to review the status of these skills in the organisation and to adjust development priorities and plans accordingly.
4.4 Management and leadership

There are two aspects to the focus on leadership. Firstly, our philosophy is that ‘leadership is everyone’s business’, and leadership skills and contributions need to be recognised, developed, sustained and rewarded at all levels across the organisation. This will be central to maintaining and strengthening a positive and vibrant organisational culture.

In addition, we have more to do to ensure that those in formal leadership positions develop the skills they need to both manage the many day-to-day demands and navigate towards the future. Building the skills of those in leadership positions is critical to ensuring our workforce is able to undertake outstanding work, feel supported and valued, and enjoy the workplace.

Building a high-performing leadership team has been identified in Karibu’s strategic directions as a workforce priority for this period.

We also need to build the skills of those aspiring to leadership roles to enable internal succession.

4.5 New roles

In order to provide responsive, high quality services as effectively and sustainably as possible we need to use skills wisely – and from time to time this may involve arranging functions into new roles. In this period, priorities are:

- Allied health assistants
- Nurse practitioners.

4.6 Building a learning culture

A culture with learning at its heart will help us with many of our priorities over the period of the plan. It will, for example, support us to:

- Improve our systems and services
- Respond to change
- Provide our workforce with opportunities they value
- Manage workloads
- Attract and retain staff.

If we are to flourish, it is critical that learning of all kinds is seen as central, not an ‘extra’ thing, on top of the ‘real work’.
5. Implementation and Review

Appendix 1 identifies strategies to address the priorities outlined above.

The next step will be to allocate lead responsibilities, priorities, timeframes and initial resourcing for identified strategies. This will be undertaken by HR and the Senior Management team, in consultation with the workforce development working party.

While overarching responsibility for implementation rests with HR, the working party established to support the development of the plan will provide advice and practical assistance and act as champions for implementation and monitoring of the plan. The working party will also have involvement in:

- Developing an evaluation strategy
- Identifying ways of engaging with the whole workforce
- Developing, in consultation with those with leadership responsibility, more detailed action plans for implementation of strategies as required.

Progress reports will be provided to the Senior Management team every quarter and to the Board twice per annum.

In addition, the workforce development working party will identify ways in which progress can be reported to staff.

While an evaluation strategy is yet to be developed, it may include such things as:

- Comparing agreed workforce trends and HR indicators over time. Such indicators might include:
  - Turnover overall and for specific roles (e.g., care worker and community support worker positions)
  - Age profile of workforce and of new recruits
  - Unplanned absence
- Surveys of new recruits to identify how they came into the organisation
- Staff survey.

The next iteration of the plan will be developed in line with the next strategic plan.
## Appendix

### Identified Strategies: 2013 - 2016

<table>
<thead>
<tr>
<th>Issue / Gap</th>
<th>Continuing Strategies</th>
<th>New strategies</th>
<th>Priority</th>
<th>Lead responsibility</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1: Attract and recruit quality staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ageing workforce requires us to attract and recruit younger workers</td>
<td>• Work experience and work placement opportunities for students and job seekers</td>
<td>• Introduce a centralised and coordinated approach to managing placements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Build relationships with education and training providers and employment services</td>
<td>• Undertake review of students’ learning experiences and make recommendations for improvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Traineeships</td>
<td>• Develop plan to build a more youth-focused employer brand (eg promoting flexible work arrangements, career pathways &amp; development opportunities &amp; meaningful work) &amp; ensuring information available is accurate, attractive and distributed through a variety of channels including website and social media</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Training for those involved in mentoring</td>
<td>• Undertake review of students’ learning experiences and make recommendations for improvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Introduce a centralised and coordinated approach to managing placements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Difficulty attracting registered nurses</td>
<td></td>
<td>• Develop plan to build a more youth-focused employer brand (eg promoting flexible work arrangements, career pathways &amp; development opportunities &amp; meaningful work) &amp; ensuring information available is accurate, attractive and distributed through a variety of channels including website and social media</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2: Retain staff</strong></td>
<td>• Explore feasibility of structured graduate employment program</td>
<td>• Develop coordinated organisational orientation and induction program that supports and develops new staff and provides a sound understanding of the organisation and its values as well as the work role and its requirements.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High turnover within first six months of employment of employees in care worker and community support worker positions</td>
<td></td>
<td>• Undertake focused evaluation of those</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issue / Gap</td>
<td>Continuing Strategies</td>
<td>New strategies</td>
<td>Priority</td>
<td>Lead responsibility</td>
<td>Timeframe</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------</td>
<td>----------------</td>
<td>----------</td>
<td>---------------------</td>
<td>-----------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>leaving the organisation in the first 6 months to obtain a better understanding of causes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Appoint mentors to support all new staff and develop individualised plan for support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Introduce notion of cultural competence as central to working for Karibu and introduce training for all staff from whatever cultural background</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retaining the skill, knowledge and wisdom of our mature age workers</td>
<td>• Flexible work arrangements</td>
<td>• Survey staff in relation to retirement intentions and whether staff may be willing to remain longer if targeted strategies put in place</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Explore redesigning roles around changing physical capacity of mature age workers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3 Ensure our workforce has the capability needed to achieve our objectives</td>
<td>• Development planning process with all staff</td>
<td>• Identify competency requirements of each job role and map to learning and development needs and opportunities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Support for staff to undertake accredited training with the support of government subsidies and scholarships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Professional development program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Improve processes of reviewing development plans to ensure development in areas identified as critical is offered.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Review organisational policy and budget processes for professional development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Map knowledge and skills requirements of the priority areas of palliative care and dementia care across job roles and settings (residential / community) and develop professional development plan accordingly</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Investigate development needs in relation to consumer directed care and identify</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issue / Gap</td>
<td>Continuing Strategies</td>
<td>New strategies</td>
<td>Priority</td>
<td>Lead responsibility</td>
<td>Timeframe</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
<td>----------</td>
<td>---------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>We need stronger management and leadership skills, and recognise the</td>
<td>Support for staff to undertake management training</td>
<td>• Develop mentoring scheme – drawing on external as well as internal opportunities – for staff undertaking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>contribution of informal leadership in the organisation</td>
<td></td>
<td>management / leadership qualifications and in selected roles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increase opportunities for staff to act in senior positions when incumbents on leave, and accompany this</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>with mentoring support as feasible</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop an annual ‘Karibu Leadership Week’ to acknowledge, celebrate and strengthen leadership at all</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>levels in the organisation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Many staff have limited digital literacy, and limited opportunity to</td>
<td></td>
<td>• Develop new partnerships eg with IT students to design strategies for development of workforce digital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>develop these skills</td>
<td></td>
<td>literacy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Use technologies (eg Skype, webinar technology, mobile devices) to support meetings between sites and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>between community based workers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Explore use of Yammer or other social media platforms for knowledge management and learning in the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>organisation eg for use by workforce development working party</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Invite interested staff to participate in digital literacy training provided to older people (eg use of</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>e-readers)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Expand the range of on-line learning used by the organisation, particularly for the theoretical components</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>of mandatory training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Issue / Gap</td>
<td>Continuing Strategies</td>
<td>New strategies</td>
<td>Priority</td>
<td>Lead responsibility</td>
<td>Timeframe</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>-----------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------</td>
<td>---------------------</td>
<td>-----------</td>
</tr>
</tbody>
</table>
|                                                                            |                       | • Undertake development needs analysis in relation to digital literacy  
• Plan to address development needs of staff whenever new technology or software is introduced |          |                     |           |
| Objective 4: Ensure workforce roles reflect our changing needs             |                       |                                                                                                                                                                                                               |          |                     |           |
| Changing services requires new ways of doing things                        |                       | • Review the Allied health function and roles across the organisation to prepare for likely expansion; including consideration of developing new assistant roles  
• Ensure that AH professionals develop appropriate skills and processes for delegation to and supervision of staff in assistant roles  
• Explore the possibility of redesigning roles around the changing physical capacity of mature age workers  
• Explore with existing or potential partners opportunities for introducing Nurse Practitioner roles |          |                     |           |
<p>| Volunteer program needs renewal to respond to the changing needs and interests of potential volunteers, and to ensure we have appropriate systems and skills for engaging, working with and valuing volunteers. |                       | • Review and redevelop the existing volunteer program                                                                                                                                                    |          |                     |           |</p>
<table>
<thead>
<tr>
<th>Objective 5: Positive, vibrant workplaces in which learning is valued and applied</th>
</tr>
</thead>
<tbody>
<tr>
<td>A culture in which learning is supported will help us improve our systems and services, respond to change, manage workloads, and attract and retain staff</td>
</tr>
<tr>
<td>• Support for accredited training and professional development</td>
</tr>
<tr>
<td>• Performance management system that emphasises wellbeing as well as ‘performance’</td>
</tr>
<tr>
<td>• Introduce team based mechanisms to encourage all staff to be involved in improvement projects</td>
</tr>
<tr>
<td>• Develop reward and recognition program for the organisation, including for sharing good practice and ideas for improvement with others</td>
</tr>
<tr>
<td>• Encourage establishment of peer learning networks</td>
</tr>
<tr>
<td>• Provide opportunities for supervisors to strengthen feedback skills</td>
</tr>
<tr>
<td>• Seek opportunities for Karibu involvement in research and evaluation initiatives with external partners</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 6: Systems and processes that support workforce planning and development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current IT systems are inadequate for the future and do not integrate HR functions. No digital learning platform</td>
</tr>
<tr>
<td>• Ensure that workforce planning, management and development needs are taken into account in considerations of new IT</td>
</tr>
<tr>
<td>• Explore use of relatively simple and cheap platforms and tools to support communication, knowledge transfer and learning in the organisation</td>
</tr>
<tr>
<td>• Explore feasibility of introducing on-line learning platform for organisation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Information that would be useful to monitor is not currently recorded</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Explore the feasibility of collecting data on:</td>
</tr>
<tr>
<td>o No &amp; suitability of applicants for vacant positions</td>
</tr>
<tr>
<td>o Diversity background of employees</td>
</tr>
</tbody>
</table>