YOUR WORKFORCE
YOUR FUTURE
2016 SURVEY REPORT

QUEENSLAND’S CHILD PROTECTION
AND FAMILY SUPPORT WORKFORCE
The Health and Community Services Workforce Council respectfully acknowledges the traditional custodians of the land on which we carry about our work. We recognise the important role Aboriginal and Torres Strait Islander people have within community and country. In particular, we acknowledge the fundamental role Aboriginal and Torres Strait Islander people play in supporting vulnerable children and families in their own communities. We pay our respect to the Elders of this land; past, present and future.

This research report results from a partnership between the Queensland Family and Child Commission and the Health and Community Services Workforce Council and has been funded by the Queensland Family and Child Commission.
Executive Summary

Having a highly skilled, capable and supported workforce across the government and non-government sector is essential to the success of the Child Protection and Family Support system in meeting the needs of vulnerable children and families in Queensland.

As a part of the child and family reform program emerging from the Queensland Child Protection Commission of Inquiry, the Queensland Family and Child Commission (QFCC) have developed the Strengthening our sector Strategy to guide and support significant sector reform, of which the transformation of the workforce plays a key role. One of the limitations associated with undertaking evidence-based workforce reform is the lack of available data to guide and inform future planning and investment decisions. To address this, the Your Workforce, Your Future Survey was initiated and undertaken through a partnership between the Health and Community Services Workforce Council and the Queensland Family and Child Commission.

The results of the organisational survey, which was carried out between February and May 2016, provide a valuable, if not complete, snapshot of the Child Protection and Family Support Sector Workforce. While falling short of providing a fully comprehensive census of the sector, the findings begin to build this evidence base in identifying key themes and will support implementation and investment in workforce initiatives under the Queensland Family and Child Commission’s Strengthening our sector Strategy.

The key findings about the reported workforce are outlined below.

The majority of workers in the sector are employed in non-Government organisations (NGOs) and 81% are employed in large organisations (this includes the Department of Communities, Child Safety and Disability Services). Most organisations in the sector, however, are small - employing under 100 people.

A significant proportion of the workforce (55%) is full time, however there are notable differences in the rates of full time employment for the Government (83%) and NGO workforces (46%).

The workforce consists primarily of frontline workers, particularly within the NGO sector, whilst government agencies reported a slightly smaller proportion of frontline workers.

Overall, the workforce discussed in this report encompasses a huge variety of roles that relate not only traditional statutory child protection and family support roles but reflects holistic and innovative approaches to care. The range of roles encompassed by the sector is evidenced by the huge range of job titles reported by respondents, with almost 300 unique job titles identified for frontline roles alone.

There is a high proportion of the workforce on permanent contracts (69% overall), with Government Agencies and Aboriginal and Torres Strait Islander Organisations providing the largest proportion of permanent contracts for their workforces.

Government agencies have significantly longer tenure than the NGO sector, pointing to higher levels of workforce movement in the NGO sector. Medium sized organisations, in particular, reported high levels of workforce separation for experienced staff.

Information about the workforce employed by Aboriginal and Torres Strait Islander Organisations indicates an experienced, stable and highly permanent workforce. At just 5%
of the overall workforce, however, employment of Aboriginal and Torres Strait Islander people in the Child Protection and Family Support Sector falls far short of being representative of the client group it serves.

The age profile of the workforce is relatively young, with 72% of the workforce being under 50 years of age. Larger organisations tended to report a younger workforce while small organisations have an older than average workforce.

Workforce supply (attraction, recruitment and retention) was identified as the most common and most highly impacting workforce challenge. Finding and keeping qualified, skilled and experienced staff was reported as the most significant challenge for these organisations.

Most of the responding organisations indicated that they have minimum employment qualifications, however these varied across organisations and across roles. Despite this, many organisations highlighted the equally significant contribution that experience in the field makes to the skills of their workforce. Social Work remains the most prominent field of study for work in Child Protection and Family Support, however the range of study fields identified in the survey is reflective of the range of roles and expertise that exist within the sector.

These survey findings are detailed throughout the report that follows. They provide a solid starting point to build an even stronger evidence base into the future, as well as an ample data set to inform implementation of and investment in workforce initiatives under the Strengthening our sector Strategy.
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Methodology

Historically, there has not been a generally accepted understanding of the size and make-up of the child protection and family support workforce. The focus has been on the statutory workforce, excluding secondary and universal services.

In collaboration with the Queensland Family and Child Commission, the Workforce Council designed a survey tool to capture quantitative and qualitative workforce data to achieve a better understanding of the Child Protection and Family Support Sector. The survey covered key workforce demographics, aimed to inform best practice industry level workforce measures and also endeavoured to encompass and understand the broader scope of the sector’s workforce, including those employed in secondary and universal services.

The survey was open from the 22nd of February until the 13th of May 2016. Approximately 300 organisations were invited and encouraged to complete the survey. These included NGOs funded to deliver Child Protection and Family Support services, those known to the Workforce Council and anyone who pre-registered interest in the survey. The survey received 86 complete responses in total.

The survey was widely promoted through

- a series of e-blasts to introduce the project and subsequently remind organisations about the survey and provide updates on data received
- Social media posts related to each e-blast
- Direct phone contact with organisations to review organisational contact details, determine the best person in each organisation to complete the survey, and introduce them to the survey
- Intensive follow up with organisations to support completion

Early in the survey campaign it was identified that organisations were becoming overwhelmed by the size of the survey and declining to participate. It was decided that the initial long version of the survey should be reviewed with the QFCC and the number of questions reduced. An extension of the closing date for the survey to 13 May was also given, with a few organisations finalising completion after this date by request.

A copy of the survey questions are provided as an attachment, with questions included only in the long version are indicated in *italics and greyed font*. Answers to questions included in both the long and short versions of the survey make up the bulk of this report. Answers to the long version of the survey are included towards the end of the report.

Purpose of this Report

The nature of this report is simply to report findings from the survey and as such it avoids drawing conclusions or discussing implications arising from the data. It is intended that further analysis of this data will be undertaken within the context of implementing specific initiatives as part of the Strengthening our sector Strategy.
Survey Responses
Survey responses were received from 83 NGOs (96% of responses) and 3 Government Agencies. NGO responses to the survey represent 40% of all organisations funded under child and family support programs. Aboriginal and Torres Strait Islander organisations, which includes both Community Controlled Organisations and non-Community Controlled Community Service Organisations, provided a total of 18 responses. Collectively these make up 20% of the responses.

In order to support analysis that accommodates varied organisational sizes, standard ATO size categories have been applied throughout this report. The number of responding organisations and headcount represented per category are listed in the following table.

<table>
<thead>
<tr>
<th>Category Size</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responding organisations in category</td>
<td>38</td>
<td>37</td>
<td>11</td>
</tr>
<tr>
<td>Total workforce headcount in each category</td>
<td>348 (3%)</td>
<td>2047 (16%)</td>
<td>10 023 (81%)</td>
</tr>
</tbody>
</table>

Data Limitations
The information provided in this baseline workforce profile is based on data collected from 86 organisations and, as such, does not represent a comprehensive census of the sector. Despite this limitation, the workforce size represented in the sample is significant and may provide reasonably reliable picture of the workforce. While all efforts have been taken to ensure data quality, it should be noted that this report is based on a self-administered survey and, as such, the quality of the data reported is dependent on the quality of the data provided by respondents. Please also note that the scope of this data encompasses the variety of child protection and family support roles, including some ancillary and overarching roles that have child protection and family support as a part of their function.
Workforce Size

Organisations who responded to the survey reported a total headcount of 12,418 employees in child protection and family services in Queensland. This is a significant workforce, comprising approximately 28% of the community services workforce recently reported by Deloitte Access Economics¹.

There was a huge spread of workforce sizes reported in the survey, ranging from a maximum of 2,924 to a minimum of 1. The median workforce size is 24.

The majority of the workforce is employed within the NGO sector, with a total of 9,366 workers, which represents 75% of the workforce included in the survey.

Participating Aboriginal and Torres Strait Islander organisations employ a total of 625 employees, which is 5% of the total reported workforce. All Aboriginal and Torres Strait Islander organisations are in the medium and small organisation categories, with an average headcount of 35.

The above graph simply serves to highlight the spread of workforce size across organisations with under 400 staff which is not as clearly illustrated in the previous graph.

The survey found that the majority of organisations providing child protection and family support services are relatively small with 82% of responding organisations employing less than 100 staff members. Despite this, the majority of the workforce (81%) are employed in large organisations.

The prominence of organisations with small workforces has particular implications for workforce capacity building, including barriers to releasing staff to engage in education and training, or collaborative practice development and partnering activities.

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2 Includes both Aboriginal and Torres Strait Islander Community Controlled Organisations, and non-Community Controlled Aboriginal and Torres Strait Islander Community Service Organisations
Workforce Composition

Full time/Part time Workforce

Of the total reported workforce, 6862 (55%) are full time and 3146 (25%) are part time\(^3\). The **highest reported full time workforce is employed by Government Agencies**, with an 83% full time workforce, compared to **far fewer full time workers in the NGO Sector** at just 46%. **Aboriginal and Torres Strait Islander Organisations** employ the second highest rate of full time staff at 68.6% of their workforce.

![Staffing Rate - Full Time and Part Time](image)

Part time workers are most commonly employed in small organisations at 44% of their workforce. Within medium organisations, part time workers make up 29% of the workforce and 24% of employees of large organisations.

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\(^3\) Responses did not include this data for 10% of the workforce.
Employment Contract Types

Full and part time employees on permanent contracts make up 69% of the reported workforce (a total of 8552 employees), with 19% (2,320 employees) reported as working on a fixed term contracts.

Survey findings show that the sector is made up of a significantly permanent workforce, with Government agencies and Aboriginal and Torres Strait Islander organisations offering the highest rate of permanent contracts. NGOs had the lowest rates of permanent employees at just 65%.

The sector employs 1168 casual staff which represents approximately 9% of the workforce when casuals are added in to overall headcount⁴.

⁴ In order to present the most stable picture of the workforce, casuals were not included in the overall workforce headcount.
Job Roles
As should be expected, frontline service delivery roles make up a significant share of the sector, representing 74%, or 8409 staff members across the sector. These employees are responsible for directly engaging with children, families and the community and include positions such as child protection workers, psychologists, education officers, family resource workers, parent support and residential care workers.

Government agencies employ the lowest proportion of frontline employees (67% of their workforce). In comparison, NGOs employ the highest proportion of frontline staff which represents 76% of their workforce. While Government agencies report a higher proportion of managers (15% of their workforce) and non-frontline support staff (13%), NGOs have a lower proportion non-frontline staff (10%) and a larger proportion of managers representing 13% of their workforce.

Managers include those members of the workforce who are responsible for planning and directing the work of others and makes up 12% of the sector with a total of 1389 employees. It should be noted that some of these positions, such as ‘coordinator’ or ‘team leader’ may also include some responsibility for frontline service delivery.

Non Frontline employees are not in direct contact with the public but provide support to frontline service delivery. These positions provide a diverse range of functions, such as information services, finance, human resources, education and training, etc and represents 14% of the sector with a total of 1577 employees.
Staff to Manager Ratios

On average, managers in the sector manage teams of approximately 7.2 staff members each. Within the NGO sector, the average is 6.7 staff members per manager, while in Government agencies, the average is much higher at 9 staff for every manager.

Medium sized organisations employ the largest proportion of managers, who represent 16% of the workforce employed in that category. This equates to a workforce composition with an average of 5.4 staff for every manager employed in medium organisations.

The higher proportion of management roles and few staff per manager in small and medium organisations may reflect a mixed focus for these employees, with components of both management and frontline service delivery combined in the one role. Conversely, large and Government agencies have more resources to create distinct management roles with the capacity to manage larger teams.
Unpaid Workforce

The reported workforce includes 1061 unpaid workers. Large organisations and NGOs overall are the largest employers of volunteers with a total of 973 volunteers across these organisations (91% of the total unpaid workforce). Smaller organisations employ few volunteers, which may reflect a limited capacity to manage a volunteer workforce. Aboriginal and Torres Strait Islander organisations utilise the lowest number of unpaid workers. For Aboriginal and Torres Strait Islander organisations this may, like small organisations, be attributed to limited capacity to manage volunteers, or may indicate good use of volunteering as an entry point into paid employment and a quick transfer from unpaid to paid worker status. Government Agencies did not report any unpaid employees.

Number of paid workers to each unpaid worker
Job Titles

One of the many ways to understand workforce composition and enable collaborative workforce planning processes across the service system is to begin identifying and understanding patterns and themes around job titles that exist within the sector. In order to obtain this information, respondents were asked to list all of the job titles that exist within their organisation under the categories of Frontline, Non-Frontline and Managerial.

The following table lists the top job titles for each category. The number of job titles included in each list is not consistent as this list presented here was determined by the most suitable cut-off point for each list. Definitions of each category are included under the table.

<table>
<thead>
<tr>
<th>Managerial (Top 10) 194 titles in total</th>
<th>Frontline (Top 13) 294 titles in total</th>
<th>Non-Frontline Top 11 154 titles in total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager  Chief Executive Officer  Team Leader  Program Manager  Director  Coordinator  Chief Financial Officer  Executive Director  Finance Manager  Operations Manager</td>
<td>Support Worker  Counsellor  Youth Worker  Coordinator  Case Manager  Family Support Worker  Team Leader  Case Worker  Psychologist  Community Support Worker  Family Dispute Resolution Practitioner  Senior Practitioner</td>
<td>Administration Officer  Administration Assistant  Receptionist  Finance Officer  Project Officer  Accounts Officer  Human Resource Officer  Administration Support Officer  Bus Driver  Executive Assistant  Senior Administration Officer</td>
</tr>
</tbody>
</table>

Data obtained through this question highlights the vast number of different job titles that exist across the sector. The largest variety for job titles was found in the frontline category with 294 different job titles identified. The managerial category identified 194 and 154 job titles were listed for non-frontline roles. An attachment at the end of this report lists all job titles identified in the survey.

*It should be noted that this data refers to the prevalence of each job title only and not the number of workers in roles with that job title. In addition, some job titles were recorded across multiple categories, indicating differences in meaning or focus for responding organisations. For example, the job title ‘Coordinator’ exists in all three categories, which highlights that for some organisations this role is managerial while for others it is considered frontline or non-frontline.*

**Definitions:**

**Managerial:** these employees are responsible for planning and directing the work of a group of individuals. They may supervise workers directly or they may direct several supervisors who direct the workers. A manager has at least one person reporting to him or her.

**Frontline:** these employees are responsible for directly engaging with children, families and the community and include positions such as child protection workers, psychologists, education officers, family resource workers, parent support and residential care workers.

**Non Frontline:** these employees are not in direct contact with the public, providing support to frontline service delivery. These positions provide a diverse range of functions, such as information services, finance, human resources, training policy legal, procurement, standards and integrity and Aboriginal and Torres Strait Islander Engagement.
Workforce Diversity Profile

Aboriginal and Torres Strait Islander Workforce

Aboriginal and Torres Strait Islander people make up 8% of the reported workforce, with a total of 1002 Aboriginal and Torres Strait Islander workers included in the survey. This rate needs to be considered in light of the overrepresentation of Aboriginal and Torres Strait Islander Children under care and protection orders (41.7% of all children under orders) or living in out-of-home care (41.6%).

Staffing Rate - Aboriginal and/or Torres Strait Islander

It is unsurprising that Aboriginal and Torres Strait Islander organisations have the highest rates of employment of Aboriginal and Torres Strait Islander workers. In total, these organisations employ 447 Aboriginal and Torres Strait Islander people which is 45% of the entire Aboriginal and Torres Strait Islander workforce.

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Culturally and Linguistically Diverse Workforce

In total, the workforce reported in the survey includes 907 Culturally and Linguistically Diverse workers (7% of the reported workforce). Most of the workers (81%) are employed in Government agencies. Aboriginal and Torres Strait Islander organisations employ the lowest rates of Culturally and Linguistically Diverse staff, which is unsurprising given their cultural focus on Aboriginal and Torres Strait Islander children and families.

![Staffing Rate - Culturally and Linguistically Diverse](image_url)
Workforce Gender Profile

It is unsurprising that the Child Protection and Family Support Sector workforce is predominantly female, with an average across all responses of 73%. NGOs, particularly large organisations, and Aboriginal and Torres Strait Islander organisations employ the highest number of males at between 31% and 28% of their workforces.
Workforce Age Profile

The Child Protection and Family Support Sector has a relatively young workforce. Under 50s represent 72% of the workforce and the majority of the workforce (54%) are aged between 30 and 49 years of age.

Across organisation sizes, medium organisations tend to employ more young workers under 30 than other organisations, indicating that these organisations might be an attractive entry point into the sector. Workers over 50 are more likely to work in small or medium organisations.
One of the key concerns about the age demographic of any workforce is the proportion of workers nearing retirement. This includes workers over the age of 55 and has implications for succession planning and knowledge management within organisations and across the sector.

**Survey findings show that small organisations and Government Agencies are at highest risk of being impacted by workforce retirement.** Given their size and limited resources, small organisations are perhaps least prepared to independently meet the challenge of successfully replacing retiring workers.

**Aboriginal and Torres Strait Islander organisations are also slightly older than the Queensland average.** This is a positive in terms of the sector, cultural and life experience held within these organisations, however, like small organisations, this has implications for succession planning and the transfer of knowledge and relationships.
While Government Agencies and NGOs follow the same general pattern in terms of their age profile, Government Agencies have a slightly higher representation of staff in the 30-49 years age group. NGOs, however, have a higher representation of younger (under 30) and older (over 60) workers, presenting an interesting mix of early career and late career employees.
Workforce skills and experience
A skilled and experienced workforce is essential to providing quality support and assistance to vulnerable families and children. Qualifications and length of tenure are both explored below.

Minimum Qualifications
The majority of organisations (68%) indicated that they have minimum employment qualifications. Of these organisations, 40% indicated a minimum Bachelor level qualification, 35% required a Certificate IV, 27% required a Cert III and 25% indicated preference for a Diploma level qualification.

Despite the number of organisations indicating that they had minimum qualifications for entry, many organisations noted the importance of experience in the field as a significant contributing factor in the overall skill level of staff.

Many organisations noted that the required qualification level and field of study was dependent on the role to be undertaken. In relation to minimum or preferred qualification level, it was noted by respondents that staff with higher level qualifications are harder to find and recruit. One organisation indicated different expectations regarding qualifications for indigenous and non-indigenous staff.

Field of Study
The following table lists the top 20 fields of study mentioned by respondents. Not surprisingly given its historic relationship to the sector, Social Work tops the list of fields of study mentioned by respondents, however Psychology and Community Services qualifications were mentioned by a significant number of organisations. Psychology in particular appears to be competing with Social Work as a preferred qualification for the sector.

<table>
<thead>
<tr>
<th>Topic/Field of Study</th>
<th>Mentions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Work</td>
<td>36</td>
</tr>
<tr>
<td>Psychology</td>
<td>34</td>
</tr>
<tr>
<td>Community Services</td>
<td>24</td>
</tr>
<tr>
<td>Counselling</td>
<td>16</td>
</tr>
<tr>
<td>Youth Work</td>
<td>16</td>
</tr>
<tr>
<td>Human Services</td>
<td>13</td>
</tr>
<tr>
<td>Early Childhood Education and Care</td>
<td>7</td>
</tr>
<tr>
<td>Education</td>
<td>6</td>
</tr>
<tr>
<td>Family Intervention</td>
<td>6</td>
</tr>
<tr>
<td>Social Science</td>
<td>6</td>
</tr>
<tr>
<td>Mental Health</td>
<td>5</td>
</tr>
<tr>
<td>Child Protection</td>
<td>4</td>
</tr>
<tr>
<td>Community Development</td>
<td>4</td>
</tr>
<tr>
<td>Community Work</td>
<td>4</td>
</tr>
<tr>
<td>Behavioural Sciences</td>
<td>3</td>
</tr>
<tr>
<td>Children's Services</td>
<td>3</td>
</tr>
<tr>
<td>Domestic &amp; Family Violence</td>
<td>3</td>
</tr>
<tr>
<td>Training &amp; Assessment</td>
<td>3</td>
</tr>
<tr>
<td>Case Management</td>
<td>2</td>
</tr>
<tr>
<td>Child and Family</td>
<td>2</td>
</tr>
</tbody>
</table>
Organisational Tenure

It should be noted that the following data is based on organisational tenure (ie. time working in their current organisation), rather than sector tenure (ie. time in the sector).

Survey results indicate that organisational tenure most commonly lasts between 1 and 3 years. When viewed alongside data about organisational tenure under 1 year indicates strong workforce mobility and the workforce moving from one employer to another, rather than a lack of experience in the sector. High rates of tenure over 5 years is promising and indicates that if organisations can keep staff beyond the ‘3 year itch’ they are likely to keep them for between 5 and 10 years.

A comparison of reported workforce tenure between NGOs and Government Agencies highlights drastically different stories in relation to retaining staff in these two parts of the sector. It is very clear from this graph that Government Agencies have significantly longer tenure than the NGO sector, indicating that a lot of the workforce mobility identified above occurs within the NGO part of the sector. Lower reported organisational tenure for the Government Agency workforce, particularly at the <1 and 3 -<5 year marks indicates some churn among newer employees, however, combined with the higher levels of tenure above 5 years this may also indicate that fewer new positions become available within this workforce.
Data collected shows that **medium organisations report higher levels of tenure under 5 years** than the average across organisations. In particular, their high proportion of new employees (<1 year) may indicate recent organisational growth or that workforce mobility trends leading workers from small and large organisations into medium ones.

According to survey responses, **Aboriginal and Torres Strait Islander organisations have moderately tenured workforce**, with the majority of their staff having been with their organisation for between 1 and <5 years. The proportionately lower rates of tenure over 5 years have significant implications for maintaining organisational knowledge and experience.
**Workforce Separations**

*Workforce separations in the last 12 months*

Medium organisations reported the highest rate of workforce separations in the last 12 months, with a significant proportion of these being non-voluntary separations (i.e., those initiated by the organisation rather than the employee such as redundancies or terminations). Regardless of initiation, workforce separations have a potentially destabilising impact on organisations and clients, Medium and small organisations (who also have high separation rates) may have fewer resources to manage the impacts of these separations.

**Separation Rates**

[Diagram showing separation rates for different categories: Medium, Small, NGO, All respondents, ATSI Organisation, Large, Government. The diagram compares voluntary and total separation rates.]
Workforce separations, short tenure (under 1 year)
Despite having high separation rates, medium organisations actually reported the lowest rates of short tenure separations. This indicates that medium organisations are losing more experienced workers at a higher rate than those in other categories. The data collected identifies that short tenure separations were highest for Aboriginal and Torres Strait Islander organisations.
Workforce Challenges
The survey asked respondents to identify their Top 3 Workforce Challenges. Open-ended responses were collated, themed and analysed based on the number of times a particular topic emerged in the data, as well as the weighting given to each identified challenge.

The key workforce challenges identified by respondents are listed below in order of prevalence:

Workforce Attraction, Recruitment and Retention (Supply)
Approximately 75% of respondents identified that some element of attracting, recruiting and retaining adequately qualified, skilled and experienced staff was a significant workforce challenge. Difficulties in attracting and recruiting ‘the right staff’ in regional, rural and remote areas was highlighted, as was the ongoing challenge of filling specialist and senior management roles.

Respondents also noted the challenge of creating a workforce profile that is more balanced in terms of gender and more reflective of the cultural demographics of a community.

Issues associated by respondents to staff shortages included competition for staff within the sector and a lack of understanding about roles within the sector. Inadequate workforce supply was also linked by some respondents to casualisation of the workforce, which has been used as a mechanism to create workforce flexibility and meet service requirements within existing organisational funding.

A lack of clear career pathways; the scale and complexity of client demand; limited security of employment; and staff burnout were all highlighted by respondents as having an impact on workforce retention.

Wages and Funding
Service funding was strongly linked by about 33% of respondents to their ability to employ enough staff for enough hours to meet client demand and/or contractual requirements. Service funding was noted by NGO respondents to have an impact on their ability to compete with Government employers attract workers with adequate wage offers and provide security and stability of employment. Some respondents reported having to reduce staff working hours to meet wage increases within current funding arrangements and noted the negative impact on their ability to sustain business and administrative roles within their organisations.

Education and Training
Access to education and training opportunities was identified strongly by just over 30% of respondents. The main challenges in accessing education and training relate to the limited time available to attend professional development, limited budget to purchase these opportunities and geographical access, particularly for regional, rural and remote services.

Quality and relevance was another significant theme in comments about education and training, with particular mention that undergraduate degrees are not preparing students for the complexity, risk and diversity of the work. In relation to professional development, respondents noted the need for quality specialist training, specific to child protection and family support sector, with a focus on trauma informed practice, as well as sector and other practice reforms.

Demand
About 27% of respondents identified that increasing demands on services are exceeding available workforce capacity, causing significant workload pressures and inability to meet expectations. Elements of demand impacts include excessive client loads, which was reported to be increasing; as well as increasing complexity of clients’ needs, including the need to respond to challenging
behaviours and disputes. The demands of contractual expectations and administration were also noted by respondents.

**Service System**

Relationships and collaborative practice across the Child Protection and Family Support service system were identified as challenges for about 20% of respondents. Many of these organisations mentioned challenges associated with information sharing across organisations; links and integration between various parts of the system (including Government, early intervention and targeted support services); and clarity about shared practice approaches. Other service system impacts mentioned in relation to workforce included organisational culture and the impact of structural and practice changes brought about by reforms. Organisational compliance, governance and regulations were also noted by just under 10% of organisations as increasing pressure on the workforce.

**Regional and Remote Services**

Workforce challenges specific to regional and remote services made up about 13% of those identified in this question. Issues identified related primarily to difficulties in recruiting and retaining staff, with specific acknowledgement of the link between recruiting and retaining staff in these areas and the availability and cost of accommodation, the cost of living generally and the transient nature of this workforce. The challenges of training and upskilling staff and covering large geographical areas was also noted.

**Aboriginal and Torres Strait Islander Services**

Responses from Aboriginal and Torres Strait Islander services have been included in the above analysis, however some differences in priority and focus for these challenges do exist. Attraction and retention of qualified and confident staff was identified, with particular mention of competition with the Department. Access to targeted education and training, retention of staff, funding to meet demand and collaboration within the service system were also strongly identified.
Workforce Investment Priorities
Respondents were asked to rank a provided list of Priorities for Workforce Investment. The weighted ranking are provided below.

In terms of alignment with the Workforce Challenges presented above there is strong alignment with the importance given to the challenges associated with education and training, and collaboration and relationships across the service system. Given the focus on workforce attraction as a challenge, however, it is surprising that traineeships and promotion of careers in the sector have been ranked lower on the list of investment priorities. Despite this, activities ranked higher on the list, such as cross sector professional development and capability and competency mapping will contribute significantly to addressing this workforce challenge.

Priorities for Workforce Investment (weighted ranking)

<table>
<thead>
<tr>
<th>Priority</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross sector professional development opportunities</td>
<td>61</td>
</tr>
<tr>
<td>Shared practice and language across the child and family sector</td>
<td>58</td>
</tr>
<tr>
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Long Survey measures

The following data has been collected from the 25 respondents who completed the original long version of the survey. In order to draw reasonably valid conclusions from this smaller data set, these responses have not been broken down into categories as in the previous sections of this report. Only those measures with sufficient data to provide a reliable picture have been included below.

New Starters

New starters are the portion of the workforce who were newly employed to their organisations in the calendar year of 2015. The percentages below have been calculated based on the total number of new starters compared to the total workforce headcount of the organisations responding to this part of the survey.

New Starter Staffing Rate

Based on the data received, the highest proportion of new starters were in frontline service delivery roles, which has significant implications for onboarding; establishment of client relationships; mentoring and supervision; and general consistency of practice within organisations. This is, however, not surprising given that this is the largest part of the workforce.

New starter rates are similar for males and females, however, with a much smaller male workforce overall, this suggest significant efforts at recruiting males but a possible issue with retention of this group.

The data collected also points to low rates of recruitment of permanent and managerial roles, possibly indicating a preference for internal appointments into these roles or a transfer from a fixed term to permanent contracts. Recruitment of CALD and Aboriginal and Torres Strait Islander workers into organisations was also reported as low.
Respondents reported that the highest rate of voluntary separations were by frontline workers in the 2015 calendar year. In light of the new starter rate, this is indicative of some churn in this workforce segment.

The separation rate for males is lower than females which may indicate relative stability in the recruitment of males. Despite the low proportion of males working in the sector, the proportion of male new starters in 2015 and the lower rate of separations may suggest a very slight increase in the rate of males working in the sector.

The voluntary separation data above indicates significant stability in the management workforce. While this has positives in terms of organisational stability there may be implications for career progression of other staff.
What is the Your Workforce, Your Future survey?

The Health and Community Services Workforce Council has partnered with the Queensland Family and Child Commission (QFCC) to develop a baseline profile of Queensland’s child protection and family support sector (the sector) workforce. The sector delivers services to some of the most vulnerable people in Queensland, but little data currently exists about the workforce across both government and non-government service systems. Because of this, the broader picture of the child and family support sector, and the dynamics which exist within the workforce, are difficult to understand. This is the first time that this particular cohort has been profiled in such specific and focused detail. The purpose of the survey is to gather information/data so that we can start to form a sector-wide picture of the child protection and family support service workforce including:

- who is contributing to the provision of services in the sector
- what roles/occupations exist, and
- what are the employment characteristics of the people in the child protection and family support workforce?

Knowing what our workforce currently looks like is critical in prioritising investment in workforce initiatives under the QFCC’s draft Strengthening our sector strategy which aims to build capacity, capability and a positive practice culture in the sector. The findings from the survey will support the development of further workforce strategies and provide a means of monitoring, measuring and assessing future child protection and family support workforce needs.

This all depends on sector participation in the survey – this is the earliest and easiest way to make sure that you are part of the strategy, and that your organisation is represented in these critical decisions, so we need your contribution.

Does this apply to my organisation?

Does your organisation provide services to vulnerable Queensland children and families? If yes, the sector includes you, and you should respond to this survey.

The child protection and family support sector includes all organisations who deliver government funded or self-funded programs or interventions with a focus on supporting positive family functioning and assisting families to effectively care for and protect their children. For the purposes of this survey, we are referring to families with children up to 18 years.

How will this benefit my organisation?

We acknowledge that completing this survey may be time consuming. However, the quality of response from the sector determines the quality of strategy initiatives relating to workforce planning and emerging workforce trends.

You will be notified when the findings are released by the QFCC and the Workforce Council. This will enable you to see how your organisation is tracking compared to regional and sector trends, and provide valuable intelligence to inform your own internal workforce planning and development strategies and initiatives.

Who is in the workforce?
All employees in your organisation who form a part of the child protection and family support service workforce should be counted and recorded in the survey.

To determine whether employees in your organisation should be classified in the child protection and family support workforce, consider the following guidelines:

Include:

- Employees who are currently performing a role in the delivery of programs or services that address the safety and stability of children and young people, such as – child safety officers, family intervention workers, youth workers, residential care workers, case workers, managers, leaders, psychologists, child and family counsellors etc.
- Employees who are currently performing a role in the delivery of programs or services that provide adult supports to improve family functioning and assist families to effectively care for and protect their children such as drug and alcohol workers, domestic violence workers, relationship counsellors, etc.
- Employees who support the provision of programs or services to vulnerable children and their families, such as – information services, finance, human resources, training, policy, legal, procurement, board members, etc

Exclude:

The unpaid workforce (e.g. foster carers and volunteers) are excluded from scope and should not be counted and recorded except where the survey explicitly specifies a count is required.

Who should fill out the survey?

We recommend that the survey is completed by Human Resources or administrative staff familiar with collating and reporting on people data (if possible). The majority of the data required will be accessible from your HR or payroll system. We recommend that staff responsible for completion read through all of the questions before commencing, so they can plan for the data that they will need to report on. A PDF copy of the survey is available here.

All questions are optional, but we encourage you to complete the survey as fully as possible, in order for us to make the most accurate picture of the workforce. The survey will ask for some high level summations of headcount and workforce movement measures by various demographic (e.g. age, diversity, tenure) and location dimensions. Explanatory text and data definitions are given for all measures – we recommend that you review these before starting. All data provided should relate only to the workforce involved in providing services to vulnerable Queensland children and families, or supporting those who do.

Your responses will be saved every time you click 'Next' on a survey page, so if you need to exit the survey and return to it at another time you should* be able to - just go back to the survey link and it should bring you back to where you last responded. You must use the same device in order for this to work correctly. *Please check your internal system settings before relying on this method as we cannot guarantee it will work in every organisation. If you need more information, please contact us.

Please note your responses will be combined with other child protection and family support employer organisations and at no stage will the information you provide us with be reported on individually.
Tell us about your organisation

1. Please provide the contact information for the person completing the survey. This will be used in case of the need to clarify any data and to check response rates it will not be reported against any data provided.

   Name
   Position title
   Organisation name
   Address
   Address 2
   City/Town
   Postcode
   Email address
   Phone number

2. Is your organisation an Aboriginal or Torres Strait Islander community controlled organisation?

3. Is your organisation an Aboriginal or Torres Strait Islander community service organisation?

Data Definitions

Aboriginal or Torres Strait Islander community controlled organisation: an incorporated organisation initiated by the local Aboriginal or Torres Strait Islander community, based in a local Aboriginal or Torres Strait Islander community, governed by an Aboriginal or Torres Strait Islander body which is elected by the local community and delivering a holistic and culturally responsive child protection and family support services to the Community which controls it.

Aboriginal or Torres Strait Islander community service organisation: an organisation that identifies as Aboriginal or Torres Strait Islander led which provides community-based services to Aboriginal and Torres Strait Islander families and children that is not a community controlled organisation.

Some details about your workforce

For each of these questions please provide responses only for your workforce involved in the provision of services to vulnerable Queensland children and families, or supporting those who do.

4. Employee headcount - as at date of completing the survey, or most recent if this is not possible

5. Headcount by gender: Male/Female/Other (not male or female)

6. Headcount by age

   <19 years old
   20-29 years old
   30-39 years old
   40-49 years old
   50-54 years old
   55-60 years old
   60+ years old
7. Headcount by organisational tenure

- <1 year
- 1 - <3 years
- 3 - <5 years
- 5 - <10 years
- 10+ years

8. Headcount by diversity. If your organisation does not collect this information broken down to the lowest level, then please provide the number of staff who identify as Aboriginal and/or Torres Strait Islander in the relevant row.

- Aboriginal
- Torres Strait Islander
- Aboriginal and/or Torres Strait Islander
- CALD

Data definitions

Headcount: The total number of employees regardless of hours worked (i.e. part-time staff counted as one employee). Organisational Tenure: The length of time passed since an employee's first starting date with the organisation, regardless of periods of leave such as maternity leave, or changes in job role.

CALD: Employees who have identified themselves as coming from a culturally or linguistically diverse background.

Employment conditions

Please answer the following questions only about your employees who provide services to vulnerable children and families in Queensland, or support those who do.

9. Headcount by employment type: Full time / Part time

10. Headcount by contract type

- Permanent full time
- Permanent part time
- Fixed term contract
- Casual
- Volunteer

11. Headcount by role type: Managerial / Frontline Service Delivery / Non Frontline Service Delivery

12. Please provide the job titles in your organisation that fall into the following categories, separated by commas

- Managerial
- Frontline Service Delivery
- Non Frontline Service Delivery

**13. Please provide the total FTE for your organisation (**question not included in short survey)**
Data Definitions

Headcount: The total number of employees regardless of hours worked (i.e. part-time staff counted as one employee).

Full time: A full-time employee works, on average, the full weekly hours agreed between the employer and the employee and/or set by an award or registered agreement.

Part time: A part-time employee works less than the full weekly hours agreed between the employer and the employee and/or set by an award or registered agreement.

 Permanent: Permanent employees are employed on an ongoing basis with no pre-determined end date, until the employer or employee ends the employment relationship.

Fixed Term Contract: Fixed term means that the employee is employed for a specific period of time or task, for example a 6 or 12-month period, and employment ends on the date specified in the contract.

Casual: Usually employed on an hourly basis, without the same entitlements as other employees of the organisation. Often employed through a third part supplier such as an employment agency. They have no guaranteed hours of work and can end employment without notice, unless notice is required by a registered agreement, award or employment contract.

Volunteer: Someone who willingly gives unpaid help, in the form of time, service or skills, through an organisation or group (except volunteer board members).

Managerial: These employees responsible for planning and directing the work of a group of individuals. They may supervise workers directly or they may direct several supervisors who direct the workers. A manager has at least one person reporting to him or her.

Frontline Service Delivery: these employees are responsible for directly engaging with children, families and the community and include positions such as child protection workers, psychologists, education officers, family resource workers, parent support and residential care workers.

Non Frontline Service Delivery: Employees not in direct contact with the public, providing support to frontline service delivery. These positions provide a diverse range of functions, such as information services, finance, human resources, training, policy, legal, procurement, standards and integrity, Aboriginal engagement.

FTE: Full-time equivalent (FTE) allows part-time workers’ working hours to be standardised against those working full-time. The standardised figure is 1.0, which refers to a full-time worker. 0.5 refers to an employee that works half full-time hours.

**Employee Movements - New Starters**

Please answer the following questions only about your employees who provide services to vulnerable children and families in Queensland, or support those who do.

**14. How many new starters did your organisation have in the calendar year 2015?** (**question not included in short survey)**
**15. Please provide the number of New Starters in 2015 by category (**question not included in short survey)**

- Permanent - full time
- Permanent - part time
- Fixed term contract
- Managerial
- Frontline service delivery
- Non frontline service Delivery
- Aboriginal
- Torres Strait Islander
- Aboriginal and/or Torres Strait Islander
- CALD

15-19 years old
20-29 years old
30-39 years old
40-49 years old
50-54 years old
55-59 years old
60+ years old
Male
Female
Other (not male or female)

**16. What types of roles do you find difficult to recruit for? Why? (**question not included in short survey)**

**Workforce Movement - Separations**

Please answer the following questions only about your employees who provide services to vulnerable children and families in Queensland, or support those who do.

17. What was the total number of separations from your organisation in the calendar year 2015?

18. How many voluntary separations did your organisation have in the calendar year 2015?

**19. Please provide the number of Voluntary Separations in 2015 by category (**question not included in short survey)**

- Permanent - part time
- Fixed term contract
- Managerial
- Frontline service delivery
- Non frontline service Delivery
- Aboriginal
- Torres Strait Islander
- Aboriginal and/or Torres Strait Islander
- CALD

50-54 years old
55-59 years old
60+ years old
Male
Female
Other (not male or female)
<1 Years tenure
1 - <3 years tenure
3 - <5 years tenure
5 - <10 years tenure
10+ years tenure
Male
Female
Other (not male or female)
Detailed employee movements - new starter separations

Please answer the following questions only about your employees who provide services to vulnerable children and families in Queensland, or support those who do.

20. How many voluntary separations <1 year tenure did your organisation have in the calendar year 2015?

**21. Please provide the number of Voluntary Separations <1 year tenure in 2015 by category (**question not included in short survey)**

Permanent - full time
- Permanent - part time
- Fixed term contract
- Managerial
- Frontline service delivery
- Non frontline service Delivery
- Aboriginal
- Torres Strait Islander
- Aboriginal and/or Torres Strait Islander
- Islander
- CALD
- 15-19 years old
- 20-29 years old
- 30-39 years old
- 40-49 years old
- 50-54 years old
- 55-59 years old
- 60+ years old
- Male
- Female
- Other (not male or female)
- <1 Years tenure
- 1 - <3 years tenure
- 3 - <5 years tenure
- 5 - <10 years tenure
- 10+ years tenure
- Male
- Female
- Other (not male or female)

Workforce Qualifications

Please answer the following questions only about your employees who provide services to vulnerable children and families in Queensland, or support those who do.

22. Does your organisation have minimum expected qualifications for frontline service delivery workers? Yes / No

23. What are your minimum expected qualification levels for frontline service delivery workers?

Certificate I
Certificate II
Certificate III
Certificate IV
Diploma
Advanced Diploma
Associates Degree
Bachelor Degree
Bachelor Honours Degree
Graduate Certificate
Graduate Diploma
Masters Degree
Doctoral Degree

24. Please list the qualification titles and/or subject areas you require from your frontline service delivery workers, separated by commas e.g. Psychology, family intervention, developmental psychology.

25. Approximately what percentage of frontline service delivery workers hold your minimum expected qualification? (**question not included in short survey)**

26. Approximately what percentage of frontline service delivery workers hold qualifications higher than the minimum expected qualification? (**question not included in short survey)**
Location

Please answer the following questions only about your employees who provide services to vulnerable children and families in Queensland, or support those who do.

27. Do you provide services in more than one location in Queensland? Location refers to a specific service office (not region) where your organisation provides a program or service focused on supporting children in the child protection system, positive family functioning and/or assisting families to effectively care for and protect their children.

Yes / No

If you have indicated that you do provide services in more than one location, the Workforce Council will contact you to provide a template to complete with some workforce data by service office location - please ensure that your contact information on page 5 is complete so we can do so. Thank you.

Services and locations

28. Please provide details of the types of service you offer and the service offices from which they are co-ordinated:

Service 1

Service offered (e.g. Residential Care, FaCC, Domestic Violence support)

Service office locations offered at (postcode and suburb separated by comma - e.g. 4285 Beaudesert, 4715 Biloela)

29. Service 2

Service offered (e.g. Residential Care, FaCC, Domestic Violence support)

Service office locations offered at (postcode and suburb separated by comma - e.g. 4285 Beaudesert, 4715 Biloela)

30. Service 3

Service offered (e.g. Residential Care, FaCC, Domestic Violence support)

Service office locations offered at (postcode and suburb separated by comma - e.g. 4285 Beaudesert, 4715 Biloela)

31. Service 4

Service offered (e.g. Residential Care, FaCC, Domestic Violence support)

Service office locations offered at (postcode and suburb separated by comma - e.g. 4285 Beaudesert, 4715 Biloela)

32. Service 5

Service offered (e.g. Residential Care, FaCC, Domestic Violence support)

Service office locations offered at (postcode and suburb separated by comma - e.g. 4285 Beaudesert, 4715 Biloela)

33. Do you provide more than 5 services? Yes / No
If you provide more than 5 service types, additional service information will be included in a template that will be provided to you by the Workforce Council. Please ensure that your contact information is completed on page 5 in order for us to send this template to you. Thank you.

**Some final questions**

34. **What are the top 3 workforce challenges facing your organisation?**

Challenge 1 / Challenge 2 / Challenge 3

35. **From the following list, please number (1 to 3) your top three priorities for workforce investment across child and family services. The focus here is on our collective ability to plan and develop, attract and retain a quality workforce:**

- Career pathways mapping
- Capability and competency mapping to core roles across the sector
- Training gap analysis
- Course and curriculum development
- Shared practice and language across the child and family sector
- Cross sector professional development opportunities
- Family and child leadership programs
- Promotion of careers in the sector
- Mentoring and coaching programs
- Secondments across the sector/between sectors
- Traineeships for targeted groups
- Student placement and supervision models
- Cultural learning and exchange programs
- Recognition programs for outstanding/innovative service delivery
- Recognition and support of workforce 'champions'
- Opportunities for collaboration and partnership
- Other

36. If you answered 'other' above, please describe below

37. Do you have any further comments you want to make that you have not been able to address elsewhere in the survey?

Thank you for taking the time to complete the survey. Once you click DONE below your data will be saved and you will not be able to access the survey to make any changes - please take a moment to review your responses and make sure you are happy with the data provided.

Your information is invaluable in helping us to prepare the first ever baseline profile of the child protection and family support sector workforce. We look forward to sharing our findings with you - you can find snapshot updates of interesting findings here whilst the survey is open and we are reviewing data.

To contribute to the QFCC's development of the State-wide Strengthening our sector strategy please click here for information on how to get involved in providing feedback.
## Attachment: Job Titles List

**Management**
- Manager
- Chief Executive Officer
- Team Leader
- Program Manager
- Director
- Coordinator
- Chief Financial Officer
- Executive Director
- Finance Manager
- Operations Manager
- General Manager
- HR Manager
- Service Manager
- Business Services Manager
- Executive Officer
- Regional Director
- Regional Manager
- Service Coordinator
- Administration Manager
- Area Manager
- Case Manager
- Director of Operations
- Quality Manager
- Acc Payable Manager
- Advisor
- Analyst
- Application Manager
- Area Operations Manager
- Assistant Commissioner
- Assistant Information Officer
- Assistant Project Officer
- Assistant System Support Officer
- Assistant Training Officer
- Board Member
- Business Support Manager
- Business/Regional Liaison Officer
- Care Liaison Officer
- Centre Manager
- Children’s Services Manager
- Client Intake Team Coordinator
- Client Services Manager
- Clinical Director
- Clinical Manager
- Commissioner
- Communications Manager
- Communities Program Manager
- Community and Partnerships Manager
- Community Work Coordinator
- Company Secretary/General Counsel
- Contracts Officer
- Coordinated Community Response Manager
- Coordinator And Senior Coordinator
- Co-ordinator/Frontline Service Delivery
- Corporate Coordinator
- Corporate Services Support Officer
- Corporate Training Manager
- Counselling Coordinator
- Criminal History Screening Officer
- Customer Services Officer
- Department Manager
- Deputy Director
- Deputy Public Guardian
- Director of People & Culture
- Disability & Employment Services Manager
- Education Program Manager
- ER Manager
- ESM
- Family Support Coordinator
- Finance Admin Manager
- Finance Controller
- Founder
- FSI
- Fundraising Manager
- Head of Division
- Home Maintenance Co-ordinator
- House Manager
- HR Assistant Manager
- HR Business Partner
- HR Director
- HSM
- Indigenous Education Program
- Information Officer
- Information Support Officer
- IT and Data Manager
- L&D Business Partner
- L&D Manager
- Lead Practitioner
- Management Accont
- Manager Executive Services
- Manager Practice and Programs
- **Frontline**
  - Support Worker
  - Counsellor
  - Youth Worker
  - Coordinator
  - Case Manager
  - Family Support Worker
  - Team Leader
  - Case Worker
  - Psychologist
  - Community Support Worker
  - Family Dispute Resolution Practitioner
  - Senior Practitioner
  - Community Development Worker
  - Counsellor/Community Educator
  - Crisis Support Worker
  - Facilitator
  - Family Support Practitioner
  - Financial Counsellor
  - Group Leader
  - Cook
  - Family Support Officer
  - Inclusion Support Facilitator
  - Intake Worker
  - Student Welfare Worker
  - Child and Family Worker
  - Child Safety Officer
  - Children’s Counsellor
  - Community Worker
  - Counsellor
  - Crisis Case Worker
  - Disability Support Worker
  - Domestic And Family Violence Support Worker
  - DV Court Support Worker
  - Education Officer
  - Educational Leader
  - Family Care Worker
  - Family Intervention Practitioner
  - Family Therapist
  - Gambling Financial Counsellor
  - Group Facilitator
  - Home Tutors
  - In-SHRT Supervisor
  - In-SHRT Support
  - LifeSkills Officer/Cook
  - Occupational Therapist
  - Outreach Worker
  - Peer Worker
  - Practice Supervisor
- Program Coordinator
- Receptionist
- Residential Support Worker
- Service Coordinator
- Social Worker
- Therapist
- Youth And Community Development Worker
- Youth Engagement Officer
- Youth Support Coordinator
- Youth Support Service Integrated Response Worker
- Accommodation Worker
- Adoption Officer
- Adult Counsellors
- Advisors
- Advocacy Case Manager
- After Hours Support Work
- After Hours Work
- After Hours Work Supported Accommodation
- Alarms Officer
- Alliance Coordinator
- Alliance Facilitator
- AOD Counsellors
- Assessment and Engagement Worker
- Assessment and Intake
- Assistant Case Workers
- Assistant Regional Director
- ATSI Community Liaison
- ATSI Reform Project Worker
- ATSI Support Worker
- Bus Assistant
- Care Facilitator
- Care Practitioner
- Care Worker
- Carer Support Workers
- Case Coordinator
- Case Officer
- Case Worker First Response
- Case Worker/Team Leader
- CCJS Officers
- Child and Family Counsellor
- Child And Family Health Worker
- Child And Family Practitioner
- Child And Family Therapist
- **Non-Frontline**
  - Administration Officer
  - Administration Assistant
  - Receptionist
  - Finance Officer
  - Project Officer
  - Accounts Officer
  - Human Resource Officer
  - Administration Support Officer
  - Bus Driver
  - Executive Assistant
  - Senior Administration Officer
  - Business Support Officer
  - Cleaner
  - Executive Officer (Assistant)
- Accountant
- Administrative Assistant
- Administrator
- Finance Administration Officer
- HR Administrator
- HR And Quality Officer
- HR Professional
- IT Professional
- Office Manager
- Payroll Officer
- Quality Assurance Officer
- Volunteer Coordinator
- A&TSI Practice Leader
- Accounts / Administration Support
- Accounts Payroll Manager
- Administration and Compliance Officer
- Administration and Workplace Health & Safety Worker
- Administration Coordinator
- Administration Team Leader
- Administration Worker
- Administration/Reception
- Administrative Officer
- Advisors
- Applications Specialist
- Assessment Officer
- Assistant Case Workers
- Assistant Finance Officer
- Assistant Manager
- Assistant Program Officer
- ATSU/CALD Worker
- Board Member
- Bookkeeper
- Bookkeeper/Admin Worker
- Business & Admin Coordinator
- Business & Admin Officer
- Business Officer
- Business Services Worker
- Care Facilitator
- Caregivers
- Chief Child Protection Analyst
- Child Liaison
- Clinician
- Communications Assistant
- Communications Manager
- Communications Worker
- Community Engagement
- Community Partnerships And Volunteers
- Community Services Officer
- Contract Officer
- Corporate Coordinator
- CR Project Officer
- Data Support Officer
- Database Administrator
- E A P Project Officer
- Enterprise Planning Architect
- Event / Administration Assistant
- Executive Director
- Executive Officer
- Executive Project Officer
- Family Resource Facilitator
- Finance Administration Assistant
- Finance And Budget Officer
- Finance Business Partner
- Finance Payroll Officer
- Finance Professionals
- Fleet Coordinator
- Foster Care Administration Assistant
- Foster Care Recruitment Officer
- Fundraising And Database Officer
- Fundraising And Marketing Manager
- Fundraising Coordinator
- Gardener
- Get Set For Work Coordinator
- Grant And Tender Writer
- HR Administration Officer
- HR Advisor
- HSE Advisor
Management
- Technical Change Manager
- Training Manager
- Training Officer
- UNIT Manager
- Web Developer
- WHS Manager
- Workforce Development Manager
- Youth & Family Services Assistant Manager
- Youth & Family Services Manager

Frontline
- Indigenous Support Workers
- Information And Referral Worker
- Information Officer
- Information Referral And Crisis Worker
- Information Support Line Worker
- Information Support Officer
- Intake
- Intake and Admin Assistant
- Intake and Admin Officer
- Intake And Assessment Officer
- Intake and Assessment Workers
- Intake And Referral Practitioner
- Integrated Therapy Team Leader
- Intensive Family Support Workers
- Key Worker
- Lifeskills Facilitator
- Lifestyle Assistant
- Maintenance and Modifications Team
- Maintenance/Support Worker
- Manager
- Manager (Child Safety Service Centre)
- Manager Advocacy And Support Services
- Medical Alarms Officer
- Men and Family Counsellor
- Men's Court Worker
- Mental Health Professional
- Mental Health Support Worker
- Multicultural Advisor
- National Manager Therapeutic Services
- Night Worker
- Officers
- Online Crisis Supporter
- Options Coordinator
- OSHC Coordinator
- Paediatric Allied Health Practitioner
- Parent / Child Support Worker
- Partnership Engagement Facilitator
- Peer Development And Leadership Worker
- Peer Support Worker
- PIR Facilitators
- Placement Coordinator
- Placement Support Officer
- Placement Support Specialist
- Placement Support Worker
- Placement Worker
- Playgroup Leaders/Assistants
- Post Adoption Practitioner
- Practice Lead
- Practitioner
- Preschool Teacher
- Principal Advisors
- Principal Child Protection Practitioner
- Principal Guardian
- Program Manager
- Program Officer
- Program Support Officer
- Project Officer
- Recognised Entity Advisors
- Recovery Coaches
- Recruitment And Exit Coordinator
- Recruitment Officer
- Regional Director
- Regional Service Coordinator
- Research Assistant
- SAAP Worker
- Safe Haven Family Support Worker
- Safe Haven Patrol Worker
- Safer At Home Worker
- Safer Lics Support and Advocacy Worker
- Sales And Marketing
- School Based Youth Support Officer
- Senior Adoption Officer
- Senior Advisors
- Senior Case Manager
- Senior Child Safety Officer
- Senior Coordinator
- Senior Disability Worker
- Senior Guardian
- Senior Service Support Officer
- Senior Support Worker
- Senior Team Leader
- Service Delivery Coordinators
- Service Support Officer
- Specialist DFV Support Worker
- Specialist Early Education Teacher
- Specialist Family Support Practitioner (Specialisation)
- Speech Pathologist
- Strong Family Support Worker
- Supervising Social Worker
- Supervising Support Worker
- Supervisor
- Support And Advocacy Worker
- Support Officers
- Trainee

Non-Frontline
- Medical Alarms Officer
- Men and Family Counsellor
- Men's Court Worker
- Mental Health Professional
- Mental Health Support Worker
- Multicultural Advisor
- National Manager Therapeutic Services
- Night Worker
- Officers
- Online Crisis Supporter
- Options Coordinator
- OSHC Coordinator
- Paediatric Allied Health Practitioner
- Parent / Child Support Worker
- Partnership Engagement Facilitator
- Peer Development And Leadership Worker
- Peer Support Worker
- PIR Facilitators
- Placement Coordinator
- Placement Support Officer
- Placement Support Specialist
- Placement Support Worker
- Placement Worker
- Playgroup Leaders/Assistants
- Post Adoption Practitioner
- Practice Lead
- Practitioner
- Preschool Teacher
- Principal Advisors
- Principal Child Protection Practitioner
- Principal Guardian
- Program Manager
- Program Officer
- Program Support Officer
- Project Officer
- Recognised Entity Advisors
- Recovery Coaches
- Recruitment And Exit Coordinator
- Recruitment Officer
- Regional Director
- Regional Service Coordinator
- Research Assistant
- SAAP Worker
- Safe Haven Family Support Worker
- Safe Haven Patrol Worker
- Safer At Home Worker
- Safer Lics Support and Advocacy Worker
- Sales And Marketing
- School Based Youth Support Officer
- Senior Adoption Officer
- Senior Advisors
- Senior Case Manager
- Senior Child Safety Officer
- Senior Coordinator
- Senior Disability Worker
- Senior Guardian
- Senior Service Support Officer
- Senior Support Worker
- Senior Team Leader
- Service Delivery Coordinators
- Service Support Officer
- Specialist DFV Support Worker
- Specialist Early Education Teacher
- Specialist Family Support Practitioner (Specialisation)
- Speech Pathologist
- Strong Family Support Worker
- Supervising Social Worker
- Supervising Support Worker
- Supervisor
- Support And Advocacy Worker
- Support Officers
- Trainee
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