

APPENDIX 5: CASE STUDIES

CASE Study

Byamee Proclaimed Place Inc.

Moree Area Homelessness Service

Winner of the 2017 Moree Reconciliation Award for Funded Community Group.

Moree Area Homelessness Service (MAHS) has been created as a result of a consortium and Joint Working Agreement between Byamee Proclaimed Place, Moree Family Support and Ngala House. It provides services to people who are homeless or at risk of homelessness in the Moree Plains Shire. Byamee

provides transitional housing and a range of supports to foster living and budgeting skills. Moree is a closely connected community, so the reputation of the service, and the integrity of the staff, are very important. Approximately 90% of Byamee's clients are Aboriginal.



Implementing the Workforce Capability Framework: Recruiting people with the right attitudes and values

The small but close-knit team at Byamee had worked well together for several years, but another staff member was required. Recruiting the right person for the position was critical. The talent pool to recruit from is naturally smaller than in the city, and a large number of qualified applications weren't expected. Previous

experience had shown that recruiting for attitudes and values, and then providing training for skills, worked well for this service. Byamee had standard interview questions but the manager wanted a better selection process with more insight into the candidate's understanding of the job, and their attitudes and values.



Recruitment and Selection

The Capability Framework's Personal Attributes

The Personal Attributes describe the qualities needed to work in this sector. They apply to people working at all levels and reinforce what is key to working in homelessness, domestic violence and with youth.

Joanne Williams, Byamee's Manager, revised the standard interview questions, to draw out more about the candidate's perceptions and behaviours. She also asked candidates to select the Personal Attributes (from a list of 12) that they thought were most important to the job and to explain why. The process led them to offer the position to

Julie, a qualified nurse but without experience of working with people experiencing homelessness. Julie has a great attitude, and a commitment to undertaking study and developing her knowledge and skills for working with the client group. Joanne felt that the capability framework aided her to improve recruitment.



Julie, the new employee

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CASE Study

Coast Shelter

Coast Shelter is a not-for-profit charity based on the NSW Central Coast which provides accommodation and support programs for people who are homeless or at risk of homelessness.

Coast Shelter run five refuges for adults: a men's refuge, three for women and children and a domestic violence response refuge. They also have five youth refuges, and a community centre which provides meals and hampers to people in need. The 86 staff members have a range of backgrounds and

work in various locations. Coast Shelter has always ensured that people have all mandatory training for their work (e.g. child protection, responding to domestic violence and trauma informed practice), but they wanted better systems for identifying the development of needs individual staff members.



Implementing the Workforce Capability Framework: Developing an online performance appraisal system

An integrated HR system had been implemented for payroll and employee records, and it had a module for performance appraisal but this had not been utilised. Jason Brown, Human Resources Manager, was considering how to identify competencies or capabilities to populate the online system, when he looked at the Workforce Capability Framework. The

online system had the capacity to weight capabilities so Coast Shelter could prioritise skills that it felt mattered most for particular roles. It was also a straightforward process for end users to review their skills and performance. Yet Jason felt that the engagement with staff was one of the most critical aspects to implementing the new system.



Engaging Staff

Getting Buy In

The Framework has four tiers that align well with job roles at Coast Shelter. Staff could see the relevance of the capabilities to what they did and recognise the skills that underpin their work.

Staff forums to review the framework assisted with familiarity with the capabilities. The forums led staff to select 6 personal attributes that were organisational priorities. Some small changes were made to capabilities; for example, more focus on managing professional boundaries for Tier 1 staff. Once capabilities were prioritised and weighted, the system was ready for

implementation. Staff and managers completed the online tool separately. Following this the system generated a summary report that was emailed to both parties. Then the face-to-face meeting allowed staff and managers to have a discussion about their ratings and to establish development objectives for the coming year. Additionally, Jason felt that the Framework would assist

Coast Shelter to meet Standard 8 of the SHS Quality Standards. This standard requires regular staff performance appraisals are conducted, and that there are systems for identifying staff skill needs.



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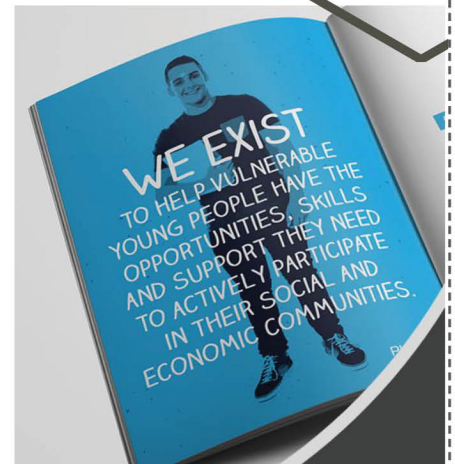
CASE Study

Platform Youth Services

Supporting young people aged 12-25 in the Blue Mountains, Penrith and the Hawkesbury.

Platform is a specialist youth service providing crisis accommodation, transitional housing and early intervention and prevention programs across three local government areas. Platform has well developed partnerships with local community service providers – these partnerships assist them to provide a wide range of

supports for their clients. With a total staff of 60, the team working in corporate services, are busy ensuring that all employees are given opportunities to develop their expertise. CEO Stephanie Oatley has extensive experience in the sector and has created a positive culture where the needs of young people are the focus of all Platform's work.



Implementing the Workforce Capability Framework: Supporting Managers and Team Leaders to grow and develop in their roles

Recently appointed HR Manager, Aaron Jone-Valledor came to the organisation after a period of significant growth for Platform – 16 new positions had been funded in a 6-month period. Platform had always developed great youth workers, but the leadership team decided that with a larger

staff pool, it was time to focus on the roles of team leaders and managers, and to strengthen leadership at all levels. Aaron felt that Platform's appraisal system was due for an overhaul it was too subjective and did not necessarily assist staff to develop insights into how they might work differently, or where they needed development.



Leading Change

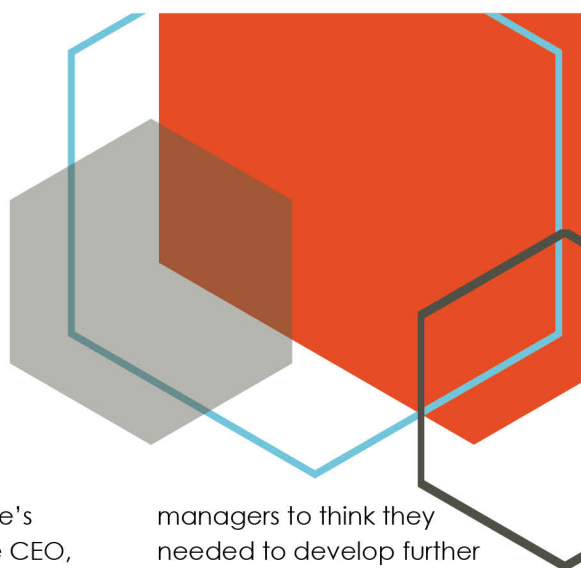
Starting from the top

The Workforce Capability Framework seemed to align neatly with the organisation's levels. Platform decided to start from the top and the CEO began by testing it for herself.

By putting the capabilities into an excel spreadsheet Platform had a simple tool that could easily be used by staff to score their performance – the approach also gave the HR team some useful metrics. In addition to having an effective system for reviewing performance, Platform wanted to make sure that the capabilities were relevant and

meaningful to people's roles. Stephanie, the CEO, began by using it for herself; the Tier 4 capabilities enabled her to reflect on how she exercised her leadership. The process encouraged Stephanie and Aaron to trial the framework next with the managers, and the findings proved useful. There were many areas that staff excelled in, particularly around service delivery, but the process led some

managers to think they needed to develop further skills around marketing, strategy and tender writing. The framework also helped to clarify the difference between the manager and the team leader roles, and that was the most valuable insight. The new appraisal system is currently being rolled out with team leaders, and next with frontline staff.



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CASE Study

The Samaritans, Broadmeadow

We seek to provide unconditional support to people in their needs and to promote social and economic policies.

Samaritans is the welfare arm of the Anglican Church Diocese of Newcastle. The general purpose and direction of the agency is responsible to the Diocese of Newcastle. The role of the organisation is to “assist in the expansion of the social and community service work within the Diocese”. The Samaritans operate over 100 support services throughout

the Central Coast, Newcastle, Hunter Valley and Mid-North Coast regions. In 2012 their work spread to Mudgee in the Central Western NSW. Throughout these regions they provide services to young people and families, those experiencing domestic violence, people with a disability or mental health challenges, and the wider community.



Strengthening families

Implementing the Workforce Capability Framework: Reviewing skills in supervision

Samaritans has over 700 staff and more than 450 volunteers across the regions in which they work. The Samaritans team that trialed the capability framework is based in Broadmeadow. They work in young people experiencing homelessness, to provide outreach services and refuge accommodation. Jillian Heard is a Team Leader and Wayne Field is the

Practice Development Facilitator: there are fifteen permanent staff in the team and a number of casuals. All team members are Case Workers. Jillian and Wayne decided they would trial the capability framework with a focus on team development through supervision. Supervision was seen to provide a reflective space to review skills and development needs.



A piece of Samaritan's history

Supervision

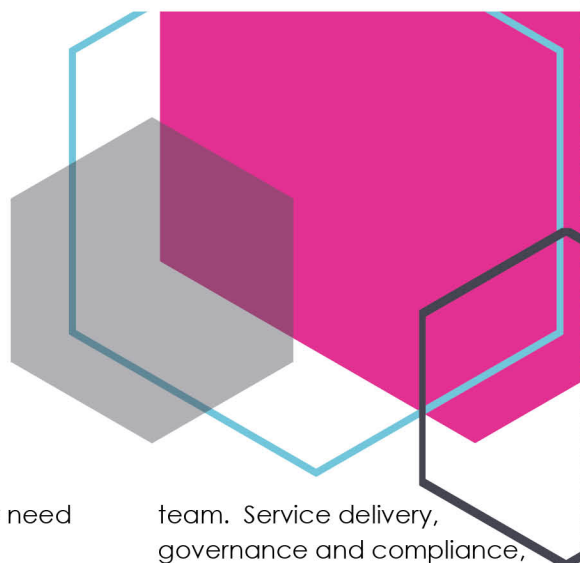
Reviewing skills and skill needs

Introducing the capability framework to the team was the first step – making sure that people understood it and could recognise that it was relevant to their role.

Wayne commenced the implementation of the framework with a session for the team: he made sure that staff could ask questions and familiarise themselves with the content. Case managers then reviewed Tiers 1 and 2 of the framework through self-assessment. They highlighted those capabilities they felt confident in, and those

where they feel they need development. The self-ratings were discussed in one-to-one supervision with Jillian. This opened up discussion about career planning and job aspirations. Wayne and Jillian then summarised the results of staff self-assessment; they were pleased that the tool confirmed their impressions of the strong skills in the

team. Service delivery, governance and compliance, communication and leadership and teamwork were strong skill suits across the team. Areas where staff would like further development included policy and program management, and community and inter-agency relations. The framework enabled staff to see their strong skill suits and talk meaningfully about their aspirations.



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CASE Study

The Family Centre

Ensuring the safety and wellbeing of children, young people and families in our community.

The Family Centre (TFC) was formed in 1988 by a group of people who wanted to help families needing support, in and around Tweed Heads. As part of the SHS reforms, TFC merged with St Joseph's Youth Services, Byron Bay Youth House, and the Ballina Byron Family Centre. This created a united organisation that

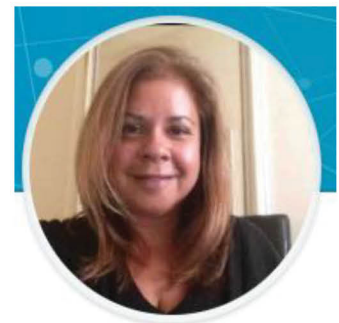
provides a range of services, across the Tweed, Byron and Ballina Shires in Northern NSW. The merging of these organisations was an intense period of change for staff. New values, and a new vision, role, and strategic direction have been set to create what is essentially a bigger and more responsive organisation.



Implementing the Workforce Capability Framework: Creating a common understanding of performance expectations

Nicole Julien has the role of Director Child, Youth and Family Services at TFC. She worked with the team to create new Practice Principles and a new Practice Framework that will work for all staff across the different program areas and work sites. The organisational values that Nicole and the executive

team are reinforcing are: **social justice, respect, integrity, learning, collaboration and creativity.** Nicole felt that the capability framework aligned well with these values – and that the way that it described required skills, behaviours and knowledge reflected and reinforced these organisational values.



Nicole Julien, Director Child, Youth and Family Service

Implementation

Redesigning position descriptions

New position descriptions will enable staff to see their role and the priorities for this new and dynamic organisation.

One of the first steps TFC took to implement the framework was to begin redesigning position descriptions – the four tiers provided a scaffold to consider the roles. Specialist roles, such as the communication/design coordinator, and the volunteer coordinator, led them to develop some new capabilities, but most of the

other TFC roles were well covered by the framework. Some of the language was also adapted so that it suited the TFC context. In the future performance appraisals will also be based on the selected capabilities for given positions. TFC's advice to people interested in implementing the framework includes:

- Ensure that you have board, executive and management buy-in
- Involve internal stakeholders early in the process
- Contextualise the language to suit your organisation



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