

APPENDIX 7. WORKFORCE DEVELOPMENT

Introduction

Workforce development formed a secondary objective of seven Good Practice projects to fulfil the knowledge and skill requirements of a larger agenda. These projects were Baw Baw, Campaspe, Dandenong, Moonee Valley, Mount Alexander and Central Goldfields, Whitehorse, and Wodonga. It was the primary objective for the Glenelg Good Practice project.

The Baw Baw Good Practice project trained eight people to facilitate focus groups, stakeholder consultation and community meetings as part of their agenda to improve services and facilities for young males and Kooris. The Campaspe project trained twenty managers and senior staff to use 'Story Boarding' as a community consultation technique to gather input into the development of the combined Campaspe-Murray MPHP. The Dandenong project supported staff to act as mentors to projects funded through Council's community grants scheme. The Moonee Valley Good Practice project trained approximately 300 Council staff on the social model of health as a part of their initiative to promote integrated planning. Similarly the Wodonga project trained 24 senior managers from across the three Shires (Wodonga, Towong and Indigo) in the social model of health as a part of their effort to promote integrated planning around the issue of young people. In the Mount Alexander and Central Goldfields project, Councillors and staff had an opportunity to participate in a range of workshops, which fostered a common understanding, and appreciation of how the four environments affect health. This common understanding was a necessary component of promoting integrated planning

As reported by these projects, two factors seemed to be critical to the success of training, the support of senior management and the relevance of the training to their work. Where the training related to a new skill, participants needed to be able to utilise or practice this skill shortly after the training (i.e. by conducting focus groups or using the 'Story Board' technique for consultations). When the training related to changing work practices, participants needed to put some thought into how they would incorporate these changes (e.g. social model of health) into their work practices. Common language was also raised an important element to training (e.g. using the term 'health and well being' rather than 'health promotion').

Baw Baw - Mental Health – It's Everybody's Business

Baw Baw's Good Practice project involved training in the conduct of community meetings, focus groups and consultations as part of gathering information and support for the initiative on the health and wellbeing of Kooris and young males.

Topic of training

The topics originally planned to be covered in the training included: how to facilitate focus groups, stakeholder consultations and community meetings; working with communities; using facilitation tools and techniques; and project management of consultations.

It was decided that focus groups would not be used as an approach for consultation at this stage of the project. Relevant staff should be provided with these skills to undertake focus groups before developing projects to ensure they more accurately reflect community needs. Skill development in this area will occur later.

Recipients

Eight people were trained. Those trained were members of the steering committee and Council staff.

Who conducted the training/skill development?

A consultant conducted the training.

Training Materials Developed

Training resources and a brochure were developed by the project. The documents are 71 pages and not in electronic format, but can be accessed from the Baw Baw Council directly.

Recruitment Process

Members were recruited through invitation. The invitations were extended to the members of the steering committees, and across Council.

Key Lessons

As reported by the project, using an external trainer to conduct the training worked well. A greater awareness of the relevance of the training material to the tasks ahead could have improved numbers.

Other Appendices where the Baw Baw Good Practice project is also described:

- Responding to a Health Issue
- Partnerships
- Community Engagement and Community Capacity Building

Campaspe - Campaspe Murray Social Research Project

The Campaspe Good Practice project involved training staff in the conduct of community consultations to gather information for a joint MPPH across the Shire of Campaspe (Vic), the Shire of Murray (NSW), and the Campaspe PCP.

Topic of training

The topic of the training was community consultation.

Recipients

Approximately 20 people were trained which included managers and senior field staff.

Staff development and training strategies undertaken

Staff were trained to undertake community consultation sessions

Who conducted the training/skill development?

Unfortunately due to organisational disruptions, including the loss of a CEO, staff did not carry out many of the community consultation sessions. Instead, external consultants undertook most of the consultations.

Process of gaining approval to conduct training

Approval for training was obtained by the CEO and General Manager.

Impact of training

According to the project, the training provided insight to participants into how to perform effective community consultation, using a 'Story Boarding' tool.

Key Lessons

According to the project, information on the purpose and content of the training, and the continued support and coordination of senior management and staff are important to participation rates.

Criteria for success

The project criterion for success was that the training provided a lasting benefit and skill base within the organisation. This was not measured but anecdotal evidence suggests that of those who attended, about half (10) had acknowledged that the training was worthwhile to them, and that they will use the 'Story Board' technique in the future.

Practices or commitments now embedded in Council

As reported, three staff from different departments over the past three months had used the 'Story Board' technique for consultation.

Other Appendices where Campaspe is noted

- Community Engagement and Community Capacity Building
- Integrated Planning

Dandenong – Case Studies for Capacity Building in Health

The Dandenong Good Practice project aimed to build community capacity by using a mentor process to support projects funded through the Council's community grants scheme.

Recipients of training

The selection of staff to participate in this project as mentors was intended to be based on their knowledge and ability to contribute to the core activities of the funded community grants projects. Unfortunately the timing of the Good Practice project in relation to the community grants scheme was poorly aligned, and a number of the community projects were already completed or well underway. The involvement and selection of staff was consequently based on existing relationships with projects. The training process became more of a reflection process on how the relationship could be strengthened.

The staff who participated in this reflection process came from the following Council areas:

- Environmental Planning
- Cultural Development (Festivals and Events)
- Community Development
- Noble Park Proud to Participate Community Capacity Building Project

Training strategies undertaken

Although formal training of staff was not undertaken as planned, a range of informal opportunities were utilised. These included meetings with staff to provide an overview of the project, and information concerning the Community Strengthening Grants scheme. The meetings also examined the potential role of staff in mentoring funded community groups and provided opportunities to reflect on the relationships staff had with some of the community projects and how these could be strengthened.

Impact of strategies

Council had agreed to include staff mentors as a component of the next round of community grants scheme. According to the project, these staff mentors are expected to have the benefit of learning from the reflections documented during the Good Practice project.

Other Appendices where Dandenong is noted

- Community Engagement and community capacity building

Glenelg - Putting the 'C' back into capacity

The Glenelg Good Practice project was a joint initiative involving five shires in southwestern Victoria: Glenelg (lead shire), Moyne, Warrnambool, Southern Grampians and Corangamite. This project aimed to increase the number of student Environmental Health Officers (EHOs) undertaking their student placement within the five Shires. The longer term objective of the project was to increase the number of new graduates seeking employment in the region.

Target for workforce development

The target group for workforce development was undergraduates undertaking a Health Science Degree.

Strategies adopted to develop workforce

The project involved offering undergraduates, who had completed their second year, a six or eight-week placement within the consortium. Students were paid a salary and provided with free accommodation. Students were encouraged to consider employment in the region on qualification.

Impact of strategies

According to the project, four students were recruited to the region for a total placement period of 26 weeks. Applications have been received for placements in 2004. In addition, links have been developed with course coordinators at the three closest universities. Two new undergraduates have been employed across the consortium and one staff member has commenced off campus study as an EHO.

Practices now embedded in Council

According to the project, student mentorship now has precedence in the region, and the potential for ongoing funding is heightened, due to the project's success. The respective Shires absorb the administrative funds so the placement program can continue for another 12 months. The project anticipates that the initiative will be supported by ongoing Council funding beyond this time.

Changes the project anticipates will have sustained over 12 months

The project anticipates another two to four students having completed their placements by this time, raising the potential recruitment of undergraduates to the region. Efforts to raise the interest of local year 10–12 students to undertake a Health Degree are also planned, as these students are more likely to wish to gain employment in the region in comparison to metropolitan students. As this is a long-term initiative to increase the number of qualified EHOs in the region, the results may not be fully realised for several years.

Moonee Valley – Health Incorporated

The Moonee Valley Good Practice project, with the stated aim of increasing the health promotion capacity of Moonee Valley Council, had been extended into a second year. Phase one, which has been completed, involved raising awareness of health promotion and the social model of health through the conduct of small workshops with participants from different Council units and departments. Phase two of the project involved the development of specific tools to assist with integrated planning.

Topic of training

The topic of the training was health promotion and the social model of health.

Recipients of training

Approximately 300 people from across a range of Council departments and staff levels attended the training.

Training strategies undertaken

A variety of workshops were conducted which targeted different elements of the Health Incorporated project, and were designed according to the level of understanding of the participants. Workshops were tailored for each department and at the CEO, senior officer and manager level.

Prior to the workshops, questionnaires were distributed to staff. These questionnaires provided insight into the level of understanding of health promotion, whether staff saw they had a role in health promotion, and the departments with whom they work most closely. Meetings were also held with department managers to gather examples of work, and develop a workshop that best suited their department style of learning.

Other workshops involving senior managers built on previous work. For example, one of the workshops utilised the Leading the Way Training with follow up workshops to translate theory into practice. Many of the managers also attended department meetings where practical examples were again presented.

Department workshops were rolled out after the manager forums commenced. These workshops formed phase one of the project and aimed to explore the possibility of including 'health and wellbeing' as a measure of success into each department's programs. These workshops also explored the connections between service delivery and the Ottawa Charter.

Who conducted the training

The Health Promotion Officer together with the Community Wellbeing coordinator conducted the staff training. Ged Dibley and Kellie Ann Jolly (VicHealth) conducted the initial manager forums utilising the Leading the Way tool. Subsequent manager forums were facilitated by the Manager Social Development and the Group Managers on the project management group.

Process of gaining agreement within Council to conduct the training

The training was promoted as a necessary tool in adopting the *Environments for Health* framework approach to the new Moonee Valley MPHP, and as a vital element to an integrated

planning approach. The *Environments for Health* framework was presented as a report to a Council meeting prior to the commencement of manager and departmental workshops.

Recruitment process

Participants were recruited at the manager forums where agreement was obtained to schedule department meetings. Individual meetings followed with managers to review the purpose of the workshops and discuss the best approach to engage each department. Workshops were often held as part of the normal department meetings, where in most cases, staffs were required to attend.

Success criteria used to define the success of training

The project used the following criteria to assess success with regard to their training:

- Percentage of staff aware of health promotion principles
- Percentage of Councillors aware of health promotion principles

A pre-test questionnaire was undertaken of those who attended the training. A post-test was conducted at the end of phase one to measure changes to practice and knowledge. The results will be incorporated into phase two of the project.

Case Study #37: Cross departmental leadership

There has been a range of cross Council funding opportunities facilitating cross-departmental leadership in health promotion. A lead was taken by a non-health promotion area of Council to successfully put up a submission for funding for external health promotion funds (e.g. Walking School Bus).

As described in the Internal Initiatives section of the Organisational Environment Appendix

Key Lessons

A number of lessons were raised:

- Workshops need to be tailored to each department, which include specific relevant examples, and in the initial stages should be limited to a one hour time frame.
- Avoid language that can appear to be ‘jargonistic’.
- Increase problem solving opportunities within workshops, as part of follow up sessions, and on a consultation basis within the environment in which each department works (e.g. brainstorming issues and strategies).

Other Appendices where Moonee Valley is noted

- Integrated Planning

Mount Alexander and Central Goldfields – The Future Together

This Good Practice project was a collaborative initiative between the Mount Alexander and Central Goldfields Shires and the Central Victorian Health Alliance PCP to establish a process for integrating planning between the Councils and the PCP. They developed separate MPHPs for each municipality but worked together on a number of projects and priorities. Councillors and staff had an opportunity to participate in a range of workshops, which fostered a common understanding, and appreciation of how the four environments affect health.

Workforce development strategies undertaken

The project reported that the Council staff and Councillors were presented with a range of training opportunities during the project, most of which were organised through the PCP, and at no cost to the Good Practice project. This demonstrated to Councillors and senior management, the benefits of collaboration to allow for more to be achieved through pooling of resources. It also resulted in Councillors being more inclined to support Council staff to try new initiatives.

The workshops provided staff with an opportunity to consider their work from a different perspective. The attendance of Councillors, who supported integrated planning and the social model of health at the forums, gave the process more credence with Council staff. The participation of staff from across a range of different Council departments also fostered cross departmental networking.

Walking seminar

With the support of \$700 funding from the Australian Health Promotion Association, two workshops for local government staff were well attended in Kyneton and Maryborough. Presenters from the Heart Foundation, the Planning Institute of Australia and a Sustainable Transport worker successfully demonstrated how awareness of a built environment that promotes population health by facilitating walking (and cycling), can be embedded in public health planning, traffic safety strategies, access plans, streetscapes, maintenance works and new capital works. These workshops were attended by 28 Shire Councillors, and key local government and Parks Victoria staff, which included strategic planners, town planners, infrastructure managers, engineers, recreation department works, disability access workers, and community development workers.

These workshops were conducted and organised by the PCP as a part of their Integrated Health Promotion strategy. The Australian Health Promotion Grant of \$700 (applied for by the PCP staff) covered the costs of venues and lunch etc. The PCP Integrated Health Promotion Project Manager organised the speakers and negotiated content with them to ensure a match with the intended local audience and to forward the agenda of developing and extending walking and cycling strategies in the two Shires. The PCP Integrated Health Promotion Project Manager also generated much of the attendance, some of which required 1:1 targeted invitations.

Creating Healthy Communities

Members of the MPHP project working groups, particularly the Walking Strategy Working Group, also attended regional workshops on 'Creating Healthy Communities' organised by the Heart Foundation, Planning Institute of Australia and VicHealth. One Councillor and the Mayor of one of the Shires also attended.

Planning Healthy Communities

The Good Practice project also benefited from a 'Planning Healthy Communities' workshop conducted by the Diabetes Association of Victoria as a part of the PCP's 'Diabetes Prevention and Management Initiative'. The basis of this workshop promoted the social model of health and the benefits of integrated planning to 20 staff, including hospital based diabetes educators, community health staff and planned activity group leaders. Workshops such as these were reported to assist with developing a common understanding and appreciation of how the four environments affect health.

Other Appendices where Mount Alexander and Central Goldfields are noted

- Partnerships
- Integrated Planning

Whitehorse – Teaching an Old Dog New Tricks: Building the Capacity of Council Staff to adopt new Public Health Practices

The Whitehorse Good Practice project built organisational capacity, and explored new consultation methods in the development and implementation of their MPHP.

Topic of training

The topic of the training was the social model of health and the relevance of health (and the MPHP) to different Council departments.

Recipients of training

A wide cross section of staff throughout the Council received information and training.

Workforce development strategies undertaken

A range of formal and informal strategies were undertaken by the project to increase the knowledge of the social model of health, to raise awareness of the MPHP, and to increase the relevance of, and commitment to the MPHP.

The Social Health Officer attended staff meetings with other departments throughout Council to involve and engage staff across the organisation in development of the MPHP, to inform about the *Environments for Health* framework and the social model of health, and to facilitate discussion about relevance of the MPHP to each department area.

The Manager Community Development also presented the process at management meetings and encouraged participation of all staff.

Considerable promotion and awareness raising regarding the MPHP occurred across Council through means such as emails, the staff newsletter, notices in the staff rooms, and a competition to name the MPHP. In addition, as part of the wider consultation process for the development of the MPHP, three consultation sessions were held with Council staff, including a breakfast consultation with ParksWide, City Works and Commercial Operations staff located at the Depot.

Case Study #38: Engaging staff – MPHP naming competition

In order to further engage Council staff, a competition to name the MPHP was undertaken in August 2003. The Community Development Department offered a \$50 voucher to the author of the winning entry to either a DVD music store or a restaurant in the City of Whitehorse. While the form advertised the competition, it also included some questions designed to determine level of staff awareness of the MPHP. A competition box was placed in the main Whitehorse Staff Room in Nunawading and staff located off-site were invited to phone or e-mail with their ideas. The competition was advertised through the staff newsletter the Horse's Mouth, the e-mail system, and information posted on the back of toilet doors. Sixty entries were received with almost every department across Council making a contribution. The competition was judged by the Community Development Department and the Municipal Public Health Planning Reference Group. The winning title was *Our well-being, Our Community*.

As described in the Integrating Planning Appendix

In conjunction with VicHealth, the City of Whitehorse conducted two Leading the Way workshop sessions for staff in March and June 2003. Council's Social Health Officer designed a two-hour workshop, which involved VicHealth consultants presenting material

from *Leading the Way* for the first half hour. This was followed by a small group activity, and the third part of the session focused upon each small group receiving a scenario to work on.

A total of 21 staff attended the Leading the Way sessions and completed evaluation forms asking:

- About their awareness of the Municipal Public Health Plan (MPHP);
- To name three things they learnt from the workshop;
- Whether they will use the concepts in their daily work.

Despite small numbers attending, those that did participate were reported to have provided positive feedback about the process and indicated that they would utilise workshop concepts in their daily work practice.

Outcomes

The project reported that the strategies to achieve inclusion and involvement of Council staff proved effective and resulted in greater ownership of the MPHP by Council staff, opportunities for staff to interact with each other in consultation sessions or training and higher levels of awareness of the social model of health and the MPHP.

Other Appendices where Whitehorse is noted

- Integrated Planning
- Community Engagement and Community Capacity Building

Wodonga – Integrated Planning for Healthy Communities

The City of Wodonga was the lead in this Good Practice project, which involved the Shires Indigo and Towong. The focus of training was to promote integrated planning across the Shires.

Topic of training

The topic of the training was the social model of health and integrated planning.

Recipients of the training

Twenty-four senior managers across the three Shires received the training including the CEO, managers, and team leaders.

Strategies undertaken

Workshop and activities were undertaken to provide the training.

Who conducted the training/skill development?

An external consultant provided the training.

Training materials developed

Training materials on integrated planning and the social model of health had been developed.

Other Appendices where Wodonga is noted

- Integrated Planning