



Findings from the

ATDC WORKFORCE SURVEY 2014

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atdc

Alcohol, Tobacco and other
Drugs Council Tasmania Inc.

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Acknowledgements

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Participating Organisations

Advocacy Tasmania

Anglicare Tasmania Inc.

Alcohol, Tobacco & other Drugs Council Tas Inc.

Bethlehem House Tasmania Inc.

Brain Injury Association of Tasmania

Circular Head Aboriginal Corporation Colony 47

Drug Education Network Inc.

Headspace/Cornerstone Youth Services

Holyoake Tasmania

Karinya Young Women's Service

Launceston City Mission

Mental Health Carers Tasmania

Mission Australia

OZHELP Foundation

Pathways Tasmania Inc.

Quit Services Tasmania

Red Cross Tasmania

Relationships Australia Tasmania Inc.

Rural Alive and Well Inc.

Tasmanian Aboriginal Centre Inc.

Tasmanian Council on AIDS, Hepatitis & Related Diseases

The Hobart Clinic

The Link Youth Health Service

The Salvation Army

WISE Employment

Wyndarra Centre

Youth, Family and Community Connections Inc.

2014 WORKFORCE SURVEY



The reduction of drug related harm in Tasmania requires a skilled, effective and adaptable workforce. A multi-faceted approach to workforce development is required at government, community, organisation and individual worker levels to achieve desired outcomes across the sector.

Understanding how Tasmania's ATOD workforce currently operates, and works with other sectors, is fundamental to strategic planning and workforce development activities. An ever-evolving drug market, combined with changes to the demographics of the contemporary workforce and service consumers, present further challenges.

The 2014 Workforce Survey provides a clear picture of the individuals and organisations that comprise Tasmania's ATOD community sector. Results and analysis will be fundamental to addressing the range of factors that impact on the ability of the workforce to function effectively in responding to alcohol and other drug related problems in Tasmanian society.

Glossary of terms

ATOD funded workers – refers to those individuals that work in a program that receives funding specifically to provide ATOD services.

ATOD workers/ATOD workforce/all staff – refers to all survey respondents including ATOD funded workers as well as generalist workers from the health, welfare, education, law enforcement and related sectors, for whom ATOD work was one part of their job.

ATOD organisations – refers to all organisations that participated in the survey. These organisations include ATOD funded workers and generalist ATOD workers.

Acronyms

ATDC Alcohol Tobacco and Other Drugs Council

ATOD alcohol, tobacco and other drugs

FTE full time equivalent

CSOs community sector organisations

About the survey

The 2014 Workforce Survey was designed by the ATDC with the support of the Workforce Development Expert Advisory Group. Membership of this group was derived from Government, CSOs, National Centre of Education and Training on Addiction and the ATDC. This survey is the third of ATDC's workforce surveys and aims to provide a clear picture about the ATOD workforce across Tasmania. Previous surveys were conducted in 2010 and 2012. The survey sourced the majority of questions from previous versions of the survey, with a small number of new questions added in 2014.

There were two components to the survey: 1) - an organisational survey completed by one manager from each of the 23 organisations that provide ATOD services, and, 2) - a survey completed by 229 individual ATOD workers who work within

organisations that provide ATOD services. Both surveys were administered by an online survey program. Across the two surveys, quantitative and qualitative data was collected on such topics as: organisational staffing and profiles; demographics of the workers; worker profiles including qualifications, role descriptions and employment status; professional development; workplace practices; and recruitment and retention.

Interpreting the results

Survey scope

In the results, 'the ATOD sector' refers to CSOs and one private organisation (The Hobart Clinic). It includes CSOs that receive ATOD funding and CSOs that do not receive funding specifically to provide ATOD services yet consider ATOD issues as one of many issues for their service consumers. The survey does not include Government organisations or workers, hospitals or general practitioners that work with ATOD affected consumers.

Response rate

The ATDC endeavoured to collect responses from the whole sector. There was a 100% response rate for the organisational survey. Multiple workers from every organisation completed the survey for individuals. On this basis, results are highly representative of the ATOD sector.

Missing data

Cases of sporadic missing data means that numbers involved in each analysis will vary. Not all questions were relevant to all individuals and a small number of people only completed certain sections of the survey. Survey respondents were drawn from a mixture of managers, frontline staff and administrative staff. Where relevant, groups have been separated in the analysis of survey results.



About the ATDC

The Alcohol, Tobacco & other Drugs Council Tas Inc. (ATDC) is the peak body representing the interests of community sector organisations (CSOs) that provide services to people with substance misuse issues in Tasmania. The ATDC is a membership-based, independent, not-for-profit and incorporated organisation which is the key body advocating for adequate systemic support and funding for the delivery of evidence-based alcohol, tobacco and other drug (ATOD) initiatives.

Our staff

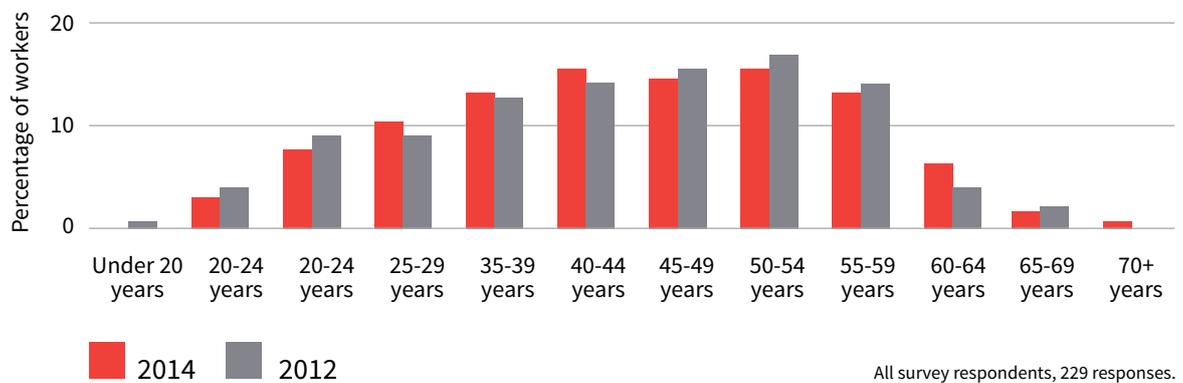
It is estimated from survey data that in 2014 there were about 139 frontline workers who provided ATOD services, outside of the Government arena, across Tasmania. Not all of these workers were specifically ATOD funded, some were generalist workers who provided ATOD services alongside other health, education and welfare services

Our staff

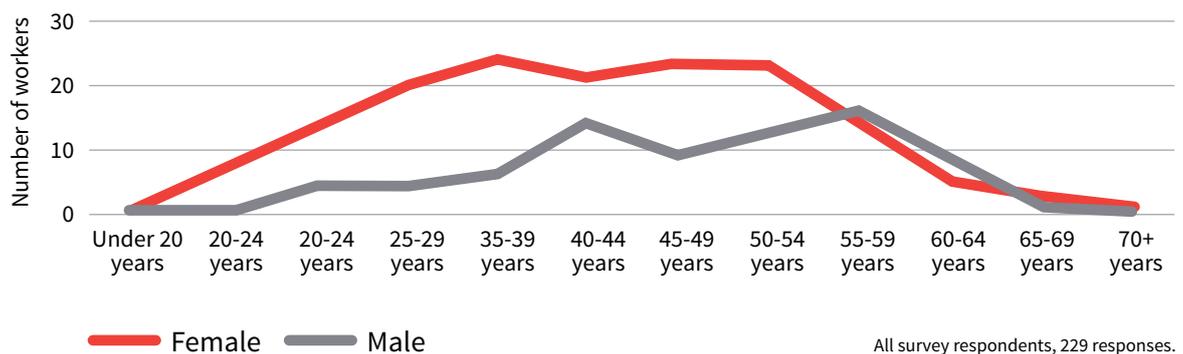
Demographics

- 229 individuals answered the survey.
- The ATOD workforce is comprised of 154 females and 75 males.
- There were 41 female managers and 28 male managers.
- There were more females in the workforce with 67% of all individuals, and 59% of managers, being female.

Ages of workers 2012-2014



Age by gender 2014





- The age profile of the ATOD workforce remained stable between 2012 and 2014.
- Half of the ATOD workforce was aged 45 and over, with a fifth (21%) of the workforce aged 55 years and over.
- The average age group of male staff (50-54) was five to ten years older than female staff (40-44).
- Around one in 10 (9%) of the ATOD workforce identified as having Aboriginal or Torres Strait Island descent. In total there were 19 Aboriginal or Torres Strait Island people, with 13 of those people working in organisations funded to work with Aboriginal people in Tasmania.
- A small proportion of the ATOD workforce came from a culturally and linguistically diverse background (4%).
- A very small proportion (2%) identified as having a disability.

Around one in 10 (9%) of the ATOD workforce identified as having Aboriginal or Torres Strait Island descent.

Experience

Managers and leaders averaged:

- 7.5 years experience in the ATOD field,
- 4 years experience as an ATOD manager or leader, and,
- 6 years with their current employer.

Workers averaged:

- 4.5 years experience in the ATOD field, and,
- 4.5 years with their current employer.

Employment profile

- Almost half (49%) of individuals were employed in permanent positions, and similar proportions (47%) were employed in fixed term employment contracts. A small proportion (4%) were employed on a casual or temporary basis.
- Nearly two thirds (63%) were employed full time, while the remainder (37%) were employed part time.

A third (34%) of ATOD funded workers held ATOD qualifications and a very small proportion (3%) had an ATOD skill set.

Qualifications

- Nearly all survey respondents (95%) had a certificate IV or higher, the vast majority (86%) had a diploma or higher and just over half (56%) had a degree or higher.
- Similarly, nearly all (94%) ATOD-funded staff had a certificate IV or higher, nearly all (94%) had a diploma or higher and two thirds (66%) held a degree or higher.

Qualifications of the ATOD workforce 2014

Highest qualification level*	All survey respondents	ATOD funded workers	Managers and team leaders
Certificate IV or higher	95%	99%	94%
Diploma or higher	86%	94%	94%
Degree or higher	56%	66%	52%

*These qualifications could be from any discipline/area, not just ATOD specific qualifications.



- A third (34%) of ATOD funded workers held ATOD qualifications and a very small proportion (3%) had an ATOD skill set.
- The most common types of positions held by ATOD funded staff were: Case Manager (18%), Social Worker (12%), Support Worker (11%), Outreach Worker (8%), Counsellor (8%) and Community Educator/Health Promotion worker (8%).

Our organisations

There are 12 organisations funded to deliver ATOD services in Tasmania.

Our organisations

Organisation profile

- ATOD services are provided by a variety of large, medium and small organisations. Not all of those organisations are specifically funded to deliver ATOD services. The size of an organisation can determine the extent of in-house support that ATOD workers can access, as well as career pathways and professional development opportunities.
- There were five large organisations (consisting of a 100 or more total people), 14 medium sized organisations and two small organisations (less than five total workers) that employed ATOD workers in Tasmania. Of a total of 21 organisations, 12 were funded specifically to provide ATOD services and the remaining nine provided ATOD services within the context of generalist (e.g. health, welfare, education) service provision.

- On average, there were seven full time staff per organisation providing ATOD services.
- Around half (55%) of organisations have less than 20 FTE staff.
- Around half (52%) of organisations are delivering services state-wide.
- One quarter of survey respondents have state-wide responsibilities.
- Around half (52%) of ATOD organisations have volunteers.
- Around half (54%) of workers work in an ATOD program in an organisation which provides other services (for example: health, welfare and education services) alongside ATOD programs.

Wages and conditions

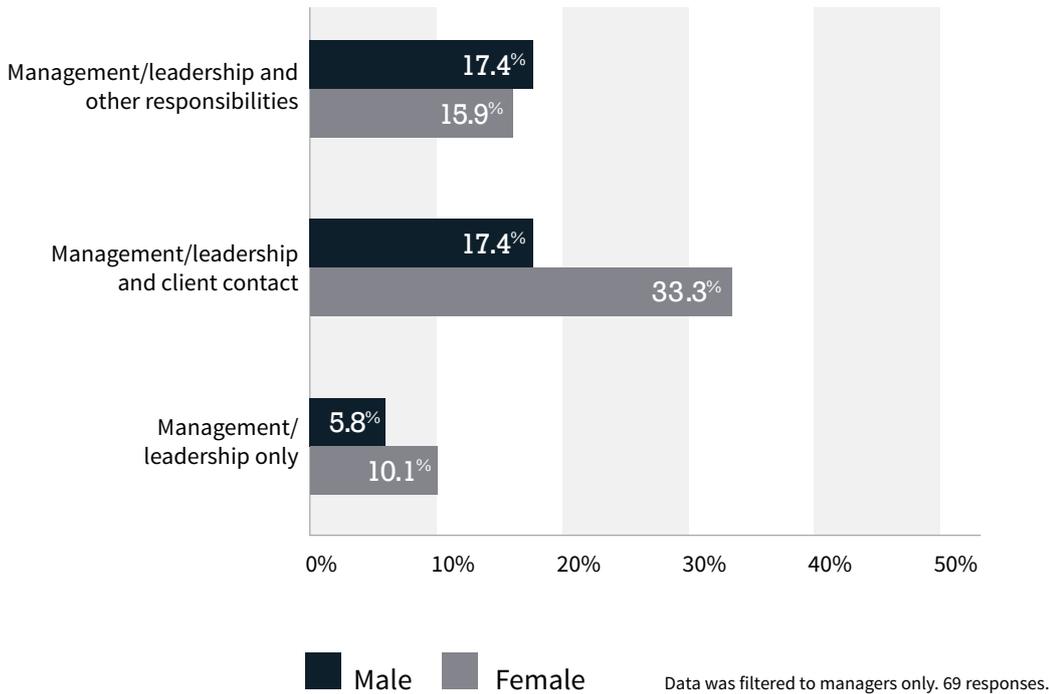
- Around three quarters (72-75%) of all respondents were employed at levels 4 – 6 under the Social Community Home Care and Disability Services Award.
- Over a third (42%) of individuals received above award wages.
- Nearly all (96%) of individuals had access to Fringe Benefits Tax exemption or salary packaging, with the majority (89%) electing to opt-in.
- Flexible work hours was available to almost three quarters (72%) of respondents with the majority (62%) utilising this option.



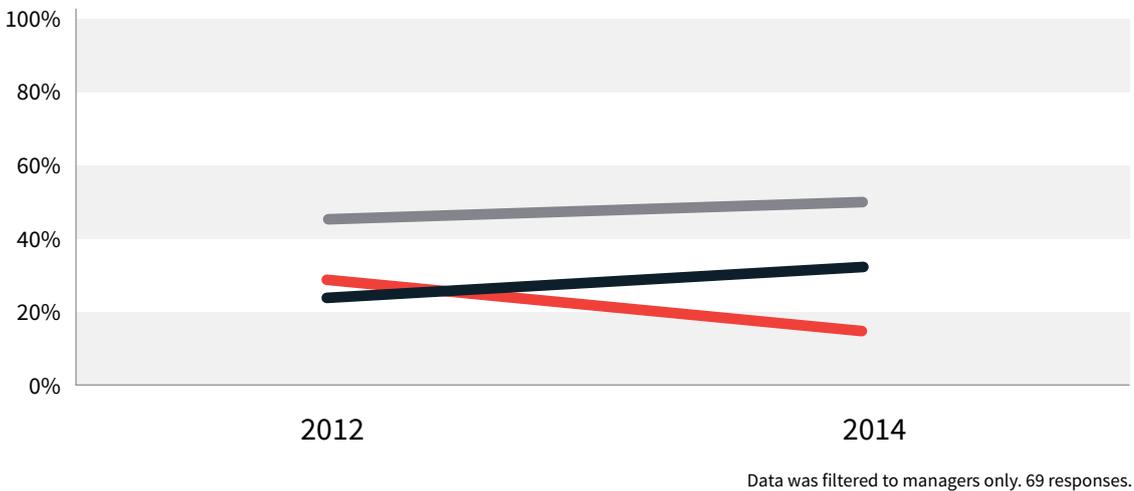
Roles of managers

- The majority (84%) of managers had client contact or other responsibilities in addition to their management or leadership roles.
- Around a third (31%) of all individuals surveyed had some staff management or leadership responsibilities.

Management roles in organisations



Management roles in organisations 2012 and 2014



Management/leadership only

Management/leadership and client contact

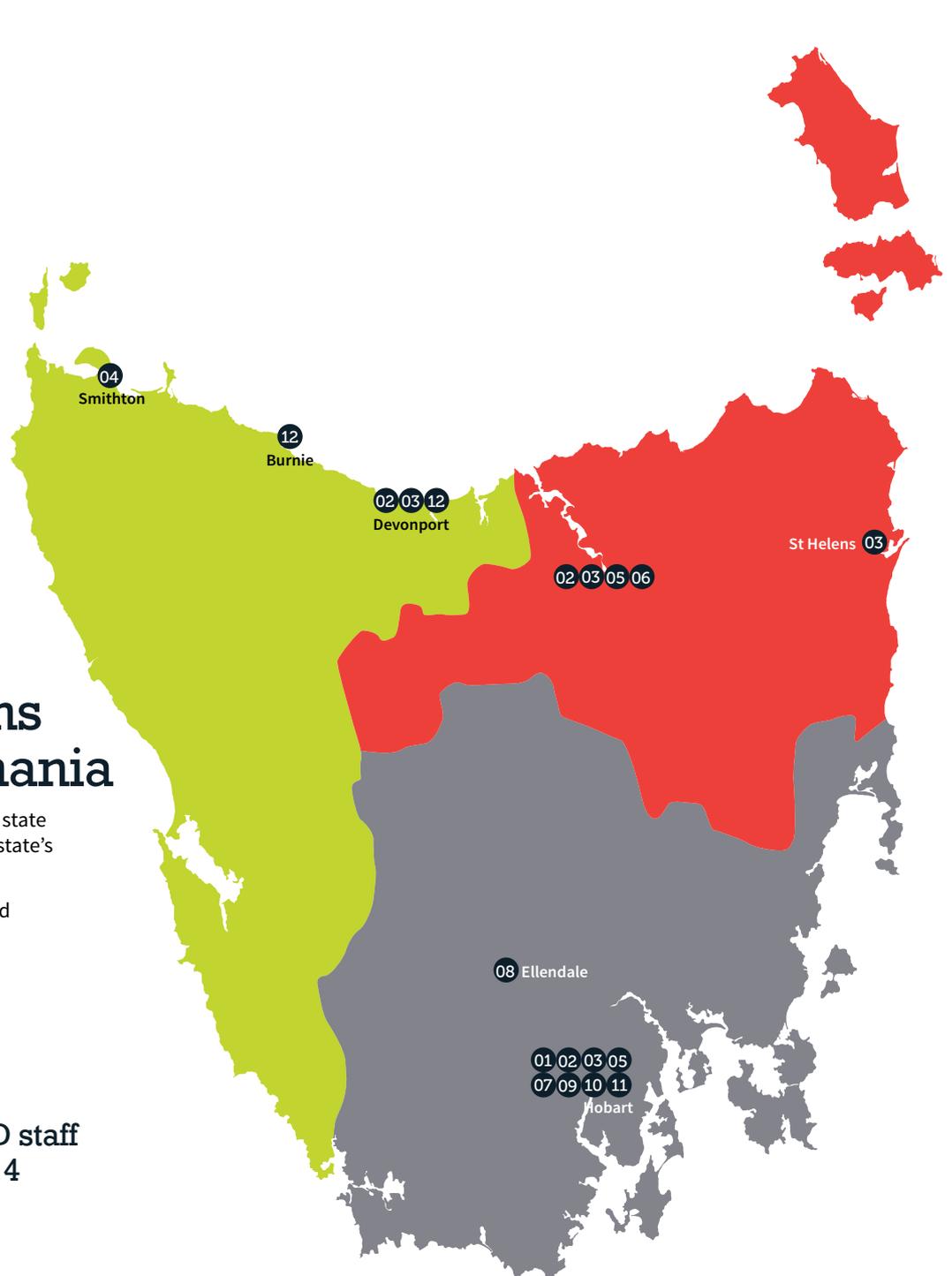
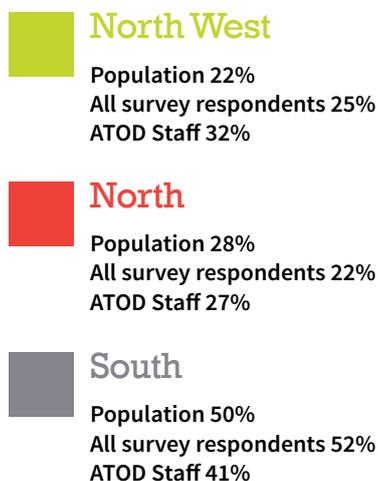
Management/leadership and other responsibilities

The majority (84%) of managers had client contact or other responsibilities in addition to their management or leadership roles.

Staff and organisations across Tasmania

- The spread of staff around the state is roughly proportional to the state's population.
- Most organisations are situated in metro areas around Hobart, Launceston and Devonport.

Distribution of ATOD staff across Tasmania 2014



01 ATDC Inc.	07 Holyoake Tas Inc.
02 Advocacy Tasmania	08 Pathways Tasmania Inc. Live Free Tassie
03 Anglicare Tasmania	09 Quit Tasmania
04 Circular Head Aboriginal Corporation	10 The Link
05 Drug Education Network	11 Salvation Army
06 Launceston City Mission	12 Youth Family and Community Connections Inc.

Professional development

The vast majority (83%) of ATOD workers worked in an organisation that had a formal staff development system in place.

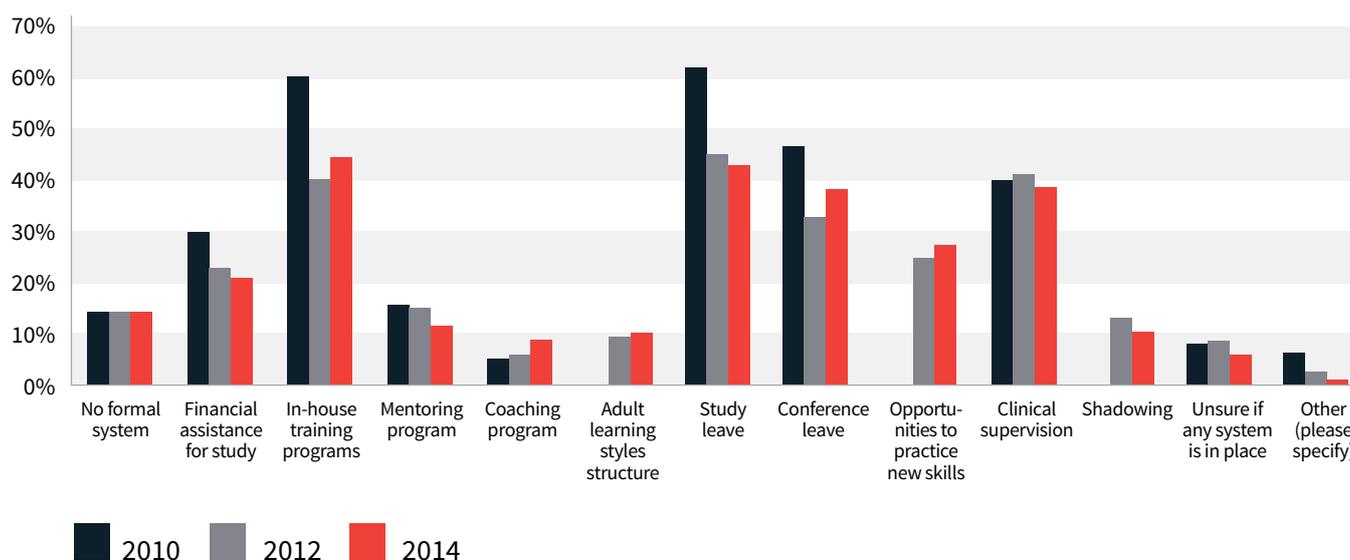
Professional development

Current practice

- ATOD organisations and staff are committed to professional development and training, evidenced by widespread investment in formal systems to develop staff competencies.
- In 2014 the main types of staff development systems in place included: study leave, in-house training programs, clinical supervision, conference leave, opportunities to practice new skills and financial assistance for study. These four development systems have consistently been nominated across the three ATOD Workforce Surveys, conducted in 2010, 2012 and 2014, as the most used in the ATOD workforce.
- ATOD workers were allocated, on average, eight professional development days per year.
- Almost a fifth (17%) of ATOD funded workers were currently studying an ATOD skill set or ATOD qualification.
- A small proportion of ATOD workers (14%) were members of a professional organisation. The most common membership types were with the Australian Association of Social Workers, the Australian Psychological Society and Australian Counselling Association.
- Three quarters (78%) of organisations had formal workplace systems in place to enhance the effectiveness of the transfer of learning to the workplace. Types of systems included:
 - Professional development plans (56%),
 - Supervisor support to implement training (44%),
 - Opportunities to practice new skills (39%), and,
 - Goal setting (39%).

ATOD organisations and staff are committed to professional development and training, evidenced by widespread investment in formal systems to develop staff competencies.

Staff development systems 2010, 2012 and 2014



Data in the figure is reported in proportions only. In 2014 there were 186 responses, in 2012 there were 157 responses and in 2010, there were 141 responses.

Clinical supervision

Of the respondents that identified that clinical supervision was relevant to their role:

- The vast majority (89%) stated that their organisation facilitated/provided for clinical supervision.
- Less than half (43%) had clinical supervision provided by their own organisation.
- Around half (52%) had clinical supervision provided externally.
- Two thirds (66%) had clinical supervision provided at least monthly.
- Three quarters (75%) stated that the supervision that they received was adequate.

The vast majority (89%) stated that their organisation facilitated/provided for clinical supervision.



Attitudes to learning

- ATOD workers embraced the idea of continual improvement in their practice.
 - Access to further learning and development was important to the vast majority (93%) of staff.
 - Nearly all (98%) staff identified that their highest qualification prepared them for their current role.
 - A third (34%) of ATOD funded workers held ATOD specialist qualifications and a further 3% had an ATOD skill set.
 - Two thirds (65%) of all staff considered that they needed further learning and development to perform their current duties.
 - The majority (80%) of all staff considered they needed further learning and development to improve their career development opportunities.
 - A third (36%) of all staff would like to undertake further professional development to enhance their leadership skills and knowledge.
- Three quarters (75%) of all survey respondents stated that it was important to them that the training they undertook was a nationally recognised qualification (for example a degree or diploma).
 - Respondents identified financial barriers to professional development as inhibiting access to training. These barriers consisted of: the cost of participation (n= 98), the difficulty of releasing staff (n=53), the length of accredited qualifications (n= 50), availability of suitable backfill (n = 49) and the cost of travel and accommodation (n= 47).

Training priorities and interests identified by all survey respondents

- Outcome based frameworks,
- Promotion, prevention and early intervention,
- Collection, interpretation and presentation of data,
- ATOD and mental health comorbidity and multiple morbidities,
- Building and formalising partnerships,
- Applying research and evidence,
- Managing change,
- Trauma and ATOD use, and,
- Leadership skills and knowledge.



Recruitment and retention

The vast majority (85%) of survey respondents stated that their work in the ATOD sector had met their expectations.

Recruitment and retention

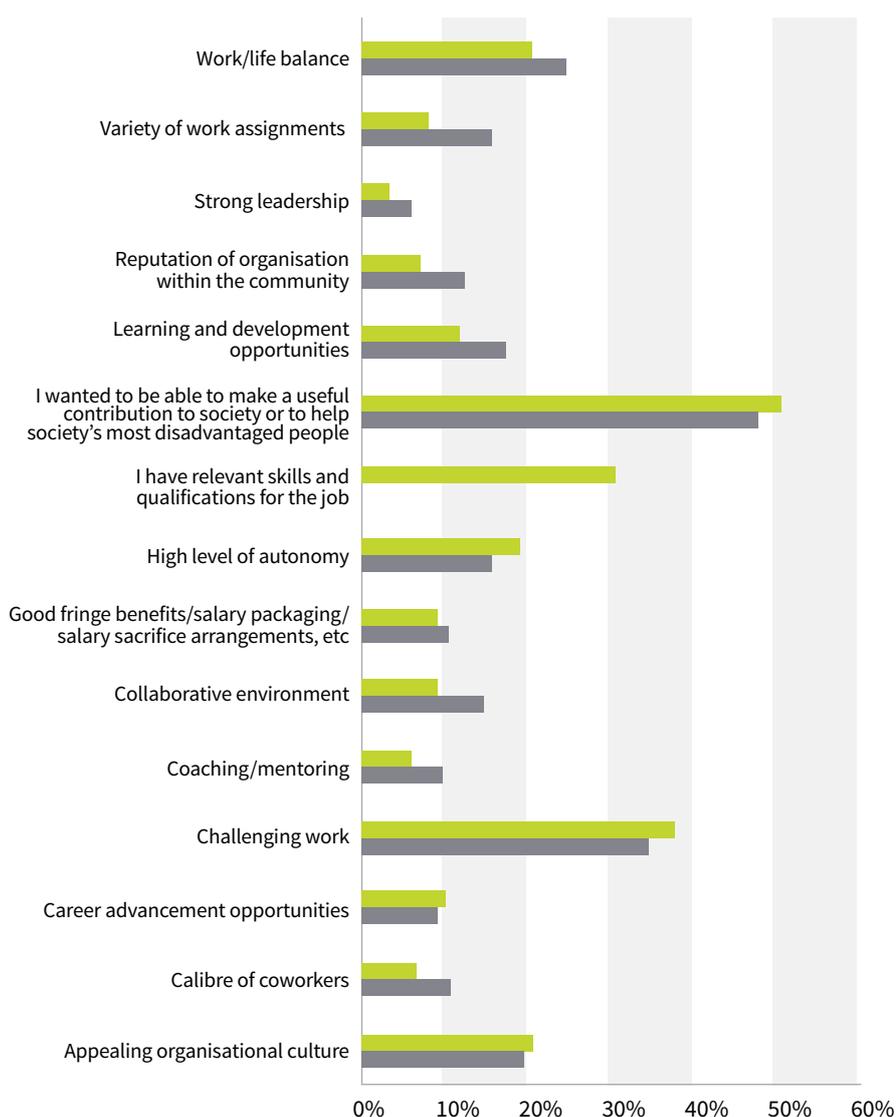
Fixed term contracts and uncertainty

- Just under half (47%) of all respondents were employed subject to fixed term contracts.
- The contracts of under half (40%) of all respondents were subject to the duration of funding. It was identified that this, in turn, would impact on retention during the next two years.

Turnover

- Over half (58%) of the organisations recruited ATOD staff in the previous 12 months with all vacancies filled within three months.
- ATOD vacancies averaged 1.4 per organisation over the previous 12 months.
- Only a very small proportion (5%) of organisations identified an insufficient number of qualified applicants as being a barrier to recruitment of ATOD workers.
- Around three quarters (78%) of organisations did not consider ATOD staff turnover to be problematic

Factors that attracted individuals to ATOD work in 2012 and 2014



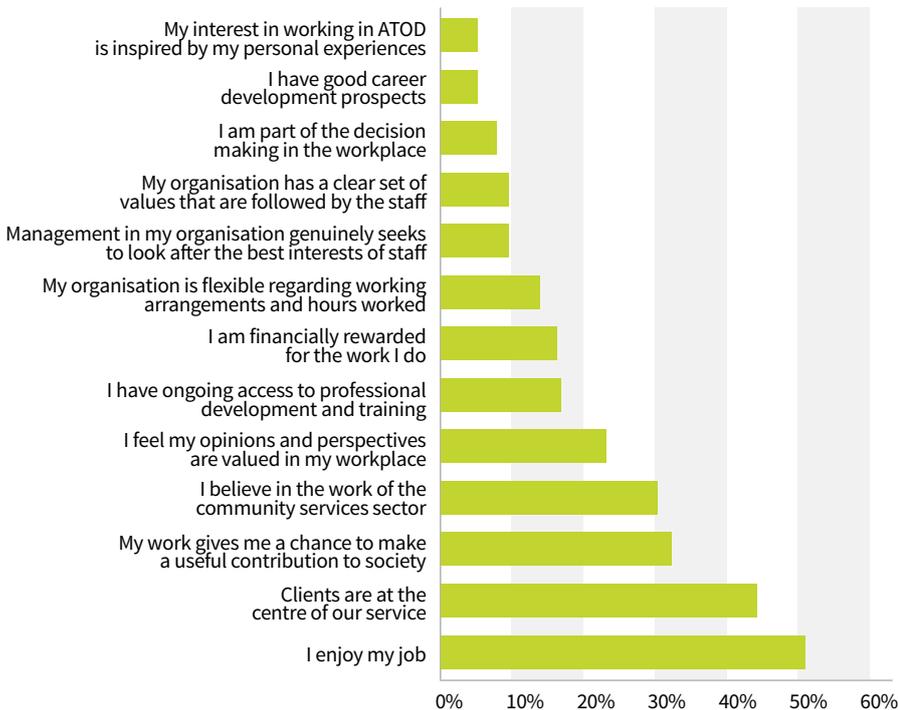
Factors that attract people to ATOD work

- A little over half (51%) of all respondents were attracted to the sector by 'a wish to make a useful contribution to society or to help society's most disadvantaged people'.
- The top four reasons that individuals are attracted to their work remained stable between 2012 and 2014.
- Staff also were attracted to the challenging nature of ATOD work and aspects of the ATOD workplace such as organisational culture and the ability to strike a work/life balance.

2014
2012

In 2014 (n=192) this was asked of all who completed the individual survey, in 2012 (n=131) it was asked only of those who identified that they do not manage staff.

Factors affecting the decision to stay with current employer in 2014

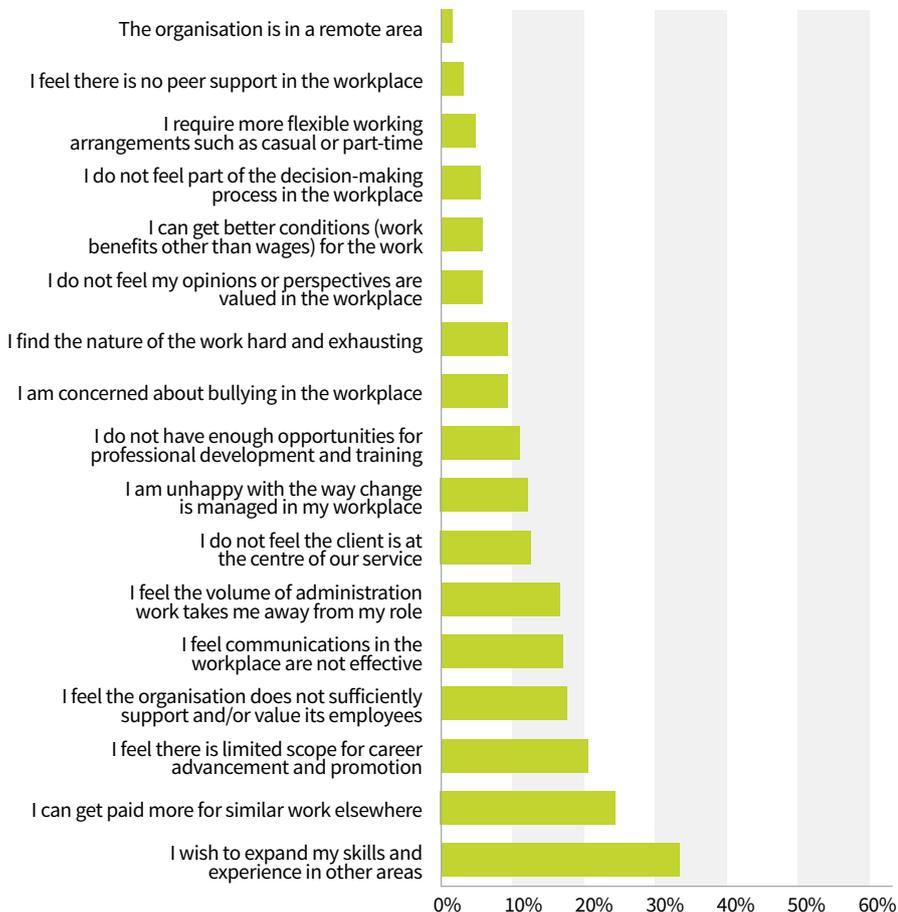


Reasons to stay

- About half (51%) of all respondents identified enjoyment of their job as a reason to stay.
- A belief that the clients are at the centre of the service (44%), that their work gives them the chance to make a useful contribution to society (32%) and a belief in the work of the community sector (30%), were the other main factors that were most likely to influence staff retention.

All survey respondents were able to answer this question, 190 responses.

Factors that could affect the decision to leave a current job



Reasons to leave

- One third (34%) of individuals would leave their job in order to expand their skills and experience in other areas and a quarter (24%) would leave their job for better pay.
- Around a fifth (22%) of individuals cited limited scope for advancement and promotion as a reason to leave, with just under a fifth identifying a lack of organisational support (18%) and poor communication in the workplace (18%) as reasons to leave.

All survey respondents were able to answer this question, 157 responses.

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