

Appendix VII – Review of the literature

Literature Review for the Non-government Disability Workforce Analysis Project

1. Purpose

The purpose of the literature review is:

1. To discuss what research has been done **focussing on this workforce** in the past. This is primarily to determine if any baseline data exists against which the data produced by this project can be compared.
2. To discover what research has been done with the **Victorian government workforce**, with a view to using the outcomes of those surveys to guide questionnaire design. This is primarily to produce data that can enable government/non-government comparisons to be made as part of any future work undertaken.
3. To undertake general research into qualitative and quantitative research techniques utilised with this or similar workforces. These will guide our research methodology within the confines of budget and agreed project plan.
4. To draw together other relevant literature that relates to this workforce and its issues.

This literature review has been undertaken to support and inform the Non-Government Disability Workforce Analysis Project, Victoria 2002. This review draws together research, reports, published and unpublished papers and information from the Internet that has relevance to the project.

The purpose of the literature review is to provide the research project with relevant literature so that:

- we can see gaps in current knowledge
- work-to-date is not repeated
- the work of this project rests on existing knowledge, ideas and best practice
- there is an intellectual context for the work of the project
- opposing views or conflicting data can be considered
- there is a broader perspective for the work of the project.

The literature review has not been undertaken as an exhaustive review on the topic and should be seen clearly in terms of the parameters of the project which it is to inform.

Whilst the focus is on the non-government sector, information or models which may have relevance and which derive from government have been included. Specifically, we have included, and sequenced, information on:

- characteristics of the workforce itself
- workforce development; including skills analyses, induction, training and other developmental methods

- human resource issues, including selection and recruitment, retention, remuneration, staff satisfaction
- quality systems and benchmarks which may have an impact on the workforce
- trends which have implications for the workforce.

The literature is drawn from Australia primarily, however some overseas citations are included because of their relevance.

The Victorian NGO Disability Workforce

Title: Non-Government Disability Training Unit – Supervisor and Management Training Needs Analysis Report (no date on document – probably 1995)

This report focuses on the outcomes of a training needs analysis undertaken by the NDTU of managers in the non-government disability sector in Victoria. As part of the project a workforce profile was established. 405 managers in 157 agencies received surveys and 341 responses were received. The survey was distributed to agencies who were asked to distribute copies internally.

The 157 agencies were those on the NDTU database. The report collected data on numbers, gender breakdown, educational background, management qualifications held and membership of professional management groups.

Title: Non-Government Disability Training Unit – Induction and Orientation Training – a strategy for the non-government disability sector

This 1995 report was based on a TNA about induction and orientation training needs.

Outcomes of the project include:

- There are estimated to be up to 3000 new workers in the non-government disability sector in Victoria annually
- Of these 3000 new workers, it is estimated that on an annual basis:
 - 90% or 2700 will need orientation to the agency and their specific jobs
 - 50% or 1500 will also need induction to working in the disability sector
 - 10% or up to 300 new workers annually are estimated to have less than Year 12 level formal education and no previous experience in the disability sector
- Of the estimated 3000 new workers annually:
 - 83% are part time or casual
 - 64% are Melbourne based
 - 79% are women
 - 32% have Year 12 or less as their highest education level achieved
 - 52% have less than 12 months experience in the disability sector.

Title: DisAbility Accommodation Services Workforce Plan Project – Research Report and DHS April 2001

The purpose of the Research Report was to present an analysis of the current and projected workforce challenges in order to encourage discussion across the service about the focus and direction of a Workforce Plan.

The key outcomes of the report are best expressed in the following table taken from the Executive Summary.

Profile	Analysis	Impact/risks
Growth in total staff	<ul style="list-style-type: none"> • DAS makes up approximately 40% of the total DHS workforce. • Since 1993, the number of staff in DAS has grown by 576 to now total of 3731 FTE. • Average of 727 new recruits each year. 	<ul style="list-style-type: none"> • Increasing demand for new staff across sector. • Competitive employment market. • Regions have difficulty attracting staff. • DAS will not be able to compete unless it is proactive.
Gender Profile	<ul style="list-style-type: none"> • Over 68% of the workforce is female. This ratio has remained constant over the past 7 years. 	<ul style="list-style-type: none"> • Inability to attract make staff to direct care role. • Staff gender profile not representative of resident profile.
Age Profile	<ul style="list-style-type: none"> • Ageing workforce • Percentage of staff aged over 40 has increased from 29% in 1993 to 49% in 2001. • 21% of staff aged over 50. 	<ul style="list-style-type: none"> • Significant loss of knowledge and experience projected over time • Need to ensure a balance of mature age and young recruits
Service Length	<ul style="list-style-type: none"> • 12% of the workforce has less than one-years services. • Almost 50% of staff have between 6 – 15 years service. 	<ul style="list-style-type: none"> • High volume recruitment of casual, base-grade staff. • High proportion of new staff require significant support and resources. • New staff at high risk of injury.
Reduction in full time employment	<ul style="list-style-type: none"> • In 1993 the majority of DAS staff worked on a full-time basis. • Steady decline in the level of full-time. employment since 1993 • Majority of SAD staff now work on a part time and casual basis. 	<ul style="list-style-type: none"> • Service flexibility requiring a higher staff ratio. • Increasingly difficult to foster relationships with residents, families and peers. • Increasing need for better communication, management and peer support.

Profile	Analysis	Impact/risks
Reduction in fixed term employment	<ul style="list-style-type: none"> • Increase in the percentage of ongoing employment. • Percentage of casual staff has not reduced. 	<ul style="list-style-type: none"> • Stabilisation on ongoing jobs has not reduced reliance on casual employment.
Decrease in ratio of qualified staff	<ul style="list-style-type: none"> • Steady increase in the ratio of Human Service Workers (HSW's) to the extent that HSW's now make up 35% of the workforce. 	<ul style="list-style-type: none"> • High support needs of inexperienced and unqualified staff (i.e.: orientation, induction, training). • Increasing expectations of qualified staff.
Reduction in ratio of manager of manager/supervisor	<ul style="list-style-type: none"> • While the total number of staff has increased, the overall number of manager/supervisor staff has decreased over the past 7 years. 	<ul style="list-style-type: none"> • Reduced capacity to support staff. • Need for strong management and leadership development.

Other documents and research projects about the government sector workforce but whose outcomes may provide useful comparative data for this project include:

- DisAbility Services Learning and Development Strategy
- Review of Career Structures, Classification, Supervision and Training
- Review of Direct Care Staff Workload
- Development of DHS HR strategy.

In addition the State DisAbility Services Plan provides some data about the whole field.

Qualitative and quantitative research techniques with similar workforces

An internet search for **disability** and **workforce** and **analysis** produces a list of research into members of the broad workforce with a disability. It appears difficult to search for the workforce who work with clients with a disability.

Search for **workforce** and **analysis**

- Produces hundreds of results. Narrowing to **health** produces
 - (i) **Centre for Health Workforce Studies** at the State University of New York at Albany.
 - Interesting site with lots of collated results of surveys into various components of health workforce (eg rural nurses, podiatrists etc) across the USA. May be worth noting for any later benchmarking work.

(ii) **Productive Workforce survey**

www.thap.net/downloads/public-private-survey.pdf

- This US survey focussed on analysing similarities and differences between public and private health care agencies in relation to recruitment, selection, absenteeism and turnover.

Interestingly, turnover is mentioned as an “increasing critical issue and employers are trying to reduce the impact of this, particularly in the private sector. The most effective, though not frequently used programs, are increased compensation and/or bonus and enhanced opportunities for promotion and growth.”

(iii) **American Public Human Services Association - Report from the Child Welfare Workforce Survey May 2001**

www.aphsa.org/cwwcsurvey.pdf

- This survey was undertaken in late 2000 across public and private child welfare agencies in the USA. The purpose is described as . . . “to gather data about widely acknowledged workforce problems in many public and private child welfare agencies across the country”.

The survey collected information on salaries, qualifications, training and career ladders, caseloads and supervisory rates as well as vacancies and staff turnover.

This survey has been helpful in stressing the importance of defining terms such as “preventable turnover” and differentiating that turnover from retirement, parenting, spouse job moves etc.

The report of the survey responses raises many issues in relation to turnover and strategies for reducing turnover. This approach will prove helpful in devising questions for focus groups.

(iv) Allied Health Taskforce Workforce Issues - Newsletter No 2 January 2002

www.alliedhealth.health.wa.gov.au/documents/

- This is a newsletter focussing on a current workforce analysis project in Western Australia. As its completion date is in June 2002 it may offer some benchmarks for this project also.

(v) ANGOSA Workforce Planning and Skills Audit – Isolated Workers Study – Draft Final Report November 2001

- This was a relatively small survey of ten agencies focussing on issues of employment, skill requirements and support requirements of isolated workers. In general outcomes indicated that remote workers had the same qualification requirements and the same access to options as their city/regional counterparts.

Other Relevant Literature

Author: Sparks, Bruce et. al.

Title: **Service provision to older adults with developmental disabilities: a survey of service providers.**

Source: Canadian Journal on Aging / Revue Canadienne du Vieillissement 19: 210 –22. No. 2 Summer 2000

This article focuses on the needs, specific types of information and support required, service delivery policy and training / educational programs for this Canadian workforce. 75 questionnaires were distributed to 38 agencies involved in the support of older adults with and without disabilities; survey respondents were chosen from the Metropolitan Toronto Directory of Community Services (1997).

Author: ABS

Title: **Disability, Ageing and Carers (Survey of)**

Publishing Details: Australian Bureau of Statistics, 2002.
1301.0 2002. <http://www.abs.gov.au/ausstats/abs>

This survey collected data on 3 population groups: people aged 60 and over, people with disabilities and their carers. The survey claims to be the “major source of national statistics on carers and primary carers: numbers and characteristics of carers, care relationships, activities for which informal care is provided, and, for primary carers, support available and required, and the effects of the caring role on their lives”. The purpose of the survey is to allow government departments and community groups to plan and develop relevant policies.

Author: Hewitt, Amy

Title: **The crisis in the direct support professional workforce – finding, keeping and training DSPs.**

Source: Exceptional Parent Vol. 31, No. 8 Aug. 2001 p. 12 – 16.

This article discusses issues about Direct Support Professionals (DSP), the people who provide services to individuals with disabilities. It includes information of DSPs, challenges associated with recruitment, problems with retention and ways to deal with challenges.

Author: Department of Education Science and Training

Title: **The Nursing Workforce – 2010**

Source: www.detya.gov.au/highered/nursing/pubs/nursing_workforce

This article looks at trends and factors that impact on the supply and demand of nurses in Australia. It includes data on employment trends from the mid 1980's on. It includes statistics of aged and disabled carers in Australia 1987-2001. The article claims that since 1987 the aged and disabled persons carers workforce has quadrupled.

Author: Dempsey, Ian and Arthur, Michael

Title: **Support staff in a sample of Australian community-based services for people with a disability: career intentions, personal characteristics and professional development.**

Source: Journal of Intellectual & Developmental Disability Vol 27 No. 3 (2002) p. 201-214

This very recent article asserts that very little is known about the characteristics of this workforce. The study reports on the characteristics, career intentions and professional development needs of staff working in NSW with a range of service sin the disability field. Gender differences were reported on specific variables, such as career intentions. Issues with methods of data collection are discussed. The article concludes that further research which compares government and non-government services in terms of wages, professional development opportunities and working conditions and that substantial differences should be considered for their effect on staff morale, needs and aspirations.

Author: Baker, D. and Feil, E.

Title: **A self-evaluation by agencies providing residential support regarding capacity to support persons with disabilities and challenging behaviours.**

Source: International Journal of Disability, Development and Education. Vol 47, (2000) p. 171-181.

Authors: Ford, J and Honnor, J.

Title: **Job satisfaction of community residential staff serving individuals with severe intellectual disabilities.**

Source: Journal of Intellectual and Developmental Disability Vol. 25 (2000) p. 343 – 362.

Author: Hatton, C. et al.

Title: **Factors associated with staff stress and work satisfaction in services for people with intellectual disability.**

Source: Journal of Intellectual Disability Research Vol. 43 (1999) p. 253 – 267.

Author: Hatton, C. et al.

Title: **Organisational culture and staff outcomes in services for people with intellectual disabilities.**

Source: Journal of Intellectual Disability Research Vol. 43 (1999) p. 206-218.

Author: Mitchell, D. and Braddock, D.

Title: **Compensation and turn-over of direct-care staff in developmental disabilities residential facilities in the United States.**

Source: Mental Retardation Vol 13 (1994) p. 34-42.

Author: Rose, J.

Title: **Stress and residential staff who work with people who have an intellectual disability: a factor analytic study.**

Source: Journal of Intellectual Disability Research Vol 43 (1999) p. 268 – 278.

Author: Shaddock, A. J. Hill, M. and van Limbeek, c.

Title: **Factors associated with burnout in workers in residential facilities for people with an intellectual disability.**

Source: Journal of Intellectual and Developmental Disability Vol.23 (1998) p. 309 – 318.

Author: The Resolutions Group / Non-government Disability Training Unit

Title: **Supervisor and training needs analysis report**

Publishing details: Melbourne: Staff Development Branch, Department of Human Services, 1996.

This substantial report provides data from a training-needs analysis of managers and supervisors in the non-government disability provides a workforce profile, reviews the training on offer, and makes recommendations for future activity.