Workforce Management and Planning Strategies

A Guide for NDIS Providers

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Contents

User icon key

Each document in the NDIS Workforce Capability Framework suite of resources uses one or more icons to show the intended user or users.

Icon	Key
	NDIS participants
	Workers
	Supervisors and frontline managers
	Senior managers and leaders
	NDIS providers

Introduction

Purpose of this guide

The NDIS Commission has developed an interactive workforce management and planning tool, available as a downloadable Excel file. The purpose of the tool is to support NDIS providers to analyse their workforce needs, review current workforce characteristics, identify workforce priorities, and develop a workforce plan. The tool also provides links to possible strategies to address different workforce management and planning priorities. The strategies are intended as prompts you can use to create or modify your own, suited to your organisation's needs and circumstances. To access the tool, go to www.workforcecapability.ndiscommission.gov.au and you can find further information on using the workforce management and planning tool in the FAQ document.

The workforce management and planning tool is one of a suite of resources developed to support NDIS providers to use the NDIS Workforce Capability Framework (the Framework). The strategies include links to related resources. You can access all Framework tools and resources from the Framework website.

How to use this guide

- This document presents the strategies outlined in the workforce management and planning tool, organised under the same strategy priority areas.

- You can use this document in two ways:

- A handy quick reference for identifying relevant strategies to build into your workforce plan when using the Excel Workforce Management and Planning tool: You may prefer to read the strategies in this format rather than opening each separate tab in the tool. When you have made your choice, you can go to the Priorities and Strategies section in Part C of the tool and select the strategies link to enter each of your chosen strategies in the relevant tab. This information will appear in your completed workforce plan when you select 'Your Plan'.

- **A useful checklist if your organisation already has established workforce management and planning processes**: If you already have established processes in place for your workforce management and planning needs and have a workforce plan in place reviewing the possible strategies may identify other ideas you may wish to incorporate in your plan.

Strategies: Workforce composition

Disability supports and services are human-centred. Having the right number and mix of workers to meet the needs of your NDIS participants is critical.

If you have identified **workforce composition** as a priority for action, consider the strategies below. In addition, it may be useful to consider strategies for attraction, recruitment, and retention as these influence workforce size and composition.

1. **Improve alignment between NDIS participant needs and mix of role types:** How well does the current mix of roles allow your organisation to meet service delivery goals now and into the future? What does your business plan tell you and what do you know about the needs of the participants you support and how they may change? For example, if you are planning to increase delivery of more complex supports, will you have the skilled workers and supervisors needed to support this plan? If the goals and aspirations or disability and health support needs change for participants will you be able to provide the support they need? If rostering is an issue, do you need to consider either systems and/or staffing to address this?

   A strategy could be to revise your current organisation structure or your role descriptions to better align with current and emerging needs. You can use the Position Description Tool to review the way you describe job roles.

2. **Job design and career pathways:** How closely do the jobs you offer match the interests of people you aim to attract? What feedback do you have from employees who resign about their reasons for leaving? Are you seeking staff feedback about why they like their role, why they like working for your organisation, what they value, and what the benefits are of working with people with disability? Some strategies to consider are:

   - Recast roles to include more variety, ensuring workers have the skills to enable them to perform different duties, and providing opportunities for development of new skills.

   - If you are not able to offer career paths within your own organisation, you could promote the value of working in your organisation as a springboard to the next step in an employee's working life.

   - Target health or allied health students to work in general support roles, highlighting the benefits of gaining practical experience in working in a rewarding sector. If you do take on students, consider how you allocate work to provide them with a rewarding and useful experience to support their professional interests and learning. This may also lead to retaining skilled workers in the sector.

3. **Improve alignment between NDIS participant needs and preferences and workforce characteristics:** What do you know about the preferences of the participants' you support? For example, do you know whether they prefer to be supported by workers who share their values, their interests, their culture, their gender identity?

   A strategy is to talk with participants about their preferences and design recruitment processes that target workers with these characteristics. For example, this could mean promoting opportunities for peer workers with lived experience of disability, people from different cultural backgrounds, people from the LGBTIQA+ community and more. Review the way you target your advertising and recruitment processes to attract a more aligned workforce.

You can use the [Position Description Tool](#) to review the way you describe job roles. You will also find practical suggestions about how to use capabilities to underpin recruitment and selection of workers in the [Recruitment and Selection Resources](#).

4. **Establish links to potential labour pools:** Consider the characteristics of the workers you need. For example, you may want to recruit younger workers, workers with a particular interest or skill set to meet the needs and interests of NDIS participants.

   A strategy is to identify how to connect to potential recruits such as establishing links with local education providers, setting up a volunteer program, connecting with local community groups, offering student placements and work experience, or targeting specific cohorts such as parents returning to work or workers with experience in other service industries.

5. **Review the balance of employment arrangements:** Is a high proportion of casuals with short employment tenure contributing to lack of continuity of support to participants and lack of engagement for workers?

   A strategy is to shift the balance of casual to permanent employment arrangements to increase workforce stability and improve employee engagement with your organisation.

Strategies: Attraction

The Efficient and effective processes and practices for attracting and retaining workers are essential to ensure you have the right workforce size and composition to deliver high-quality services.

If you have identified **attraction** as a priority for action, consider the strategies below. It may also consider strategies suggested for workforce composition, recruitment and retention as these may influence worker attraction.

1. **Employee value proposition (EVP):** What attracts people to work for your organisation? What are the unique aspects of value that your organisation offers to existing and potential workers? How well are you communicating this value to current and prospective employees? Does the reality of working in your organisation match your EVP promise?

    A strategy to consider is whether what you offer in relation to leadership and culture, job purpose and satisfaction, learning and development, work environment and flexibility, and benefits is compelling for the people you want to attract and retain, and how well you communicate this. The supervision resources provide guidance on taking a collaborative approach to supervision that supports your employee value proposition. Use the Supervision and Support Relationship: A Guide for Supervisors and Workers for advice on how to support worker well-being and build a positive, developmental relationship with each worker.

2. **Attracting the workers you need:** What does your data indicate about whether you are attracting the right workers? For example, are you experiencing high turnover in the first few months of employment, low engagement, poor performance, or attitude? Does this happen across the board or only for one type of role?

    A strategy is to improve initial screening and recruitment assessment processes. Look at how accurately you describe the role, encourage potential workers to do a self-assessment using the Self-Assessment Tool for Potential Workers and review your recruitment practices. You can use the Position Description Tool and the Recruitment and Selection Resources to review the way you describe job roles and manage the recruitment process.

3. **Advertising:** Does your current approach to describing and advertising jobs attract the right people? Look for opportunities to improve your reach into new labour pools. This may include online job-seeking platforms, university student career sites, and local TAFEs/community training centres, referrals by existing workers. You could encourage potential applicants to complete the Self-Assessment Tool for Potential Workers to see if they may be a 'good fit' for disability work.

4. **Matching the reality to the promise:** It is important that the worker's experience matches what they expected based on your advertisement and other information provided to attract them to the job. Your stated organisational values and culture need to be reflected in all aspects of your workforce management, the work requirements need to match the job description, the opportunities, promised support, and any other benefits need to be delivered.

Strategies: Retention

Attracting the workers you need is an essential first step, but retaining them is equally important. High turnover is a waste of resources and is likely to affect your ability to provide safe and high quality supports and services to NDIS participants. If you have identified workforce **retention** as a priority for action, consider the strategies below. In addition, you may consider strategies for workforce attraction and for workforce culture as these will also influence worker retention.

1. **Employee Value Proposition (EVP):** What is attractive to existing employees in working for your organisation? What do you know about what workers want? If you were to ask an employee about the benefits they get working with your organisation, what would you expect to hear? Hours of work, clarity of role, trust in management, opportunities for feedback, debriefing, supervisor and peer support, safety, learning and development, and recognition are some common responses.

   If you do not know what workers want or the issues they have, consider options for regularly checking in with them to collect this information. For example a suggestions box or using an independently run regular climate survey that will allow employees to give you anonymous feedback. If data suggests your organisation is not meeting your workforce's expectations, a strategy is to put systems in place to directly involve workers in finding ways to improve the way organisation and how work is done. Use the Supervision and Support Relationship: A Guide for Supervisors and Workers for advice on how to support worker wellbeing and build a positive, developmental relationship with each worker.

2. **Employment arrangements:** Work instability is not unique to the disability sector but can be a significant deterrent for workers looking for job security and certainty about their work arrangements. It can also have a negative impact on the quality of support where NDIS participants experience a 'revolving door' of inexperienced workers. Consider whether your mix of permanent, contract and casual work is meeting the needs of the organisation, participants, and workers. When reviewing these arrangements, you should also check your responsibilities as an employer to comply with industrial regulations as well as the NDIS Practice Standards.

   A strategy is to adjust the mix of employee employment arrangements to improve job stability and NDIS participant satisfaction with the supports and services they receive.

3. **Onboarding:** Review workforce turnover in the initial 3-6 months of employment to check whether this is an area requiring attention. Common reasons for early departures include:

- A mismatch between expectations set out in advertising material, advice from their supervisor and the actual job

- Workers feel unclear and/or overwhelmed about what is expected of them

- Workers feel unsupported in the first weeks and months of employment.

   Make sure all workers complete the NDIS Commission's Worker Orientation Module - 'Quality, Safety and You' as part of the onboarding process.

4. **Address turnover:** If early turnover is a problem, you could conduct exit interviews, and/or ask exiting employees to respond to a survey to help you understand why they are leaving. Look at how effective your current onboarding practices are. For example:

- Do you use shadow shifts? If so, do the experienced workers you ask to assist have the best skills and attitudes to act as guides? Do they know how to demonstrate and what to explain about the role? You could refer to the [Buddy Shift Tip Sheet](#) in the supervision resources for more information.

- Do your experienced and new workers have an understanding of requirements under the [Framework](#)?

- How do you make sure your new recruits know what they need to know and do? What supervision and support arrangements have you put in place? Do they have easy access to more intensive support until they are confident in their role? Use the [supervision resources](#) to support your review of these aspects.

  A strategy is to establish or improve onboarding practices, including induction, initial on-job training and consistent, positive and responsive supervision. Use the [Supervision and Support Relationship: A Guide for Supervisors and Workers](#) and the [Learning and Capability Development: A Guide for Supervisors](#) in the supervision resources for more detailed guidance on how to do this.

5. **Supervision, coaching and mentoring:** Make sure workers have access to the support they need. All workers need regular positive and constructive feedback on their work, as well as opportunities to reflect on the way they are working. This is especially important at key points in the employment cycle, such as when workers first start in a new role or when workers are responsible for work that is particularly demanding or stressful. Workers doing different types of work and with different levels of experience need different types of mentoring and supervision. Individual workers also vary in the kind of support they find most useful. Do you seek feedback from workers about what would be most helpful?

   A strategy is to collect this information and develop a tailored approach to meet different needs. You will find practical guidance on how to set up the worker-supervisor relationship and provide coaching and support in the [Supervision and Support Relationship: A Guide for Supervisors and Workers](#) and the [Learning and Capability Development: A Guide for Supervisors](#) in the supervision resources.

6. **Staff wellbeing and support:** What do your Work Health and Safety (WHS) data and worker feedback sources tell you about worker wellbeing? Consider the arrangements you have in place to manage work-related risks to staff wellbeing, ensure that workers feel safe and know they are able to access support when they need it.

   A strategy is to train supervisors and frontline management to ensure they can identify early signs of worker burnout, know how to support staff wellbeing, know what resources your organisation offers to support workers affected by WHS issues and discuss these with the worker, and know the formal reporting requirements to action when incidents occur.

7. **Regular monitoring and improvement:** Do you regularly seek feedback from the workers in your organisation? Informal and formal worker pulse checks, independently run climate surveys, and exit interviews are good sources of information about why workers stay and why they leave. If you are not already collecting this information, a strategy is to put in place mechanisms to collect this information on a regular basis.

Strategies: Workplace climate

Your **workplace climate** both influences and reflects the way workers feel about the work they do. If you have identified **workplace climate** as a priority for action, consider the strategies below.

1. **Purpose and vision statements:** Use your statement of purpose and values to actively engage with workers. The NDIS respects and upholds the legal and human rights of people with disability and many workers are inspired to work in the disability sector because this principle aligns with their own personal values and views about equity and recognition. Setting and communicating your organisational values in line with NDIS purpose is an opportunity to engage and inspire your existing and potential workers.

   How do your processes for developing and refreshing values engage and respond to the views of your NDIS participants and workers? A strategy is to refresh and communicate how your organisation's values drive day-to-day practice, involving workers wherever possible. Additionally as leaders, including senior leaders it is important to model and reinforce values in organisational culture and practice to drive a positive workplace climate.

2. **Inclusion:** A sense of belonging is vital to building a positive workplace climate and a safe environment for NDIS participants. Promoting anti-discrimination policies, including zero tolerance of bullying, also fosters a positive workplace. The Diversity Council of Australia provides research and guidance on inclusive policies and initiatives. Create a culture of belonging by actively supporting and celebrating diversity (across age, gender, LGBTIQA+ status, culture, race, and ability) amongst your organisation, workers, and NDIS participants.

3. **Worker engagement:** Low engagement is a common problem in workplaces with high casualisation and off-site working. You can implement pro-active strategies to increase formal and informal points of connection, communication, and relationship-building. Where the realities of work location and schedule limit opportunities for face-to-face meetings, you should consider using phone calls, electronic platforms and texts to provide regular points of connection, between supervisors and workers as well as between peers. It is a good idea to check with workers for ways to connect that they would find useful and accessible. The [Supervision and Support Relationship: A Guide for Supervisors and Workers](#) in the supervision resources provides practical suggestions on how to do this.

4. **Acting on worker feedback:** Ensure opportunities for conversation where workers feel safe, respected, and heard. It is essential to seek, act on, and provide timely communication in response to worker feedback and suggestions, including information gathered from exit interviews with workers leaving your organisation. A strategy is to collect feedback on a regular basis and ensure processes are in place to respond.

5. **Flexibility:** Both workers and participants value scheduling work in a way that suits their own needs and preferences. It is also important to give as much notice as possible about expected times and any changes. There are different ways to achieve this. For example, some organisations give responsibility to local teams to manage adjustments to suit their workers and the NDIS participants they support.

   A strategy is to understand what the needs and preferences of workers and participants are and establish rostering practices to facilitate alignment. In doing this, employers must comply with

industrial regulation concerning working hours and other employment conditions. Visit Fair Work for information on award conditions covering disability workers.

6. **Recognition:** Recognise good work, acknowledge progress, and provide timely feedback. A strategy could be to develop a reward and recognition program to support a motivated and engaged workforce. Genuine acknowledgement of appreciation can be as simple as saying thank you in the moment or sending personalised thank you emails. More elaborate approaches can include profiling 'employees of the month' in meetings or news updates or setting up an employee wall of fame. It is important to acknowledge team effort as well as individual effort. See the Feedback Tip Sheet for suggestions on structuring effective feedback or use the Supervision and Support Relationship: A Guide for Supervisors and Workers in the supervision resources for ideas on how to take a collaborative, capability-based approach to supervision.

7. **Address gaps in supervisor and management capabilities:** The Framework provides detailed guidance on the capabilities supervisors and managers need to provide effective support and leadership to workers. The Framework also describes the capabilities business leaders, senior managers and supervisors need to manage a capable workforce. Review this section of the Framework to check whether your organisation has the systems and capabilities needed. If you find gaps, decide on, prioritise strategies, and develop a plan for how to address and implement them.

Strategies: Safety

All employers have a responsibility to provide a safe working environment. If you have identified **safety** as a priority for action, consider the strategies below.

1. **Identifying your risks:** Review incident reports to understand your organisation's history of incidents and near misses on a regular basis, identify your priorities and address risks.

2. **Training on common hazards:** Establish a system to ensure workers know how to identify and manage common hazards and risks, providing regular opportunities to check and refresh knowledge.

3. **Supporting WHS in participants' homes:** Many workers deliver support to participants in their own home. This means that workers need support to discuss and manage hazards with NDIS participants in ways that respect that they are working in a person's home and that keep both themselves and the participant safe. Consider how your organisation supports the safety of workers who are delivering supports in home or community settings.

4. **Training about infection prevention and control:** Establish processes and training, including refresher training to ensure workers understand what they need to do to make sure they are protecting themselves and the people they support from infectious diseases.

5. **Be alert to worker burnout:** Your supervisors should know how to identify early warning signs of worker stress and burnout. Establish a strategy to identify and address worker burnout. For example, reviewing supervisor training, providing and promoting access to an Employee Assistance Program (EAP), providing timely access to supervision and support. Safe Work Australia has information for employers about WHS obligations. You should also check with your relevant state or territory authority for further guidance. Use the Supervision and Support Relationship: A Guide for Supervisors and Workers for advice on how to support worker well-being and build a positive, developmental relationship with each worker.

Strategies: Recruitment

If **recruitment** is a priority for action, consider the strategies below. In addition, you may find it useful to consider strategies for workforce composition, attraction, and retention of workers as these also impact on workforce attraction.

1. **Reaching the right people:** If your current approach to describing and advertising jobs is not attracting the right people and/or to stay once employed, you may need to review it. The [Position Description Tool](#) and [Recruitment and Selection Resources](#) provide useful information to support you to do this. You could encourage applicants to complete the NDIS Commission's [Self-Assessment Tool for Potential Workers](#) to check whether they may be a good fit for disability work. You could also encourage applicants to review the [Career Options Guide](#) to get an idea of the different roles and opportunities this work can unlock.

2. **Advertising strategy:** Consider where you are advertising roles and what opportunities exist to reach new labour markets. This may include online job seeking platforms, university student career sites, local TAFEs/community training centres, and referrals by existing workers. If your current staff are positive about you as an employer, you could also ask staff to promote roles through their own networks. You will find further guidance on developing job ads in the [Position Description Tool](#) and the [Recruitment and Selection Resources](#).

3. **Recruitment process:** If you are attracting sufficient applicants with relevant expertise and training but experience high turnover once they are engaged, there could be several explanations, including, for example, poor match between the job or the benefits you advertised and the reality, insufficient support on the job, etc. Another possible explanation is that your recruitment and selection process may not be 'fit for purpose', resulting in selection of candidates who are not a good fit for the job. Use the [Recruitment and Selection Resources](#) to help you develop a process that will target the key requirements and capabilities for work in the NDIS.

4. **Feedback:** Ask candidates for feedback on the application and recruitment process. For example, did they find the process simple and engaging? What could be improved? Ensure you have a process to act on this feedback in timely ways. See the [Recruitment and Selection Resources](#) for further information.

Strategies: Training

Training workers can be a useful strategy to equip them with the capabilities to address gaps and maintain currency and/or take on new types of work. If this is a priority for action, consider the strategies below.

1. **Onboarding:** Onboarding processes can last from a few days to a few weeks. Well-developed onboarding processes give new workers a clear understanding of their roles and responsibilities, with positive supervisory and peer support and plenty of opportunity to ask questions, enabling them to perform effectively with minimal delay. Create an onboarding strategy to provide a welcoming environment for new workers and give them the support and development opportunities they need to feel confident and capable.

2. The NDIS Commission has developed online worker training modules and resources to introduce new workers to some of the basic expectations of the role.

3. You should also make sure new workers are familiar with the core capabilities in the Framework as a guide to the approach they are expected to bring to their role.

4. **Upskilling:** Upskilling existing workers to support them to develop into new roles provides an alternative to recruiting workers with existing skills and experience. Offering internal development pathways is also an important way to motivate workers. Find out what workers are interested in and look for opportunities to align these interests with your workforce requirements. Establish systems to keep track of the capabilities and interests of each worker and use this information when offering development opportunities and assigning work responsibilities. The NDIS Commission's supervision resources provide useful guidance on how to establish and maintain effective and supportive supervision arrangements in the NDIS.

5. **Training and ongoing development**: Use the Framework to confirm that workers demonstrate the expected behaviours and knowledge, and provide ongoing development to address gaps and maintain currency. Develop an organisation-wide training and development strategy and require each worker to include individual development goals in their performance agreement (refer to supervision resources for guidance and templates). Consider how to make use of different development options such as informal learning, intensive supervision or peer support, in-house information sessions and updates, as well as more structured instruction provided by internal or external trainers.

6. **Assess and reinforce new capabilities**: To get the most out of any training, an organisation needs to have systems to reinforce on the job learning and confirm that training has been effective. Develop a strategy to support this and consider ways to allocate work to provide workers with opportunities to practice, receive constructive feedback, and refine new capabilities. You can access the Learning and Capability Development: A Guide for Supervisors in the supervision resources for more detailed guidance.

Strategies: Job design and workforce utilisation

Job design, workforce utilisation, and/or alternative methods for sourcing expertise can provide strategies to address workforce gaps. If this is a priority for action, consider the strategies below.

1. **Reshape the workforce and redesign roles**: This option involves looking at whether you can reassign responsibilities to change the mix of roles you need to deliver different types of support. It can be a useful strategy if you are unable to recruit specific types of workers. For example, many providers struggle to attract the type and number of allied health practitioners they need. One way to reduce reliance on practitioners is to identify elements of the role that could be undertaken by specialised support workers or allied health assistants. Providers challenged by shortages of practitioners in rural and remote locations could explore alternative delivery models where an allied health practitioner works remotely and connects online to instruct and support locally embedded allied health assistants or specialised support workers to deliver hands-on support. You can use the [Position Description Tool](#) to create your redesigned roles.

2. **Improve workforce utilisation:** This strategy is linked to the one above. It involves analysing jobs to look at whether some activities can be redistributed or done differently to free up workers to focus on key activities. For example, you could look at whether it is possible to streamline administrative and reporting responsibilities by introducing more efficient record keeping systems. You could also improve utilisation of workers by looking for ways to allocate work to reduce travel time.

3. **Align employment offerings:** How closely do your current job offerings align with what workers are looking for in terms of hours, job security, and stability? Identify where you are having most difficulty, such as by location or role, and look for opportunities to adjust your approach. You could check what your current workers in these locations/roles find attractive about working for you and/or look at what other comparable organisations are offering. Finding alignment between worker interests and organisational needs could improve job appeal and address workforce gaps. For example, increasing the number of shifts or hours of work for current workers saves time and cost associated with recruitment and onboarding of new staff.

4. **Share underutilised capacity:** Consider options for sharing workers with organisations with aligned values and capability needs. This can be a useful strategy if you employ specialised workers such as allied health practitioners and have fluctuating demand for their time. You could look to share underutilised hours with other organisations that have similar staffing needs. It can also be an effective way to have greater control over fluctuating demand for general support roles. Rather than relying on external labour hire, you could consider establishing a pool of workers shared by organisations with similar values and procedures to provide increased certainty about the quality and capability of workers available to fill gaps.

Strategies: Strengthening relationships

Establishing and maintaining respectful, trusted relationships provides the foundation of good support. If you have identified the need to improve **relationships between workers and participants** as a priority for action, you can use the capabilities in the Framework as a guide to develop strategies.

Strategies based on the Framework's core and organisational capabilities include:

1. Ensure workers have the core capabilities needed to build effective relationships and understand roles and boundaries. Depending on the needs of the NDIS participant, you could also refer to the capabilities workers need when supporting people identifying as LGBTIQA+, CALD, Aboriginal and Torres Strait Islander.

2. Ensure workers are well matched to meet participant needs and preferences. You could review your recruitment process to find opportunities to directly involve NDIS participants. You could use the Recruitment and Selection Resources and encourage NDIS participants to access the version of this guide designed for them.

3. Provide opportunities for workers to receive and provide feedback, refine skills and knowledge, and think about how their personal values, biases, assumptions, and attitudes influence their practice. Make sure workers have the capabilities needed to encourage and support participants to express their feedback. The tip sheets for providing feedback and facilitating reflective practice in the supervision resources provide practical suggestions on how to do this.

4. Support and reinforce a work culture that promotes mutual respect and zero tolerance of any behaviour or circumstance that does not uphold participant rights. Refer to the Supervising for Capability overview for a description of a supervision model based on key guiding principles including collaboration and mutual respect.

5. Engage with and learn from people with lived experience as colleagues, experts, and advisers. The Systems to Support Supervision: A Guide for Leaders and Senior Managers describes the range of systems organisations need to put in place, including easy-to-use options for participants to provide feedback.

Strategies: Fit for the role

Workers need to be confident and capable to undertake their role. If your feedback from participants and/or workers suggests that this is a priority for action, you can use the capabilities in the Framework as a guide to develop strategies.

Strategies based on the Framework's core and organisational capabilities include:

1. Ensure workers are well matched to meet NDIS participant needs and preferences. You can use the Recruitment and Selection Resources for further guidance on how to do this.

2. Ensure that workers understand and demonstrate good practice based on human rights and person-centred principles, as described in the Framework.

3. Ensure that workers understand their role and responsibilities in supporting participants to keep themselves safe and healthy, including accessing routine health screenings and preventative health care.

4. Use the Framework to check that workers have the capabilities needed for their roles and the work assigned to them. Support workers to address any identified gaps. Discuss alternative options for workers whose attitudes, skills, and knowledge consistently show they may not be a good fit with disability support work.

5. Provide opportunities for workers to reflect on their practice, debrief about challenging situations or events, and share learnings with supervisors, peers, and experts, including people with lived experience. You can use the Reflective Practice Tip Sheet from the supervision resources for suggestions on how to do this.

6. Build workers' capability to support positive risk taking and to work alongside NDIS participants to implement individual safeguards that enable choice and manage risks.

7. Engage with and learn from people with lived experience as colleagues, experts, and advisers.

You can encourage potential workers to use the Self-Assessment Tool for Potential Workers to check if they may be a good fit for the role. You could also promote the Career Options Guide for existing workers who may wish to develop their career and get suggestions on next steps to take to prepare for new roles.

Strategies: Encourage NDIS participant feedback

Establishing robust systems to invite and encourage NDIS participant feedback is an essential feature of good support. If you have identified this as a priority, you can use the capabilities in the Framework as a guide to develop strategies.

Strategies based on the Framework's core and organisational capabilities include:

1. Ensure workers understand their responsibilities to encourage and support participants to express their views and concerns, using preferred ways of communicating and other arrangements such as supported decision-making. This includes supporting access to informal and formal channels to express positive or negative feedback, including lodging a formal complaint.

2. Support workers to monitor and report outcomes that are meaningful to the participant. Help workers to understand the factors or conditions needed to achieve or maintain these outcomes.

3. Check in regularly with workers to make sure they have access to the information and expertise they need to support NDIS participants, especially when a participant is seeking or has recently changed their supports.

4. Engage with and learn from people with lived experience as colleagues, experts, and advisers.

The Systems to Support Supervision: A Guide for Leaders and Senior Managers in the supervision resources describes the systems organisations need to put in place, including accessible ways to hear the views of participant. Working Together: A Guide for Supervisors describes a process of three-way collaboration between the supervisor, worker, and participant to agree on expectations and how they will be met. The worker version of this guide provides practical examples of how workers can check in and seek NDIS participant feedback about their work.

Strategies: Equip and support capable workers

Workers need to feel confident and capable of doing the work they are assigned. Frontline managers play a key role in facilitating and reinforcing workforce capability. If you have identified this as a priority, you can use the capabilities in the Framework as a guide to develop strategies.

Strategies based on the Framework's core and organisational capabilities include:

1. Create and promote opportunities for workers to work collaboratively with others: in the participant's paid support team, members of the participant's informal support networks, with their peers and other experts.

2. Ensure that workers know about and can access resources and advice they need to support NDIS participants such as specialist and mainstream supports relevant to specific support needs, cultural, religious and social identity needs and preferences.

3. Encourage workers to explore, discuss, and apply current best practice examples, models, tools, practice leadership and coaching, and resources relevant to NDIS participant needs, culture, and circumstances.

4. Provide opportunities for workers to reflect on their practice, debrief about challenging situations or events, and share learnings with supervisors, peers, and experts, including people with lived experience.

5. Create and provide capability development opportunities suited to the worker and the capability needs of the organisation. Consider how work allocation can apply and support development of worker capabilities.

6. Recognise the challenges faced by workers, be alert to signs of burnout, and support them to manage their wellbeing and self-care.

7. Provide workers with expertise, guidance, and support to identify and resolve complex or ambiguous demands and ethical issues.

8. Support workers to identify, assess, and manage workplace safety risks for NDIS participants, themselves, and others in ways that respect the participant's right to make their own choices and in line with organisational policy.

9. Provide regular, timely positive and developmental feedback on work performance, and arrange for workers to access training, development, and ongoing learning relevant to their role, interests and career aspirations.

The Supervision and Support Relationship: A Guide for Supervisors and Workers provides advice on how supervisors can establish a collaborative, developmental relationship with the worker. The Learning and Capability Development: A Guide for Supervisors and tip sheets for supervisors on providing feedback and facilitating reflective practice provide more detailed advice.

The Career Options Guide provides workers with an idea of the different roles and opportunities available in the disability sector. You could encourage them to use this guide in preparation for discussing their learning and development goals.

Strategies: Establish business systems and organisational capacity

Senior leaders are responsible for establishing the business systems and organisational capacity to attract and support a capable workforce. If you have identified this as a priority, you can use the capabilities in the Framework as a guide to develop strategies.

Strategies based on the Framework's organisational capabilities include:

1. Establish best practice service models, governance frameworks, business systems, policies, and procedures to reflect organisational values, cultural responsiveness and zero tolerance of any behaviour or circumstance that does not uphold participant rights.

2. Use the Framework to plan the workforce, design jobs, recruit, induct and develop workers and lead change and workforce management aligned with the organisation's values. Capability-based tools and resources are available on the Framework website.

3. Use the Framework's organisational capabilities and the guidance in the supervision resources to create and maintain a positive and productive workforce environment.

4. Establish and promote workforce governance arrangements that outline accountabilities, scope, supervision and delegation arrangements.

5. Look for opportunities to recruit and develop people with lived experience, and with diverse identities and cultural backgrounds, representative of the communities being supported.

6. Establish easy-to-use systems that encourage participants and workers to provide feedback and use this information to assess and improve the quality of supports and the culture of the organisation.

7. Collect meaningful data to measure the extent to which service models and practice are achieving the organisation's stated values and supporting the health and wellbeing of participants.

8. Drive data-informed improvements to models of support and resource allocation that incorporate workforce planning and management.

9. Establish processes to resolve conflicts of interest, legal, regulatory, and ethical issues in line with organisation values.

The supervision resources provide guidance on the business systems needed to promote and maintain effective and supportive supervision arrangements in the NDIS. Senior managers can use the Systems to Support Supervision: A Guide for Leaders and Senior Managers for advice on developing organisational values, policies, and procedures to support the key elements of supervision and putting systems in place to implement them. The Learning and Capability Development: A Guide for Supervisors resource provides useful advice when developing both organisation-wide and individual learning and development strategies.

Strategies: Establish and build a learning culture

Having systems and organisational capability to establish and build a learning culture positions your organisation to establish and sustain a capable workforce. If you have identified this as a priority, you can use the capabilities in the Framework as a guide to develop strategies.

Strategies based on the Framework's organisational capabilities include:

1. Use the Framework and establish procedures to determine whether workers have the capabilities they need and to identify any critical gaps. The supervision resources provide advice on how to do this.

2. Use the Framework to develop the organisation's learning and development strategy to develop and maintain required workforce capabilities.

3. Ensure workers can access the appropriate supervision, peer support, resources and training required to build their capability and deliver quality, best practice support.

4. Establish and resource systems that ensure workers have regular opportunities to debrief, review, and reflect on their practice with supervisor, peers, and experts, including those with lived experience.

5. Establish processes for NDIS participants to provide regular feedback and actively contribute to shaping learning and development offerings.

6. Ensure workers have training and support to work with NDIS participants to enable them to take and learn from the risks they choose.

7. Model your commitment to building a learning culture and actively support other organisational leaders and managers to engage in lifelong learning and reflective practice.

The Learning and Capability Development: A Guide for Supervisors resource is designed to support senior managers and supervisors to establish systems that support capability development, including assessing the effectiveness of learning and capability development across the organisation.

Strategies: Support capable supervisors and frontline managers

A capable workforce relies on having capable supervisors and frontline managers to support and mentor them. If you have identified this as a priority, you can use the capabilities in the Framework as a guide to develop strategies.

Strategies based on the Framework's organisational capabilities include:

1. Ensure direct supervisors understand their key role in supporting staff and developing their capabilities, as well as managing the work.

2. Establish a clear expectation that organisational leaders and managers will engage in lifelong learning and reflective practice.

3. Establish and promote workforce governance arrangements that outline accountabilities, scope, supervision and delegation arrangements.

4. Establish systems to regularly collect, analyse and act upon participant and worker satisfaction feedback.

5. Provide guidance and opportunities to develop supervision capabilities, for example by setting up buddy arrangements for new supervisors.

The supervision resources provide detailed guidance on how to establish and maintain effective and supportive supervision arrangements in the NDIS.

In addition, you could also consider:

- Identifying management development programs that align with your organisational purpose and values.

- Developing or refreshing your own management development program. If you are a small or medium organisation, you could partner with values-aligned organisations for some aspects of development.

- Encouraging managers to participate in relevant professional networks or communities of practice to maintain professional connection, skills, and knowledge.

- Setting up or participating in an existing professional mentoring program.