

PROJECT OVERVIEW AND FRAMEWORK

ONBOARDING, SUPERVISION,
PEER SUPPORT, COACHING AND MENTORING

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DISCLAIMER

This overview has been prepared by Volunteering and Contact ACT (VCA) for the ACT Government in accordance with a contract executed in July 2018.

The information contained within this overview has been prepared by VCA from material obtained through an environmental scan and extensive consultation with the ACT Community Services Industry (the Industry). VCA has relied upon the accuracy, currency, and completeness of the information obtained through the environmental scan and consultations. VCA is not in any way liable for the accuracy of any of the information used or relied on by the ACT Government or a third party.

The project methodology has been limited to assessing available information, resources, tools and templates, and working with the Industry to create a curated set of fit-for-purpose resources. The broad nature of the research and analysis is such that this overview, including the accompanying tools and templates, are intended to be examples only, and do not reflect the opinion or views of VCA.

Furthermore, VCA has not independently validated or verified the information sourced or provided to it for the purpose of the overview, and the content of this overview does not in any way constitute assurance of any of the information contained herein. VCA accepts no responsibility for any errors in the information sourced publicly or provided by the Industry, nor the effect of any such errors on the analysis, suggestions, or overview.

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Volunteering and Contact ACT acknowledges the Ngunnawal people as the traditional custodians of the Canberra Region. Volunteering and Contact ACT pays respect to Aboriginal and Torres Strait Islander peoples, and their vital ongoing contribution to the Canberra Region. Volunteering and Contact ACT acknowledges the volunteers of all sexualities and genders, from all cultures, and with all abilities, and the volunteer involving organisations that contribute to the health and happiness of our city.

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This overview was prepared by Sarah Wilson, Policy Manager at Volunteering and Contact ACT and Sharon Winks, Principal at Galent Management Consultant. The overview has been designed by Roxanne Tulk from 44 Creative and Hannah Baker.

INTRODUCTION

This overview document has been developed for the ACT Community Services Industry (the Industry) to provide an explanation of the project to develop a framework and tools to support consistent onboarding, supervision, peer support, coaching and mentoring across the Industry. This overview provides information on how the project was undertaken, and how the Industry can use the deliverables of the project to support organisational performance.

A summary of the project objectives, methodology, conclusion, framework and tools are presented in this overview document. The detailed guides to onboarding, supervision, peer support, coaching and mentoring and supplementary guides to performance appraisal and probation are presented separately.

BACKGROUND

In 2016, the ten-year ACT Community Services Industry Strategy was agreed. This Strategy outlines the vision for an inclusive, equitable and sustainable Community Services Industry in the ACT. The Strategy is underpinned by a Workforce Plan that has the following four objectives:

- ▼ Grow the workforce to meet current and future needs;
- ▼ Strengthen capability and career development;
- ▼ Improve retention of the current workforce; and,
- ▼ Cultivate leadership and succession planning.

The ACT Community Services Industry Strategy recognised that workforce attraction and retention were issues for the Industry and is seeking to address this through a Workforce Plan. A workshop was held with the Industry to determine the priority projects that would make up the Workforce Plan. Volunteering and Contact ACT was selected to undertake one of the projects identified.

INDUSTRY WORKFORCE CHALLENGES

The ACT Community Services Industry is one reliant on a skilled, well supported and properly remunerated workforce, including the additional capacity delivered through volunteer involvement. The Industry is guided by the following three values, which give it a unique point of difference:

1. A commitment to human rights guiding governance and practice.
2. Applying a strengths-based approach to working with people and communities experiencing disadvantage.
3. Reflective practices and ensuring lived experience directs and informs service design and development.

Most of the services delivered by Industry organisations are person-centred and person-led, which are key strengths of the Industry. Given that people are key to success for most organisations, there is an enduring challenge in ensuring adequate resourcing for workers and delivering outcomes for clients. Many Industry organisations indicated in feedback they are often forced to choose between these two critical aspects.

Onboarding, supervising and supporting staff requires both human capital and financial resources. Organisations in the Industry are constantly challenged to navigate the tension between supporting staff and investing in direct service delivery. Short-term and often targeted funding specified for service delivery increases the complexity of this issue. A long-standing drive to focus on front-end delivery by funders and donors alike means organisations in the Industry have to navigate a complex balancing act between investing in staff support and development, and allocating resourced to sustain, strengthen and innovate in service delivery. However, neglecting support and development of staff impacts capacity to ensure service delivery and outcomes deliver on organisational mission. This challenge is recognised by the Industry in the ACT as well as across community services nationally, and globally.

In order to have a thriving workforce that delivers the most appropriate and timely services to the intended beneficiaries, there needs to be an understanding of the importance of sound onboarding and ongoing support of workers, as well as a determined effort to ensure high quality services and sustainable organisations.

Addressing these challenges must be a shared responsibility; driven by Industry organisations and understood and adequately resourced by funding bodies and donors.

HOW DOES THIS PROJECT RELATE TO VOLUNTEERS?

The ACT Community Services Industry is reliant on a thriving volunteer workforce, which delivers additional capacity and capability. This project is focused on both paid employees and volunteers who are referred to collectively as staff. This language is important because it recognises that:

- ▼ on the whole, from a statutory perspective, organisations have the same governance responsibilities and obligations to volunteers as employees; and,
- ▼ volunteers are a critical part of the Industry's workforce and should be recognised and valued as such.

Organisations that involve volunteers should have a documented approach to recruiting, managing, supporting, and recognising their volunteers. The guides created through this project can assist with this in the areas of onboarding, supervision, peer support, coaching and mentoring. It is recommended that all volunteer involving organisations implement Volunteering Australia's **National Standards for Volunteer Involvement**.

The two supplementary guides on performance appraisal and probation are more applicable to paid employees than volunteers. Not-for-Profit Law's **National Volunteer Guide** provides information on how to manage underperformance of volunteers and how to end a volunteer relationship.

WHAT WAS THE PROJECT OBJECTIVE?

The project objective was to develop a framework and tools to support consistent onboarding, supervision, peer support, coaching and mentoring across the ACT Community Services Industry. It is envisaged that having a consistent framework and tools will:

- ▼ further professionalise the Industry;
- ▼ provide the Industry with evidence-based practical tools that can support organisations to adopt good practice in onboarding and supporting staff, providing supervision, appraisal and opportunities for embedding reflective practice; and,
- ▼ make it easier for staff to move between organisations in the Industry.

The framework and tools presented in the guides are tailored to the ACT Community Services Industry based on user feedback and research.

HOW WILL THE PROJECT SUPPORT THE INDUSTRY?

For individual organisations, this project supports the objectives of the ACT Community Services Industry Strategy Workforce Plan by providing a set of guides to support effective onboarding, supervision, peer support, coaching and mentoring as well as performance appraisal and probation. These guides include definitions, practice guidelines and a range of tools and templates such as policy and procedure templates, checklists, planning documents, draft correspondence and evaluation questions. Organisations can review the information provided, identify any gaps in their current processes, and use the materials provided in the guides to address those gaps.

In reviewing and implementing the framework and guides organisations need to consider their individual circumstances and assess the risks in managing onboarding, supervision, peer support, coaching, mentoring, performance appraisal and probation, as well as the return on investment from these processes. In determining whether to implement/take on board part or all of the tools presented in this project, organisations need to look internally to determine what would be of greatest benefit and what best suits their governance needs and risk profile.

HOW WAS THE PROJECT CONDUCTED?

The project included the following:

1. An environmental scan identifying current research, professional peak body advice, experiences of government, academia and the Industry, and national and international examples of frameworks and tools;
2. Consultation with the Industry through face-to-face meetings with CEOs, executives, human resources (HR) managers, practitioners, volunteer managers and frontline workers, and through an online survey;
3. Collection of existing tools and templates from Industry stakeholders across all five focus areas;
4. Analysis of frameworks and tools identified through the environmental scan and stakeholder consultation to develop a draft framework and draft matrix of tools for user testing; and,
5. Refinement of the framework and development of guides, including detailed policies, processes, tools and templates based on assessment of research into national and international examples and Industry feedback, including user testing and further consultation.

The collection of data from multiple sources and comparison of tools across different Industry sub-groups enabled the identification of commonalities and formed the basis of the development of the framework. Stakeholders were invited to contribute any existing policies, procedures, tools or templates that could be used as examples of good practice. Volunteering and Contact ACT has leveraged off these, and the collection of information through the environmental scan and stakeholder consultation, to develop the framework and tools for this project.

WHAT DID THE PROJECT FIND?

There is substantial literature available online that demonstrates the powerful benefits of onboarding, supervision, peer support, coaching and mentoring, including:

- ▼ Overcoming costly and time-consuming performance problems
- ▼ Strengthening staff skills
- ▼ Increasing productivity
- ▼ Developing and supporting succession planning
- ▼ Improving retention
- ▼ Making more effective use of organisational resources

Through research and consultation with the Industry, Volunteering and Contact ACT also noted the following:

- ▼ As onboarding is predominantly a process-driven task, policies, procedures, tools and templates were identified as most helpful for organisations in delivering effective onboarding. Examples of tools and templates are widely available online and can be underpinned by systems infrastructure to support implementation.
- ▼ There are existing models and frameworks for supervision and peer support that are widely recognised in literature as a basis for better practice. These models have a basis in social care and are therefore directly applicable to the Community Services Industry. Peer support has a long history of success in the health sector, especially where people with lived experience support others from a basis of mutual understanding.
- ▼ Coaching and mentoring share many of the same principles but have separate and distinct goals. Various models are available that can be adapted for the Industry. Evidence shows mentoring is done particularly well in the teaching profession.

Importantly, onboarding, supervision, peer support, coaching and mentoring do not operate in isolation and have significant interrelationships with performance appraisal and probation. Therefore, the project was extended to include guidance on these areas following feedback from the Industry of the need for support and advice.

Volunteering and Contact ACT consulted with 33 Industry organisations, including a number on multiple occasions. Despite the above evidence and some examples of good practice, it was found that overall the sector identified a lack of formalised processes that capitalise on the full benefits of sound onboarding, supervision, peer support, coaching and mentoring. Stakeholders also had varying levels of understanding of what comprised effective onboarding, supervision, peer support, coaching and mentoring. Some organisations felt confident they were delivering on the five focus areas, but upon further discussion it was identified that many

had more informal than formal processes, and often missed key elements due to a lack of documentation and/or knowledge.

Gaps identified by the Industry were stated to be fuelled by a lack of resources, both human and financial, that impact their ability to formalise their processes and invest in systems and infrastructure. Ongoing challenges with short-term and uncertain funding arrangements as well as short-term employment arrangements also contributed to gaps. Industry noted that staff retention was a challenge and the turnover of staff impacted the ability of organisations to fully implement onboarding, supervision, peer support, coaching and mentoring.

Volunteering and Contact ACT also noted that gaps in knowledge about the importance of the five focus areas has contributed, in some cases, to a misunderstanding about the criticality of implementing robust policies, procedures, tools, templates and systems regarding staff onboarding and ongoing support. Through the consultations there was, in some instances, a gap acknowledged at a governance (strategic) level, with some organisations regarding some of the elements of the five focus areas as a 'nice to have' rather than a key aspect of organisational governance and performance.

It must be acknowledged that implementation of a sound framework and supporting policies, procedures, tools and templates for the five focus areas is not a compliance matter but rather one of governance and performance. Organisations would benefit from elevating the conversations around how to better onboard and then support workers as a key to the achievement of organisational and Industry goals. Organisations that have well developed, documented and managed processes for onboarding, supervision, peer support, coaching and mentoring find they effectively support:

- ▼ performance;
- ▼ sustainability;
- ▼ quality outcomes; and,
- ▼ continuous improvement.

Importantly, it should be recognised that the strengthened delivery of the five focus areas will not only support improved performance but deliver significant benefits at an Industry level, including further professionalising the Industry and creating much needed efficiencies through strengthening capability and transferability of skills.

WHAT DID THE PROJECT CONCLUDE?

Research demonstrates that concerted effort during the onboarding and supervision phases aids in the retention of staff and equips workers to be better performing individuals. Following this, ongoing support in the form of peer support, coaching and mentoring is integral to staff retention and organisational performance and growth. The Industry relies heavily on its people to deliver critical services and support to the ACT Community. Key to this is ensuring the Industry is an employer of choice, staff are well supported, the workforce is highly professional, and it can continue to grow in capacity and capability to meet community needs.

Therefore, this project has focused on the identification and development of a framework and tools for onboarding, supervision, peer support, coaching and mentoring based on evidence of efficacy and insights from practitioners in Canberra. The framework and tools are presented throughout this project as a collective resource to help provide a standardised approach, but still need to be considered in the context of organisational goals and strategy, and an organisation's full approach to managing its workforce.

Overwhelming feedback during user testing was that the framework and tools would support the Industry to strengthen HR management in the five focus areas. Each of the tools and templates are available as individual, editable PDFs and Microsoft Word documents.

ORGANISATIONAL SELF-ASSESSMENTS

Each of the guides includes a self-assessment checklist that an organisation can use to determine whether their policies and procedures on the five focus areas, plus the supplementary areas, are sufficient and are meeting good practice standards. The questions in the self-assessments can be used to determine the level of maturity and competence across the focus areas. The self-assessments can be used by Boards, CEOs and managers to consider what strategic and operational changes might be required across the focus areas. The self-assessments have been included in this overview as they provide a sound starting point for organisations who are considering a review of their processes. If answers to the questions in the self-assessments suggest there is room for improvement, more information, including tools and templates, can be found in the five guides created through this project.

Onboarding Self-Assessment

- ▼ Does my organisation have a policy on onboarding?
- ▼ Does my organisation have an onboarding procedure?
- ▼ Is the process for onboarding clearly documented and easy to follow? Could anyone in my organisation pick up the process and onboard a new staff member effectively?
- ▼ Does my organisation talk about onboarding and prioritise it?
- ▼ Does my organisation dedicate resources to onboarding?
- ▼ Has my organisation considered pre-boarding new staff prior to their first day?
- ▼ Does my onboarding process continue after the initial induction on a new staff member's first day?
- ▼ Do staff in my organisation know about our onboarding process and what do they think of it?
- ▼ Do staff in my organisation feel like the onboarding process gives them sufficient information and training to execute their roles effectively?
- ▼ Does my onboarding process include the provision of all information, including relevant forms and information on supervision, ongoing support, probation, and performance appraisal mechanisms?

In addition to ensuring you have adequate policies and procedures in place to support onboarding there are other important aspects to consider, including:

- ▼ How does my organisation store confidential information? Is this in line with privacy and confidentiality requirements and is this communicated with staff?
- ▼ Does my organisation know if onboarding of staff is consistent?

- ▼ How is my organisation monitoring compliance with our onboarding policy and procedure?
- ▼ How often is my organisation reviewing our onboarding policy and procedure? Am I confident our policies and procedures have been updated in line with any legislative, regulatory or insurance changes?
- ▼ Are all staff, including employees and volunteers, being onboarded in the same way? If not, what are the differences and why?

Supervision Self-Assessment

- ▼ Does my organisation have a policy on supervision?
- ▼ Does my organisation have a procedure for supervision?
- ▼ Are staff within my organisation aware of our supervision policy and procedure?
- ▼ Is supervision being conducted in line with my organisation's policy and procedure?
- ▼ Does my organisation make supervision a priority?
- ▼ Do staff in my organisation feel like they have sufficient time to invest in supervision?
- ▼ Do the supervisors in my organisation have adequate training, resources and knowledge to administer supervision effectively?
- ▼ Do those participating in supervision feel it is effective?
- ▼ Is supervision helping to create a happier and healthier workplace?

In addition to ensuring you have adequate policies and procedures in place to support supervision there are other important aspects to consider, including:

- ▼ How does my organisation store confidential information? Is this in line with privacy and confidentiality requirements and is this communicated with staff?
- ▼ Does my organisation know if supervision is consistent among staff?
- ▼ How is my organisation monitoring compliance with our supervision policy and procedure?
- ▼ How often is my organisation reviewing our supervision policy and procedure?
- ▼ Are all staff, including employees and volunteers, being supervised in the same way? If not, what are the differences and why?
- ▼ Is supervision an effective mechanism to support ongoing staff support and development? If not, why not?

Peer Support Self-Assessment

- ▼ Does my organisation have a policy on peer support?
- ▼ Does my organisation have a peer support procedure?
- ▼ Are staff within my organisation aware of our peer support policy and procedure?
- ▼ Is peer support occurring in line with my organisation's policy and procedure?

- ▼ Does my organisation make peer support a priority?
- ▼ Do staff in my organisation feel like they have sufficient time to invest in peer support?
- ▼ Do those participating in peer support feel it is effective?
- ▼ Is peer support helping to create a happier and healthier workplace?

In addition to ensuring you have adequate policies and procedures in place to support supervision there are other important aspects to consider, including:

- ▼ Does my organisation know if peer support is consistent among staff?
- ▼ How is my organisation monitoring compliance with our peer support policy and procedure?
- ▼ How often is my organisation reviewing our peer support policy and procedure?
- ▼ Do all staff, including employees and volunteers, have access to peer support? If not, what are the differences and why?
- ▼ Is peer support an effective mechanism that enables ongoing support and development for staff?

Coaching Self-Assessment

- ▼ Does my organisation have a policy on coaching?
- ▼ Does my organisation have a coaching procedure?
- ▼ Are staff within my organisation aware of our coaching policy and procedure?
- ▼ Is coaching occurring in line with my organisation's policy and procedure?
- ▼ Does my organisation make coaching a priority?
- ▼ Do staff in my organisation feel like they have sufficient time to invest in coaching?
- ▼ Do those participating in coaching feel it is effective?
- ▼ Is coaching providing tangible benefits to those participating? Are benefits being realised in the workplace?

In addition to ensuring you have adequate policies and procedures in place to support coaching there are other important aspects to consider, including:

- ▼ Does my organisation know if coaching is accessed consistently among staff?
- ▼ How is my organisation monitoring compliance with our coaching policy and procedure?
- ▼ How often is my organisation reviewing our coaching policy and procedure?
- ▼ Do all staff, including employees and volunteers, have access to coaching? If not, what are the differences and why?
- ▼ Is coaching an effective mechanism that enables ongoing support and development for staff?

Mentoring Self-Assessment

- ▼ Does my organisation have a policy on mentoring?
- ▼ Does my organisation have a mentoring procedure?
- ▼ Are staff within my organisation aware of our mentoring policy and procedure?
- ▼ Is mentoring occurring in line with my organisation's policy and procedure?
- ▼ Does my organisation make mentoring a priority?
- ▼ Do staff in my organisation feel like they have sufficient time to invest in mentoring?
- ▼ Do those participating in mentoring feel it is effective?
- ▼ Is mentoring providing tangible benefits to those participating? Are benefits being realised in the workplace?

In addition to ensuring you have adequate policies and procedures in place to support mentoring there are other important aspects to consider, including:

- ▼ Does my organisation know if mentoring is accessed consistently among staff?
- ▼ How is my organisation monitoring compliance with our mentoring policy and procedure?
- ▼ How often is my organisation reviewing our mentoring policy and procedure?
- ▼ Do all staff, including employees and volunteers, have access to mentoring? If not, what are the differences and why?
- ▼ Is mentoring an effective mechanism that enables ongoing support and development for staff?

Performance Appraisal Self-Assessment

- ▼ Does my organisation have a policy on performance appraisal?
- ▼ Does my organisation have a performance appraisal procedure?
- ▼ Is the process for performance appraisal clearly documented and easy to follow? Could anyone in my organisation pick up the process and apply it effectively?
- ▼ Does my organisation talk about performance appraisal and prioritise it?
- ▼ Does my organisation dedicate resources to performance appraisal?
- ▼ Does my organisation introduce our approach to performance appraisal during onboarding?
- ▼ Does my organisation explain how performance appraisal is linked to probation?
- ▼ Do staff in my organisation know about our performance appraisal process and what do they think of it?

In addition to ensuring you have adequate policies and procedures in place to support performance appraisal there are other important aspects to consider, including:

- ▼ How does my organisation store confidential information? Is this in line with privacy and confidentiality requirements and is this communicated with staff?

- ▼ Does my organisation know if performance appraisal of staff is consistent?
- ▼ How is my organisation monitoring compliance with our performance appraisal policy and procedure?
- ▼ How often is my organisation reviewing our performance appraisal policy and procedure?
- ▼ Has my organisation considered if and how it will appraise the performance of volunteers?

Probation Self-Assessment

- ▼ Does my organisation have a policy on probation?
- ▼ Does my organisation have a probation procedure?
- ▼ Is the process for probation clearly documented and easy to follow? Could anyone in my organisation pick up the process and apply it effectively?
- ▼ Does my organisation talk about probation and prioritise it?
- ▼ Does my organisation dedicate resources to the probationary process?
- ▼ Does my organisation introduce our probationary process during onboarding?
- ▼ Does my organisation explain how performance appraisal is linked to probation?
- ▼ Do staff in my organisation know about our probationary process and what do they think of it?

In addition to ensuring you have adequate policies and procedures in place to support your probationary process there are other important aspects to consider, including:

- ▼ How does my organisation store confidential information? Is this in line with privacy and confidentiality requirements and is this communicated with staff?
- ▼ Does my organisation know if the probationary process is applied to staff consistently?
- ▼ How is my organisation monitoring compliance with our probation policy and procedure?
- ▼ How often is my organisation reviewing our probation policy and procedure?
- ▼ Has my organisation considered if and how it will approach a similar process to probation for volunteers?

THE FRAMEWORK

HR frameworks are well established and are designed to provide a high-level and holistic view of the 'how' and 'why' of HR management within an organisation, as well as the linkages between good HR management and organisational success. In considering the development of a framework specific to this project, it should be noted that the five focus areas of this project - onboarding, supervision, peer support, coaching and mentoring - are sub-elements of a holistic HR Framework. They do not operate in isolation and are interdependent on one another as well as other key areas of HR management such as recruitment, training and development, and performance management. The framework developed for this project is, therefore, an artificial construct as it only addresses part of the overall HR framework for an organisation in relation to maximising the potential of their workforce.

The five focus areas are also not all equally important for an organisation. The extent to which an organisation needs each and therefore the corresponding time and effort committed to them, will be dependent on their current strategic priorities, context and risk profile. There is no 'one size fits all' approach to how organisations should be approaching onboarding, supervision, peer support, coaching and mentoring.

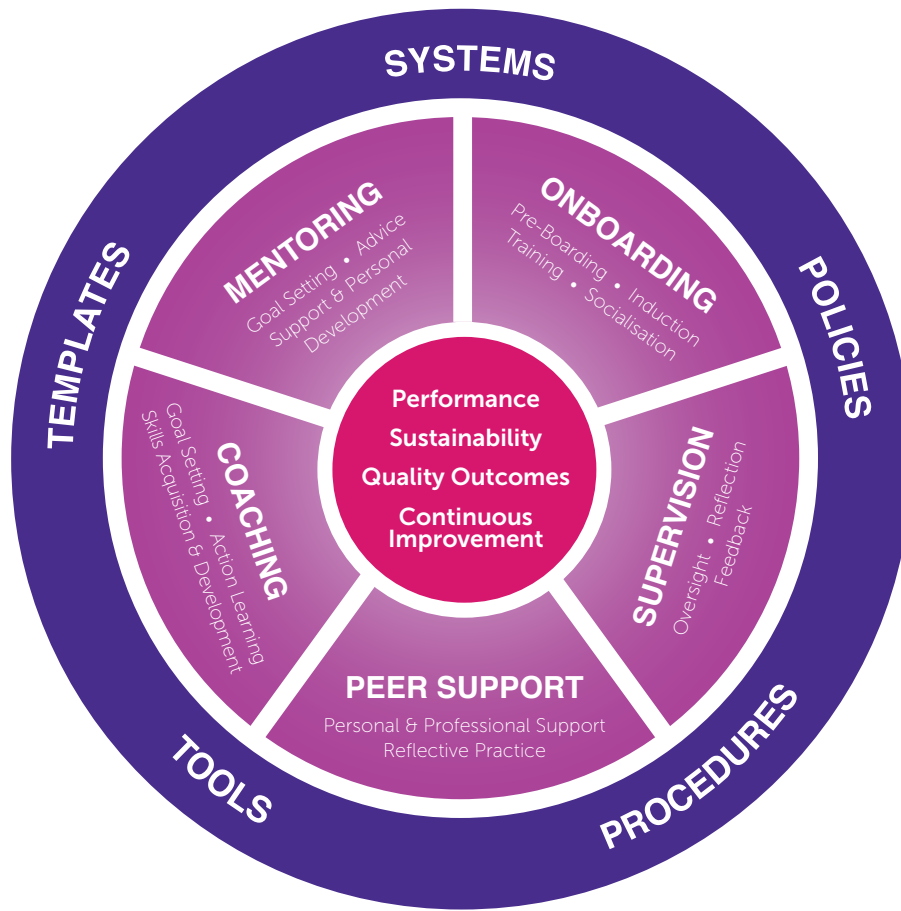
The framework and guides are designed for organisations to identify which of the areas are well developed and managed in their organisation, and in which areas they may seek to make improvements. The framework does not attempt to show how the five focus areas link with, or are impacted by, a broader organisational HR framework.

This framework is structured into two main parts as follows:

- ▼ A framework description and diagram demonstrating the contextual fit of the five focus areas and the key components within each; and,
- ▼ A detailed guide on the five focus areas as follows:
 - ◆ The 'what' and 'why' of each focus area – to ensure a consistent understanding and boundary on each focus area.
 - ◆ Principles – to ensure consistent understanding on the important considerations in successful implementation.
 - ◆ Practice guidelines – to provide a common understanding on the key processes that can be undertaken in each focus area.
 - ◆ Tools and templates – the specific policies, procedures, tools, and templates that have been developed through this project.

To support effective dissemination and use of the deliverables from this project, the overarching framework context and diagram has been developed and included in this one overview document. The supporting policies, processes, tools and templates have been presented in three further guides on onboarding; supervision; peer support, coaching and mentoring and two supplementary guides on performance appraisal and probation. The guides have all been developed specifically for this project and have been tailored to cater to the unique characteristics of the Industry.

FRAMEWORK DIAGRAM



■ why organisations should invest in onboarding, supervision, peer support, coaching and mentoring

■ the key components of onboarding, supervision, peer support, coaching and mentoring

■ what mechanisms can be used to facilitate and support onboarding, supervision, peer support, coaching and mentoring

■ the four outcomes to be achieved through the ACT Community Services Industry Workforce Plan

Grow the Workforce

Improve Retention

Strengthen Capability / Career Development

Cultivate Leadership / Succession Planning

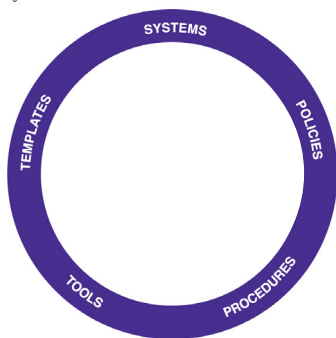
The framework diagram is comprised of the following elements:



The centre of the diagram is the ‘why’ – implementation of the five focus areas will lead to four key organisational outcomes: improved performance, sustainability, quality outcomes, and continuous improvement. This is placed at the centre to show this is the core of why organisations put time and effort into the five focus areas.



The second ring of the diagram details the ‘what’ – these are the components of each of the five focus areas and provide an overview of the essential steps for success in each area. These are discussed in detail in the guides on onboarding; supervision; peer support, coaching and mentoring and supplementary guides on performance appraisal and probation. Each guide provides the governance (strategic) view of these five focus areas as well as the tactical components of each.



The outer ‘ring’ of the diagram is the ‘how’ – these are the mechanisms required to embed the five elements in an organisation and represent the operational aspects of implementing each of the five focus areas through policies, procedures, tools, templates and systems (again presented in the guides on onboarding, supervision, peer support, coaching and mentoring and supplementary guides on performance appraisal and probation).

Underpinning the framework diagram are the four outcomes of the Workforce Plan that the proposed framework and accompanying policies, procedures, tools and templates are designed to contribute to.

THE TOOLS

The tools are found throughout the various guides and include the mechanisms that can be used to implement effective onboarding, supervision, peer support, coaching and mentoring, as well as the supporting elements of performance appraisal and probation. They draw together the issues identified by the Industry as well as research into Industry examples and lessons learnt from other sectors nationally and internationally. The tools developed through this project are by no means exhaustive, but endeavour to encompass those mechanisms (practice guidelines, policies, procedures, tools and templates) that would provide the greatest value for money in terms of addressing current Industry needs and the key risk areas in relation to the five focus areas and interrelated functions of performance appraisal and probation.

In particular, policies, procedures, tools and templates developed in this project have been presented in a cohesive guide to each focus area. The contents of each guide are listed below. Additionally, as mentioned earlier, each of the tools and templates are available as individual, editable PDFs and as Microsoft Word documents.

ONBOARDING GUIDE

- ▼ About This Guide
- ▼ How to Use This Guide
 - ◇ Organisational Self-Assessment
- ▼ Introduction
 - ◇ What is Onboarding?
 - ◇ Why is Onboarding Important?
 - ◇ What Does Onboarding Involve?
 - ◇ Onboarding Process Map
 - ◇ Top Tips for Onboarding
- ▼ Link with Other Guides
- ▼ Practice Guidelines
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- ▼ Pre-Boarding
- ▼ Induction
- ▼ Training
- ▼ Socialisation
 - ◇ Buddying
- ▼ Evaluation
- ▼ Conclusion
- ▼ Further Resources
- ▼ Appendix A – Onboarding Policy Template
- ▼ Appendix B – Onboarding Procedure Template
- ▼ Appendix C – 90 Day Plan Template
- ▼ Appendix D – Example First Day Schedule
- ▼ Appendix E – Checklist Templates
 - ◇ Pre-Boarding Checklist
 - ◇ Pre-Boarding Checklist – New Staff Member
 - ◇ Onboarding Checklist
 - ◇ Induction Checklist
- ▼ Appendix F – Draft Email Template
- ▼ Appendix G – Letter of Offer Template
- ▼ Appendix H – Volunteer Assignment Agreement Template
- ▼ Appendix I – Embedding an Inclusive Workplace Culture Resource
- ▼ Appendix J – Sample Onboarding Feedback Questions
- ▼ Endnotes

SUPERVISION GUIDE

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 - ◇ What is Supervision?
 - ◇ Why is Supervision Important?
 - ◇ What Does Supervision Involve?
 - Formal vs Informal Supervision
 - Power, Confidentiality and Ethics
 - ◇ Supervision Process Map
 - ◇ Core Values of Supervision
 - ◇ Top Tips for Supervision
- ▼ Link with Other Guides to Principles of Reflective Practice
- ▼ Policy
- ▼ Procedure
- ▼ Practice Guidelines
 - ◇ Responsibilities of the Supervisor
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- ▼ Communicating Expectations
- ▼ Supervision Framework
- ▼ Evaluation
- ▼ Conclusion
- ▼ Further Resources
- ▼ Appendix A – Models for Supervision
 - ◇ The 4x4x4 Model of Supervision
 - ◇ Gibbs' Reflective Cycle
 - ◇ Kolb's Experiential Learning Cycle
- ▼ Appendix B – Supervision Policy Template
- ▼ Appendix C – Supervision Procedure Template
- ▼ Appendix D – Communication Protocols
- ▼ Appendix E – Sample Supervision Feedback Questions
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- ▼ ACT Multicultural Advisory Council
- ▼ AIDS Action Council of the ACT
- ▼ Advocacy for Inclusion
- ▼ ACT Disability, Aged and Carer Advocacy Service (ADACAS)
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- ▼ Belconnen Community Service
- ▼ Beryl Women's Refuge
- ▼ Calvary Hospital
- ▼ Carers ACT
- ▼ Communities@Work
- ▼ Diversity ACT
- ▼ Early Morning Centre
- ▼ Families ACT
- ▼ Gulanga Program
- ▼ Karralika
- ▼ Koomarri
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- ▼ Lifeline Australia
- ▼ Lifeline Canberra
- ▼ Marymead
- ▼ Menslink
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- ▼ National Disability Services (NDS)
- ▼ Self Help Organisations United Together (SHOUT)
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