

Resources

Crafting and Executing Strategy- The Quest for Competitive Advantage, Concepts and Cases, Thompson jr. Arthur A., Strickland III, A.J. & Gamble, John E, New York, 2005

A business-oriented approach to building a capable organisation and the components of successful strategic processes.

Creating the Future for Recovery-Based Services, O'Hagan, Mary, New Paradigm, The Australian Journal on Psychosocial Rehabilitation, Psychiatric Disability Service of Victoria (VICSERV), Victoria, Australia, 2008

This article contains a discussion about Mary O'Hagan's "Framework for Recovery-Based Service Systems". It provides a possible future vision for community mental health organisations.

Organisational Change in Workforce Development 'TIPS'- Theory into Practice Strategies. A resource kit for the Alcohol and Other Drugs Field, National Centre for Education and Training on Addiction (NCETA), Flinders University, Adelaide, Australia, 2005

This chapter helps managers to understand the processes of change. It includes checklists for managing organisational change, how to conduct workplace surveys, and measuring elements of organisational change.

Available at:

www.nceta.flinders.edu.au

Organisational Effectiveness: An assessment tool, Development Practice Advisory Committee, Australian Council for International Development (ACFID), May 2006

A tool to assist develop a picture of the key areas of organisational performance and the relationships between them. The tool enables NGO's to work with staff to identify areas for development to improve overall organisational effectiveness. The key dimensions of organisational performance are values and principles, governance, management, people and resources.

Available at:

<http://www.acfid.asn.au/what-we-do/ngo-effectiveness>

Principled Leadership in Mental Health Systems and Programs, William A Anthony & Kevin Ann Huckshorn, Boston University Centre for Psychiatric Rehabilitation, United States of America, 2008

Very interesting, well-written work which covers the eight principles of good leadership, specific to the mental health industry.

Websites

Centre for Organisation Development- Provides a range of services to assist and enhance your organisation's development. Services include learning and development solutions, team strengthening, career development, cultural change initiatives, facilitation and strategic planning, executive coaching and mentoring.

Available at:

www.cfod.com.au

Mind Tools- Essential skills for an excellent career-

Resources and tools for managers in areas such as leadership, project management, information skills, communication skills, stress management, time management, and problem solving. It also provides management, leadership and career training and coaching.

Available at:

www.mindtools.com

Our Community- This site provides resources, training, advice and tools for Australia's 700,000 community groups and schools, as well as practical linkages between the community sector and the general public, business and government. Good information on Board of Management role and responsibilities.

Available at:

www.ourcommunity.com.au

St James Ethic Centre- A not-for-profit organisation which assists individuals and organisations to explore and reflect on the ethical dimension in their daily life. The site includes articles about ethics and links to the organisation's ethics training, ethics consulting, leadership development, and other services.

Available at:

www.ethics.org.au

Workforce Development Resources

Community Care Worker Human Resources Kit, Home and Community Care (HACC), Victorian Government Department of Human Services, Melbourne, Victoria, Australia, 2007- A 'how-to' guide to successfully manage recruitment, selection, training and retention processes.

Available at:

<http://www.health.vic.gov.au/hacc/publications/ccw.htm>

Council of Social Service of New South Wales (NCOSS) Models of Workforce Development discussion paper (May 2007)- Outlines several workforce development models relevant to the NSW non-government community sector, detailed information on specific strategies for workforce development and web links

Available at:

<http://www.ncoss.org.au/projects/workforce/workforce-development-models.pdf>

Handbook-Workforce Planning, Standards Australia, 2001, Australia- Including useful checklist for workforce planning

Available to purchase at:

<http://www.workforceinfoservice.sa.gov.au/e-alert/workforceplanning>

Council of Social Service of New South Wales (NCOSS) Sector Development Strategy 2007-2010- Example of capacity building strategy that addresses sector development at all levels of the organisation.

Available at:

<http://ncoss.org.au/projects/downloads/NCOSS-Sector-Development-Strategy-07.pdf>

Pacific Mental Health Workforce Development, Infrastructure and Organisational Development- Feasibility Study, The National Centre of Mental Health Research and

Workforce Development, New Zealand, July 2007- Includes a good discussion on infrastructure and organisational development, including a best practice model for organisational development which could be adapted to be used by the community mental health workforce.

Available at:

http://www.tepou.co.nz/file/PDF/publications/Microsoft_Word_Copy_of_Organisational_Infrastructure_Final_Website.pdf

Planning for Capability- Disability Sector Workforce Planning Guide, Disability Services Queensland, Queensland Government, 2001. A simple guide that addresses workforce planning in two sections- a guide to workforce planning and applying workforce planning to your organisation.

Available at:

http://www.disability.qld.gov.au/workforceplanning/documents/plan_capability.pdf

Workforce Development Resource Kit- a guide to workforce development for Alcohol and Other Drugs Agencies, Network of Alcohol and Other Drugs Agencies (NADA), Australia- A comprehensive workforce development guide specific to the Alcohol and Other Drugs (AOD) sector. It covers areas including conducting a training needs analysis, professional development strategies, clinical supervision, recruitment processes, and partnerships. It also provides templates and case studies for practical use.

Available at:

http://www.nada.org.au/training/WorkforceDevelopment_ResourceKit.pdf

Workforce Development 'TIPS'- Theory into Practice Strategies, A resource Kit for the Alcohol and Other Drugs Field, National Centre for Education and Training on Addiction (NCETA), Flinders University, Adelaide, Australia, 2005- A resource kit that provides excellent practical guidance, tools and resources to support workforce development in the Alcohol and Other Drugs (AOD) sector. It covers a broad range of areas including clinical supervision, developing effective teams, mentoring, organisational change, professional development, recruitment and retention, and worker well being.

Available at:

www.nceta.flinders.edu.au

Workforce Development Websites

Our Community- Building stronger communities through stronger community organisations- Consists of 15 knowledge centres and a range of resources, training, advice and tools to assist all aspects of running a community organisation.

Available at:

<http://www.ourcommunity.com.au/>

Management Support Online -Services and resources designed to assist community sector and not-for-profit organisations to cope with challenging and changing work environments, achieve and maintain excellence and be innovative.

Available at:

www.managementsupportonline.com.au

Ministry of Health- Mental Health Workforce, New Zealand- A range of workforce development strategies, resources, and current research projects for the mental health and addictions sector.

Available at:

<http://www.moh.govt.nz/moh.nsf/indexmh/mentalhealth-workforce>

The National Centre of Mental Health Research, Information and Workforce Development

Available at:

www.tepou.co.nz- A range of research projects aimed primarily at anyone working in the mental health sector in New Zealand. The workforce development section looks at capacity building within the mental health sector, targeting areas such as workforce development infrastructure, training and education, recruitment and retention, organisational development, research and evaluation.

Let's Get Real Project-

<http://www.tepou.co.nz/page/61-Workforce-Projects+Let-039-s-get-real>

This project identifies seven real skills for people working in mental health and addiction services in New Zealand. These seven real skills describe the essential knowledge skills and attitudes needed to work effectively in mental health and addiction, and they are- working with service users, working with Maori, working with families, working with communities, challenging stigma and discrimination, law, policy and practice, professional and personal development. Training modules are soon to be implemented for each of these real skills, and each real skill has three levels- essential, practitioner and leader. These training modules will be tied in with individual and organisational performance management practices.

Workforce Blueprint- This site offers services and tools to help managers - including an assessment of where your workforce is now, where your workforce needs to be based upon industry or organisational goals or objectives and a comprehensive gap analysis.

In New Zealand, they have a project entitled

Available at:

<http://www.workforceblueprint.com.au/>