

**QUEENSLAND CHILD PROTECTION  
COMMISSION OF INQUIRY**

**STATEMENT OF KENNETH DAGLEY**

I, **Kenneth James Dagley**, of c/- 111 George St Brisbane in the State of Queensland, Director Workforce Capability, solemnly and sincerely affirm and declare:

1. I am the Director, Workforce Capability, Human Resources and Ethical Standards, Corporate and Executive Services in the Department of Communities, Child Safety and Disability Services.
2. I have been appointed to this position since 2 July 2012. I was previously the Director of Organisation and Workforce Development. I have been in this and similar roles since April 2007.
3. When planning and reviewing my work and seeking approval for decisions, when required, I report to the Chief Human Resources Officer who is based in 111 George St Brisbane. My position is part of Human Resources and Ethical Standards.
4. Prior to this appointment I was Director, Organisation & Workforce Development from January 2011 to July 2012, Director, Learning and Organisational Development Strategy from January 2010 to December 2011 and Assistant Director, Strategic Learning Services from February 2008 to January 2010.
5. I hold a Certificate of Business, Certificate III in Coaching, Certificate IV in Workplace Training and Assessing and a Graduate Diploma in Organisation Change and Development.

**ROLE**

6. The purpose of my role, as the Director, Workforce Capability is to support the development of a flexible and skilled workforce to support the achievement of service outcomes that meet government priorities. This is undertaken through the delivery of occupational training services to child safety, disability services and corporate areas of the department.
7. My duties and activities include:
  - The design and implementation of a Learning and Organisational Development Strategy for the department
  - reviewing learning practices and training programs to ensure they are fit for purpose and cost effective
  - the design and delivery of entry level corporate, community recovery, disability services and child safety training.
  - managing the recording and reporting of training activities
  - supporting performance management through a performance review system.

**INTRODUCTION**

8. The following statement provided is in response to the letter requesting written information which was issued from the Queensland Child Protection Commission of Inquiry, reference number 2017458.
9. The information provided has been done so on the advice from the relevant business units responsible for management of the applicable areas.

Signature of witness to Inquiry \_\_\_\_\_

Signature of person witnessing statement \_\_\_\_\_

Request No. 2017458



## QUESTIONS

**How training and development for frontline staff was coordinated within Child Safety prior to the 2012 restructure of the department.**

10. There are seven key elements to the coordination of training and development for frontline Child Safety Services staff (Attachment 1). These include:
  - Team Leader/Senior Practitioner
  - Child Safety Service Centre (CSSC) Manager/Regional Management
  - Regional Service Delivery Operations (RSDO) Learning Unit
  - Child Safety Practice Improvement (through Child Protection Development)
  - Regional/Local
  - Corporate programs
  - Individual staff member
11. At the centre of these coordination elements is the Achievement and Capability Planning (ACP) process.
12. The Team Leader/Senior Practitioner role in training and development is as the responsible line supervisor and includes orientation training, supervision, case management performance feedback and performance planning. The CSSC Manager/Regional management provide performance management, practice support and professional development opportunities.
13. RSDO Learning Unit organises and conducts the Child Safety Officer (CSO) Entry Level Training Program (72 weeks), Interviewing Children and Recording Evidence (ICARE), Specialist Skills modules, Team Leader training and in-service support. Child Protection Development maintains the Child Safety Practice Manual, provides updates and advice on practice and legislation changes and provides information of trends and research in child protection.
14. Regional and local initiatives will also be available to frontline staff in the form of practice forums, generic training, for example. writing skills and other local initiatives. Corporate areas provide access to the Study and Research Assistance Scheme (SARAS), management development programs, project management training, finance and administration training and Information Services training such as Integrated Client Management System (ICMS).
15. Finally the frontline staff member themselves will manage their personal development plan (as part of the ACP process), maintain professional registration and look for self-directed learning opportunities.

**How training and development for front line staff is currently coordinated within Child Safety**

16. Minor realignments have occurred to some training and development reporting structures as a result of the 2012 restructure of the department. These realignments would be almost unnoticeable to frontline staff as the direct support training staff remain the same. The realigned areas are:
  - RSDO Learning and corporate elements have combined in Human Resources and Ethical Standards under Workforce Capability.
  - Child Safety Practice Improvement has been amalgamated in Child Protection Development in Child Safety Programs area.

Signature of witness to Inquiry \_\_\_\_\_

Signature of person witnessing statement \_\_\_\_\_

Request No. 2017458





**What needs to be fixed and what if any policies and procedures may be negatively impacting on the way business is conducted.**

17. Effective training and development in an organisation should have processes to monitor and review changes to policy, practice, organisation structure, labour market supply and external environmental influences on the organisation. Being open to these impacts means that refinement and improvement is made regularly to the content and delivery methodologies.
18. In February 2012 the department undertook a process of regional consultations on CSO Training. These consults included key stakeholders from Child Safety Practice Improvement, Child Protection Development, Regional Directors and RSDO Workforce Strategy and Human Resources and Ethical Standards. Feedback from these consultations identified a need to review the current approaches to training across all child safety services roles.
19. Training staff are currently consulting with regional staff and Child Protection Development to identify opportunities for improvement to the CSO curriculum. The outcome will be an updated strategy for child safety services staff development at all levels which has a continuum of professional development, including linkages with Child Protection Development.

Declared before me at Brisbane this 17th day of October 2012.

*[Handwritten signature]*



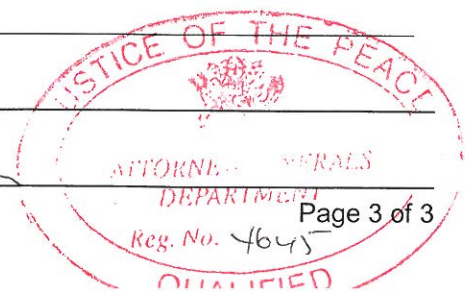
Signature of witness to Inquiry \_\_\_\_\_

*[Handwritten signature]*

Signature of person witnessing statement \_\_\_\_\_

*[Handwritten signature]*

Request No. 2017458



## Attachments

### Attachment 1 – Child Safety Officer Training Coordination

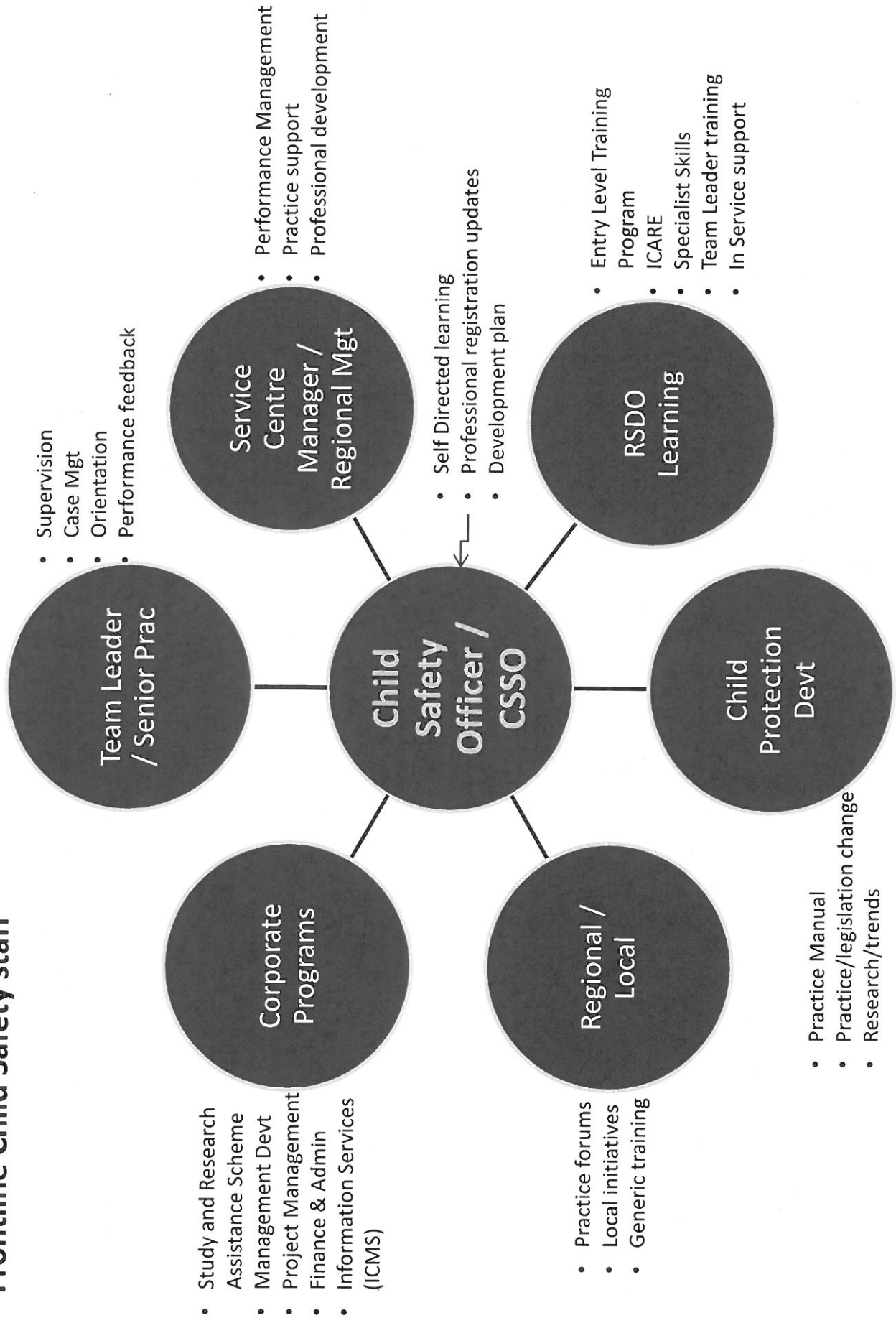
Signature of witness to Inquiry

Signature of person witnessing statement

Request No. 2017458




## Training Coordination for Frontline Child Safety staff



### Attachment Marking

The preceding 1 page is the annexure mentioned and referred to as ATTACHMENT 1  
in the statement of Kenneth Dagley taken on 17/10/2012

  
Signature of witness to Inquiry

  
Signature of person witnessing statement

