



**QUEENSLAND CHILD PROTECTION
COMMISSION OF INQUIRY**

Statement of Witness

<i>Name of Witness</i>	David James Bradford
<i>Date of Birth</i>	
<i>Address and contact details</i>	Known to Det. Senior Sergeant Barber
<i>Occupation</i>	
<i>Officer taking statement</i>	Detective Senior Sergeant Brett Barber
<i>Date taken</i>	15/10/2012

I, David James Bradford state;

1. I was a Director of Training for the former Department of Child Safety.
2. I was first employed by the Department of Family Services in 1995 as an Adolescent Resource Officer, now designated as a Child Safety Support Officer, while I completed my degree. After graduating in November 1995, I became a Family Services Officer, now referred to as a Child Safety Officer. I continued working for the Department until January 1997 when I moved across to the Department of Corrective Services.
3. In October 2003 I was asked to return to the Department of Communities as the Principal Training Officer for the Department. I performed this role until 2005 when I was asked to take over as the manager of the Ipswich Child Safety Service Centre. I performed this role until 2007 when I was appointed as the manager of the Redcliffe Child Safety Service Centre.
4. In 2007, I was promoted to the position of Director of Training and Specialist Support Branch with the Department. I performed this role until 2010 when Machinery of Government Changes combined the Departments of Child Safety

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and Department of Communities. Under the new entity I was designated the Director of Regional Service Delivery Operations Training. In late 2011, after a secondment to the Premier's Disaster Relief Fund Executive Team and a secondment to Queensland Health as a Director in Clinical education and Training, I resigned from the Queensland Public Service to pursue a business opportunity in the private sector.

5. As a Manager of Child Safety Service Centres, I observed a high turnover of frontline Child Safety Officers (CSOs). I also observed a lack of developed skills and lower level of individual resilience amongst frontline CSOs.
6. I investigated possible causal factors impacting on staff retention and found that many CSOs seemed to be dissatisfied with their job due to pre-service education that did not match with the new role, lack of experience, and misaligned expectations. These factors were compounded by the lure of greater remuneration offered by other government departments including Health, and in the private sector such as Mining.
7. I attributed the high CSO turnover rates to traditional recruiting practices resulting in a work force that was not representative of the general community it was servicing. In general many frontline teams lacked a diversity of skills and experience that would contribute to improved service delivery and enhanced collective resilience. My observations were consistent with the feedback I received from many other colleague managers.
8. As a result, I implemented a number of local initiatives to improve staff retention and enhance resilience, including drawing upon the skills and experience of other core business partners such as Health and Police. This was done to augment the contributions of the experienced staff.
9. When I was promoted to the position of Director of Training in 2007, we began to examine staff turnover and vacancy rates across the Department. It became

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apparent that a retracting national workforce and competition from the private sector was resulting in a reduced number of graduates that would soon be insufficient to meet sector requirements.

10. As the Director for Training in partnership with the Director of Human Resources we spent 2 years developing the Frontline Work Analysis Job Redesign Project which identified specific skill sets required by CSOs to meet service delivery requirements. The project examined a number of tertiary courses offered by various institutions including qualifications in the field of social work and social sciences.
11. As part Frontline Work Analysis Job Redesign Project, the Training Unit also implemented the Education Pathways Project which provided an option for the recruitment of Para-professional workers who could undertake workplace development and training to achieve recognised tertiary qualifications. I lead the subproject in conjunction with the Sunshine Coast Institute of TAFE to deliver training in Certificate IV and Diploma in Community Services to Indigenous Para Professional staff.
12. In 2008, this project was nominated for a Premiers Award for Excellence in Public Sector Management.
13. The Education Pathways Project also examined the potential to align with progressive tertiary institutions to offer post graduate studies in the field of child protection including a Masters degree and Doctorate qualifications as part of a development framework for senior managers.
14. As the Director of the Training Unit I also represented the Department of Child Safety in the Child Protection Skills Formation Strategy in conjunction with the NGO Sector and a number of peak training and education organisations and institutions to develop a sector-wide skills standard for child protection workers.

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15. In 2010, the Department of Child Safety re-joined with the Department of Communities and a number of significant training initiatives were suspended pending review.
16. In 2011, I resigned as the Director for Training from the Department of Communities to pursue other opportunities.

David James Bradford

Appendices

1. Curriculum Vitae of David James Bradford
2. Frontline Work Analysis Job Redesign Project
3. Education Pathways Project
4. Child Protection Skills Formation Strategy
5. Workforce Futures PowerPoint presentation

Declaration

This written statement by me dated _____ and contained in the pages numbered 1 to _____ is true and correct to the best of my knowledge and belief.

Signature

Signed at _____ this _____ day of _____ 20 _____

Witnessed:

Signature

Name B. Barber Rank Det. Senior Sergeant Reg. No. 6382

Signature of Witness: _____

Signature of Officer: _____

Consultant's Resume

David J Bradford

Profile summary

Qualifications

Master Social Science, Criminology

Master Correctional Management, Management

Graduate Diploma, Tertiary Education

Graduate Certificate, Public Sector Management

Post Graduate Certificate, Voc Education

Bach Social Science, Social Science

Advance Diploma in Security Risk Management

Diploma Occupational Health and Safety

Diploma Risk Management

Diploma Correctional Administration, Correctional Administration

Certificate IV TAA, Training and Assessment

Justice of the Peace

Executive Management Experience

A/Director Clinical Education and Training Queensland Health Aug 2011 to Dec 2012

Director - QLD Premiers Executive Team, Premiers Disaster Relief Fund May 2011 to Aug 2011

Director Learning Operations Regional Service Delivery Operations State-wide Services
Department of Communities May 2009 to Aug 2011

Director/ Executive Member Department of Child Safety Human Resources Committee
Queensland Jun 2007 to May 2009

Director Training and Specialist Support Branch Department of Child Safety Queensland Jun
2007 to May 2009 <http://www.premiers.qld.gov.au/publications/categories/news/sectorwide/2009-june/awards-and-accolades.aspx>

Director/ Executive Member Queensland Child Death Review Committee Jun 2007 to Aug 2011

Community and Disability Services Ministers Advisory Council Committee Representative Dec 2008 to Present <http://www.csmac.gov.au/membership.aspx>

Director Frontline Work Analysis and Job review Committee Department of Child Safety Queensland Jun 2007 to Aug 2011 <http://www.psc.qld.gov.au/library/document/catalogue/mature-age/job-anlysis-design-case-study-two-child-safety.pdf>

Director Child Protection Skills Development Strategy Jun 2007 to Jan 2009
<http://www.workforce.org.au/media/47154/david%20bradford%20-%20grow%20your%20own%20workforce.pdf>

Principal Advisor Queensland Serious Offenders Committee Jan 1999 to Oct 2003

Senior Ethical Standards Investigator Corrective Services Queensland 2001 to 2003

Course Coordinator/ Lecturer (Corrective Services) Bachelor Social Science QUT 2003 to 2009

Board Experience

Current

Chairman Australian National Paramedic Support Foundation Jan 2012 –present

- National member workforce of 12,000
- Foundation workforce of 60
- Located in Brisbane Queensland
- Legacy and support services for paramedics and their families Australia wide
- <http://www.anpsf.org.au/>

Board Member Act For Kids (formerly The Abused Child Trust) April 2012- present

- Workforce of 300
- Located in Brisbane, Queensland
- Provides therapeutic counselling services

Board Member Community Services and Health Industry Skills Council 2008 –present

- Funded by Federal Government
- Turnover in excess of 35 million
- Located in Sydney
- Servicing the training and workforce development needs of the national health and community services workforce
- Developing nationally accredited training packages in health and community services
- Staff of 75
- Contributions include stakeholder management and management of the National Training Package Advisory Committees.
- <https://www.cshisc.com.au/index.php>

Member Executive Committee Community Services and Health Industry Skills Council 2010 – present

https://www.cshisc.com.au/index.php?option=com_content&task=view&id=354&Itemid=457

Chairman Strategy Committee Act For Kids (April 2012- present)

Past

Board Member Australian National Paramedic Support Foundation 2010 –present
1 of 3 Founding Members

Awards

- Ministerial Commendation post Woodford Correctional Centre Riot 1997
- Department of Child Safety Excellence Award 2008 for Workforce Development
- Finalist Premier's Excellence Award Public Sector Management 2008 For Partnership Innovation and Reconciliation.
- Ministerial Commendation for client complaints management and stakeholder engagement 2006
- Premier's Commendation for Disaster Relief Response Executive Coordination 2011
- Foster Care Queensland Partnership Award 2006.
- Service Recognition Award Dept Child Safety Queensland

Memberships

- Australian and New Zealand Society of Criminology
- Member Australian Institute of Company Directors
- Australian National Paramedic Support Foundation

Publications and presentations

<http://www.workforce.org.au/media/47154/david%20bradford%20-%20grow%20your%20own%20workforce.pdf>

<http://www.cshisc.com.au/docs/upload/David%20Bradford%20&%20Lisa%20Molloy-The%20child%20protection%20workforce.pdf>

<http://www.usg.edu.au/newsevents/news/2007/childsafety>

<http://www.aifs.gov.au/nch/pubs/issues/issues22/issues22.html>

http://www.cshisc.com.au/docs/MAD_08/david_bradford_jude_harrison_ppt.pdf

<http://www.expertguide.com.au/news/article.aspx?ID=346>

Referees

Available on Request

Current as of Jan 2012

Workforce Futures

Drivers

- ✓ High staff turnover, especially in first year
- ✓ Restrictive entrance qualification requirements
- ✓ Recognition of specialised skill (and training) requirements
- ✓ Perceived disparities in roles, responsibilities & job functions
- ✓ Lack of career progression / career pathway
- ✓ Varying complexities of work (geographic and demographic issues)
- ✓ Classification structure

The Scene

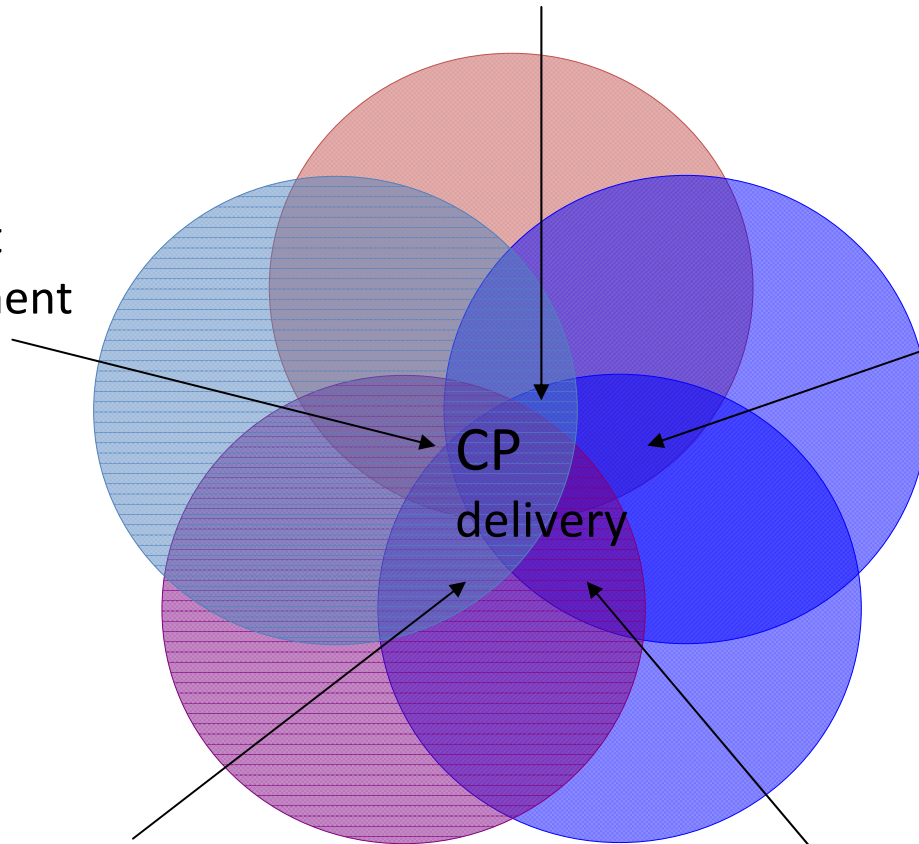
- ✓ Low birth rates >> structural ageing
- ✓ Structural ageing >> declining ratio of labour market entrants to exits, slowing growth of working age population
- ✓ Diversity across Australia >> negative ratios already in 41% of Australia's local government areas (cf. as yet no states)

Scope

Entry Qualifications

Post employment
Training & Development

Career Path



CP
delivery

Job Design

Classification Structure

Population Ageing: 4 Dimensions

- ✓ Numerical Ageing

Increase in *numbers* of elderly (primarily caused by increased life expectancy)

- ✓ Structural ageing

Increase in *proportions* of elderly (primarily caused by low/falling birth rates)

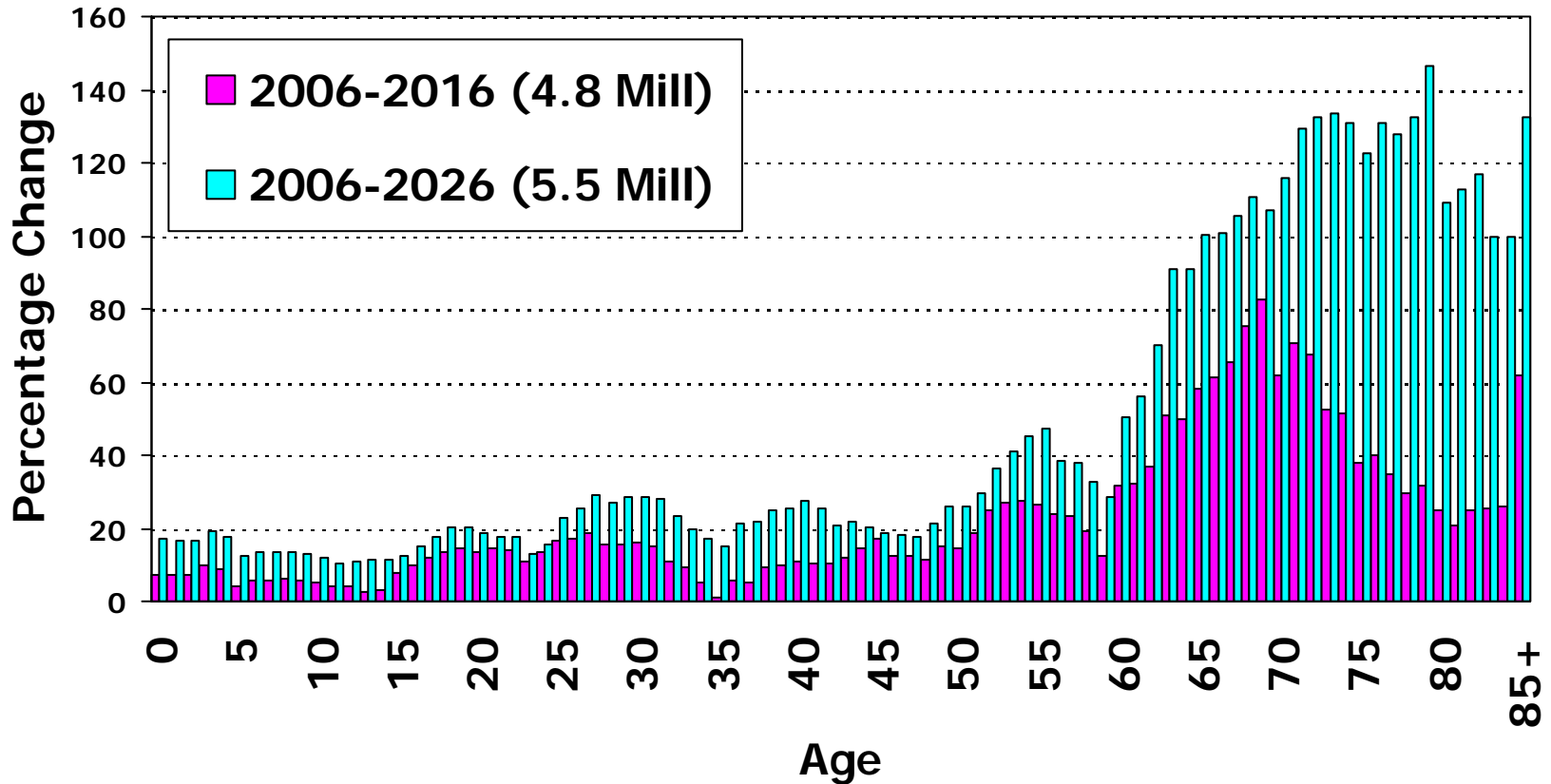
- ✓ Natural decline

More elderly than children >> more deaths than births

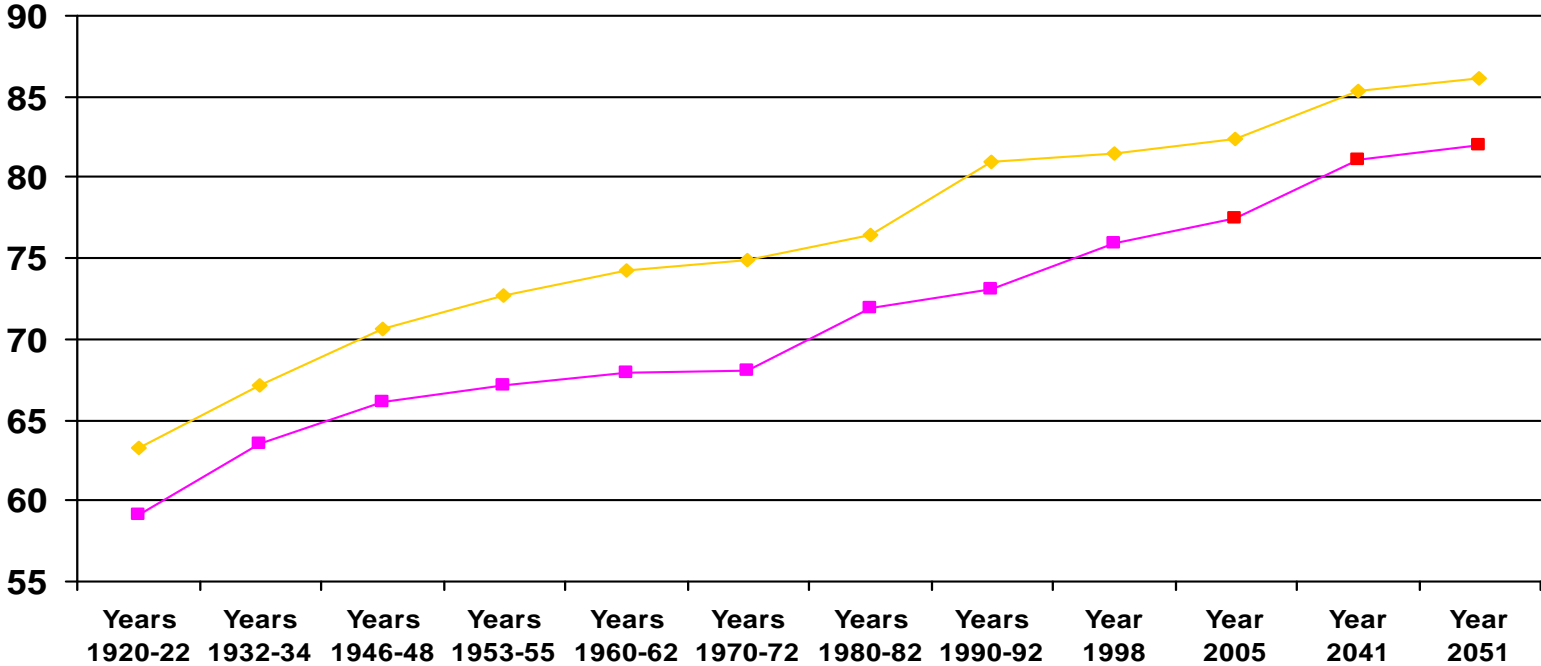
- ✓ Absolute decline

Inability of replacement migration to replace the 'lost' births and increased deaths

Projected change by age (%):



Expectations of Life from Birth - 1920 - 2051

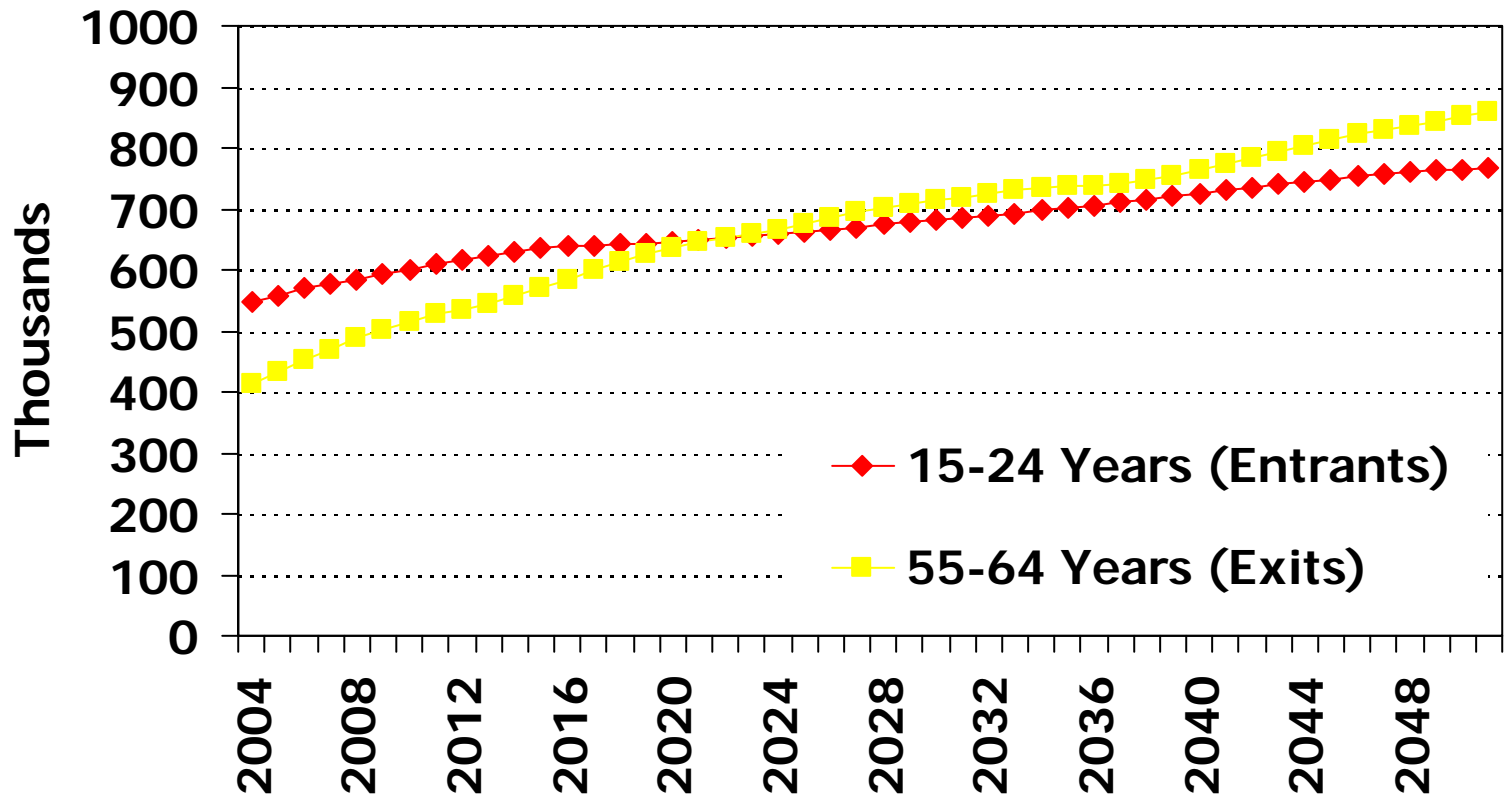


Years (Red are projections only)

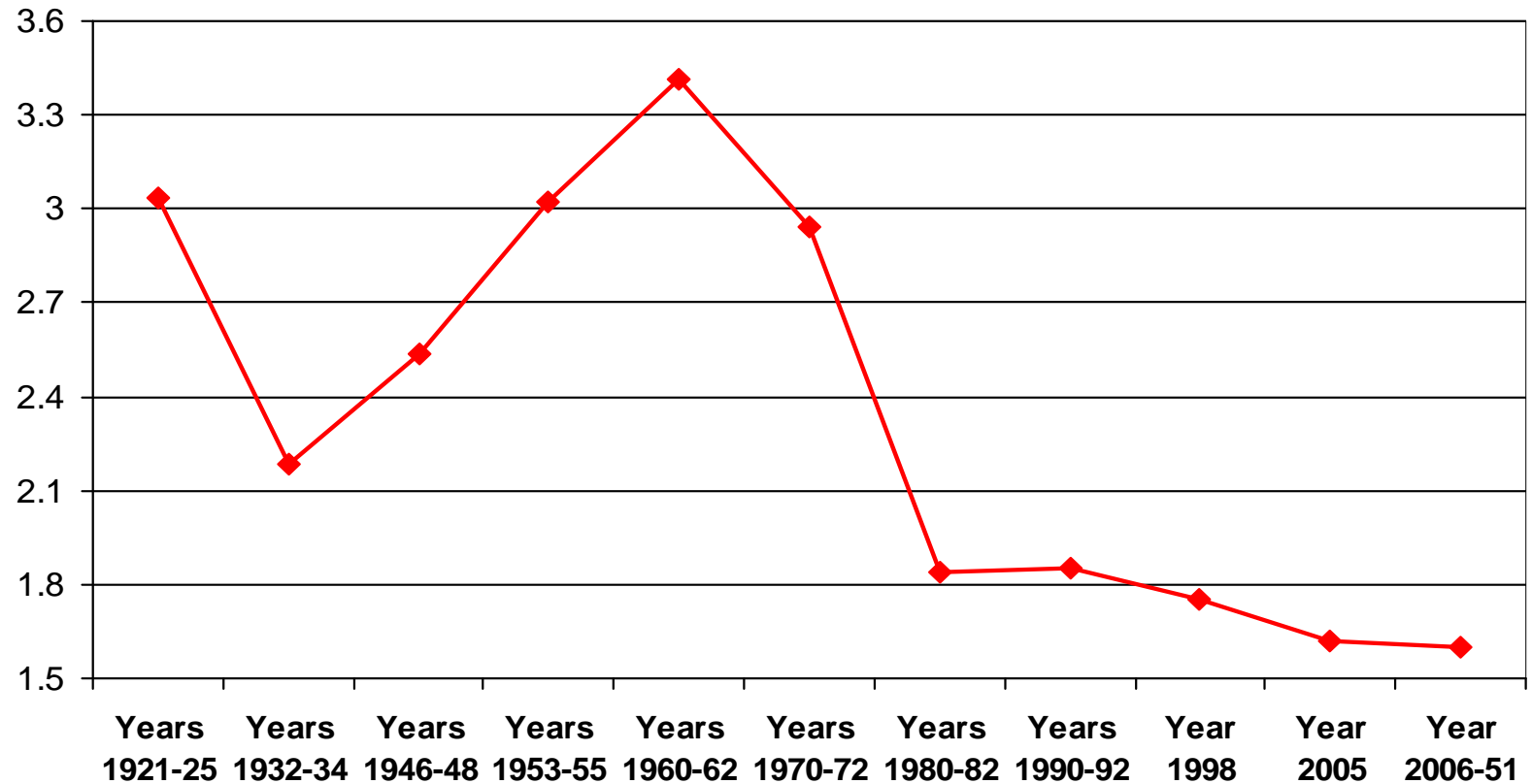
ABS: Deaths - 3302.0 - 1920-98



Queensland: LM Entrants/Exits



Fertility Rates in Australia - 1920 - 2051

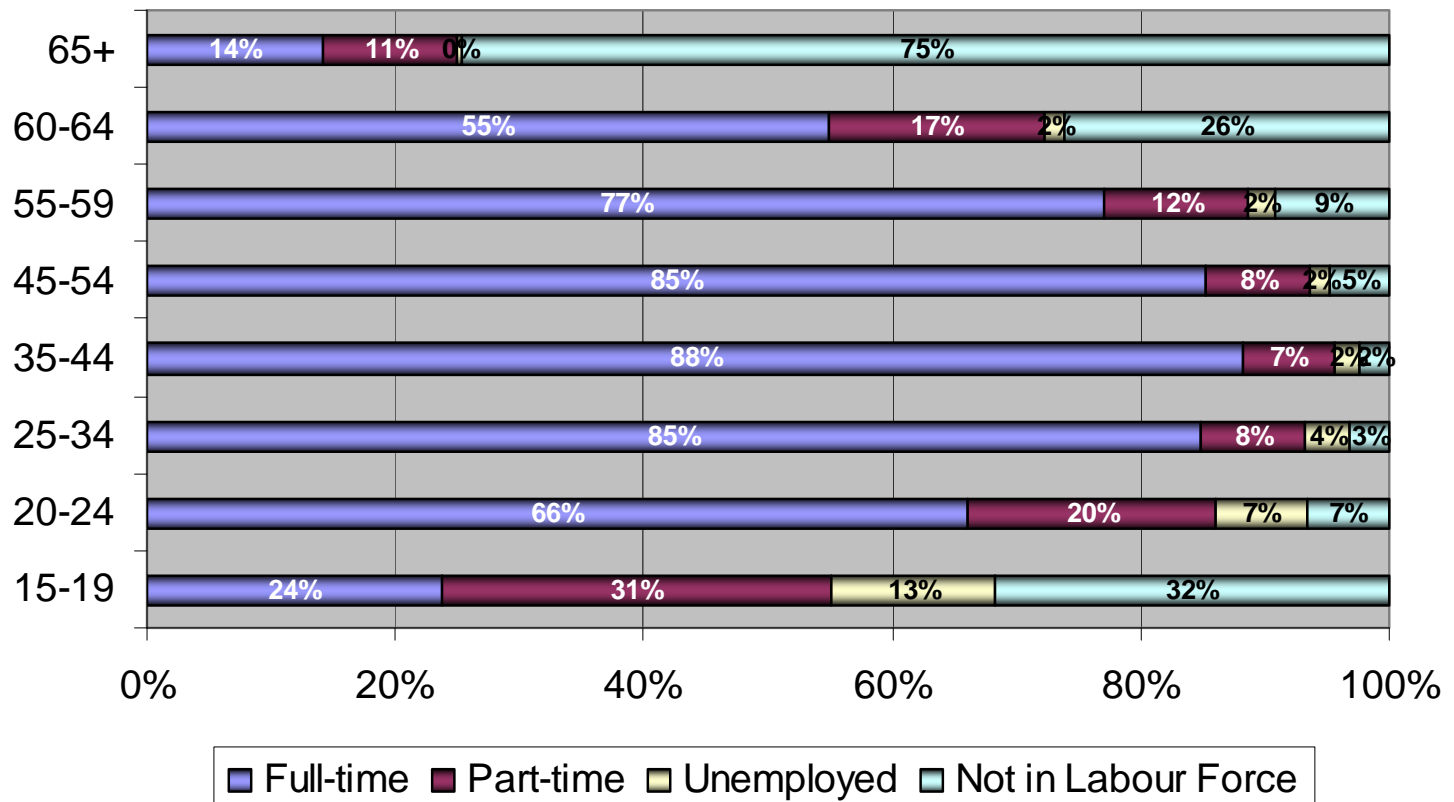


Years (Red are projections only)

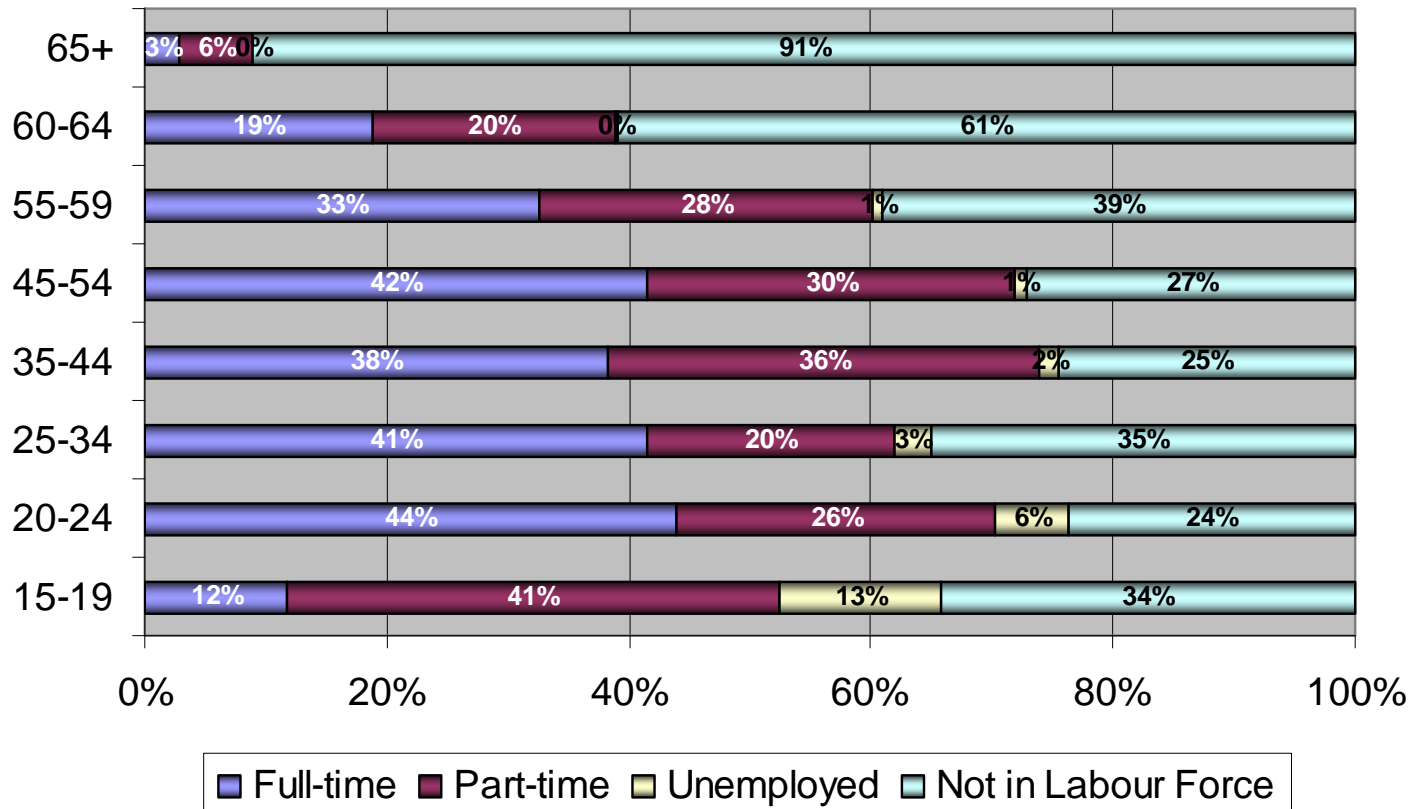
ABS: Births - 3301.0 - 1998

- Current data identifies the need for the community services and health workforce to grow faster than in any other Australian industry to 2012
- Workforce growth required to meet service delivery is projected as 3.0% per year or 169,300 workers in the 5 years to 2011-12 (*Australian Jobs 2007*)

Men in Australia

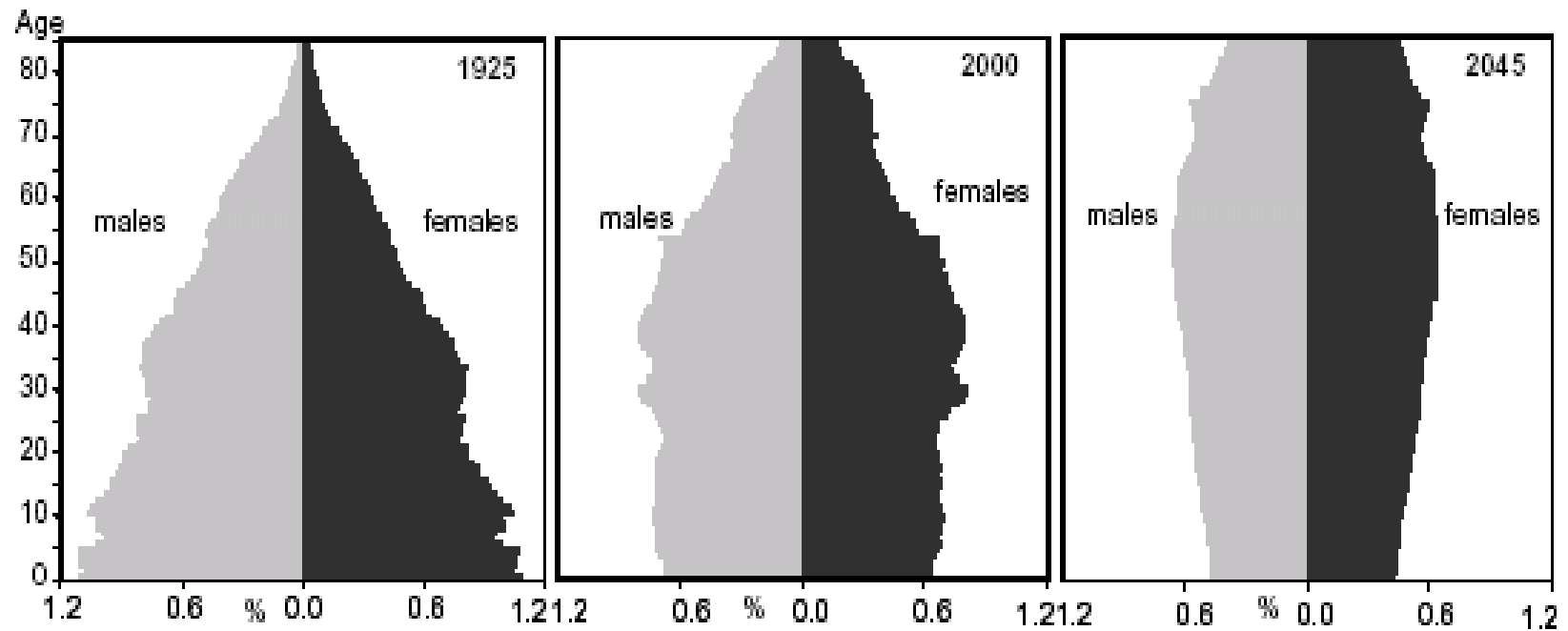


Women in Australia



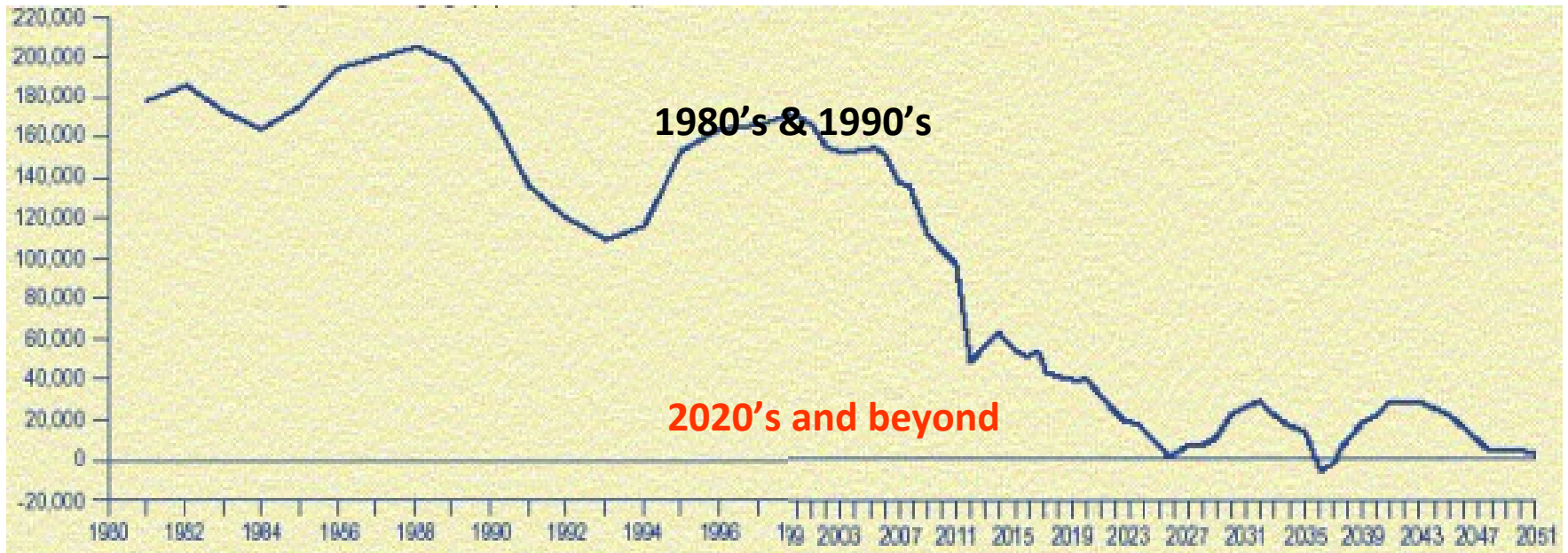
The Changing Structure of Age

Figure 1 **From pyramid to coffin**
Changing age structure of the Australian population, 1925-2045



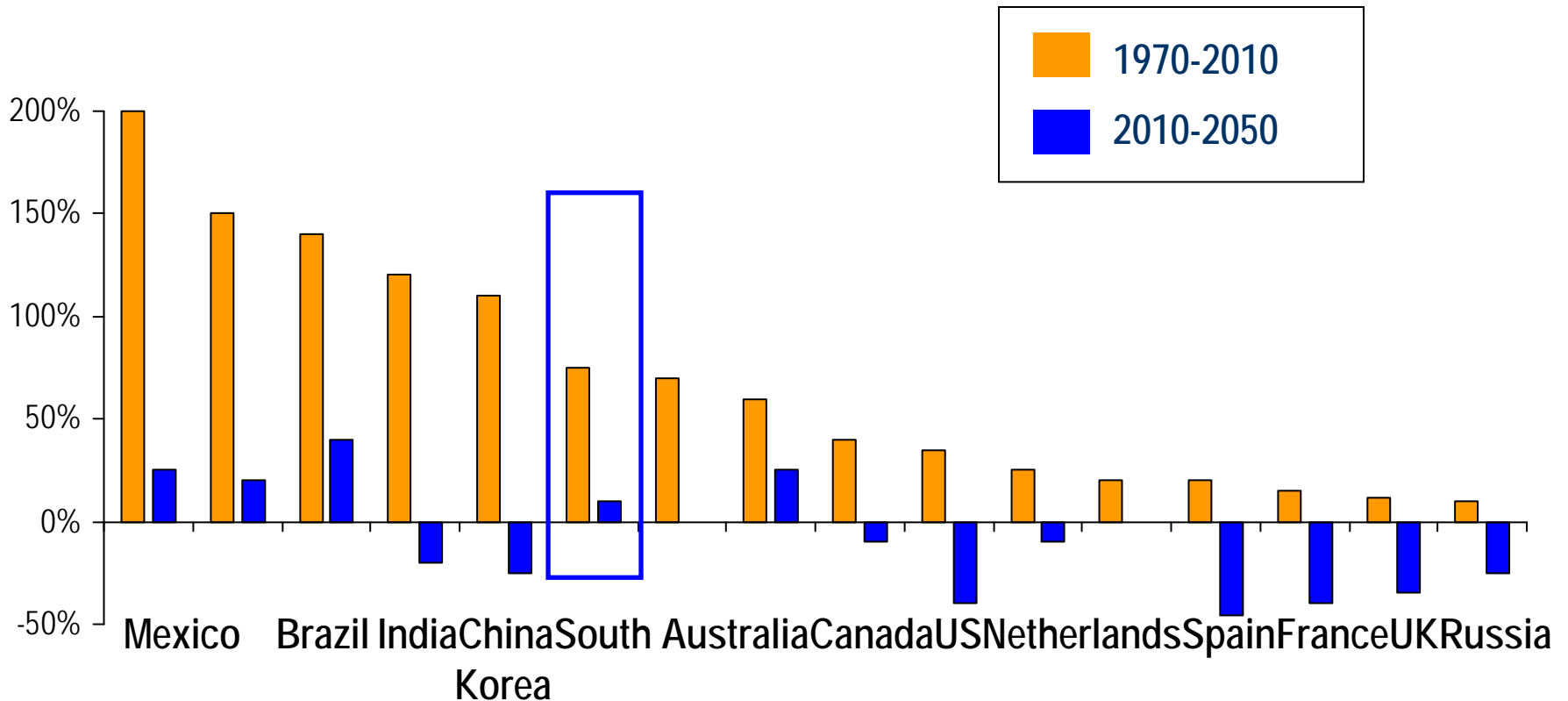
Access Economics, 2006

Growth in working age population



**Are we any different
to the rest of the
world?**

Screeching to a Halt: Growth in the Working-Age Population



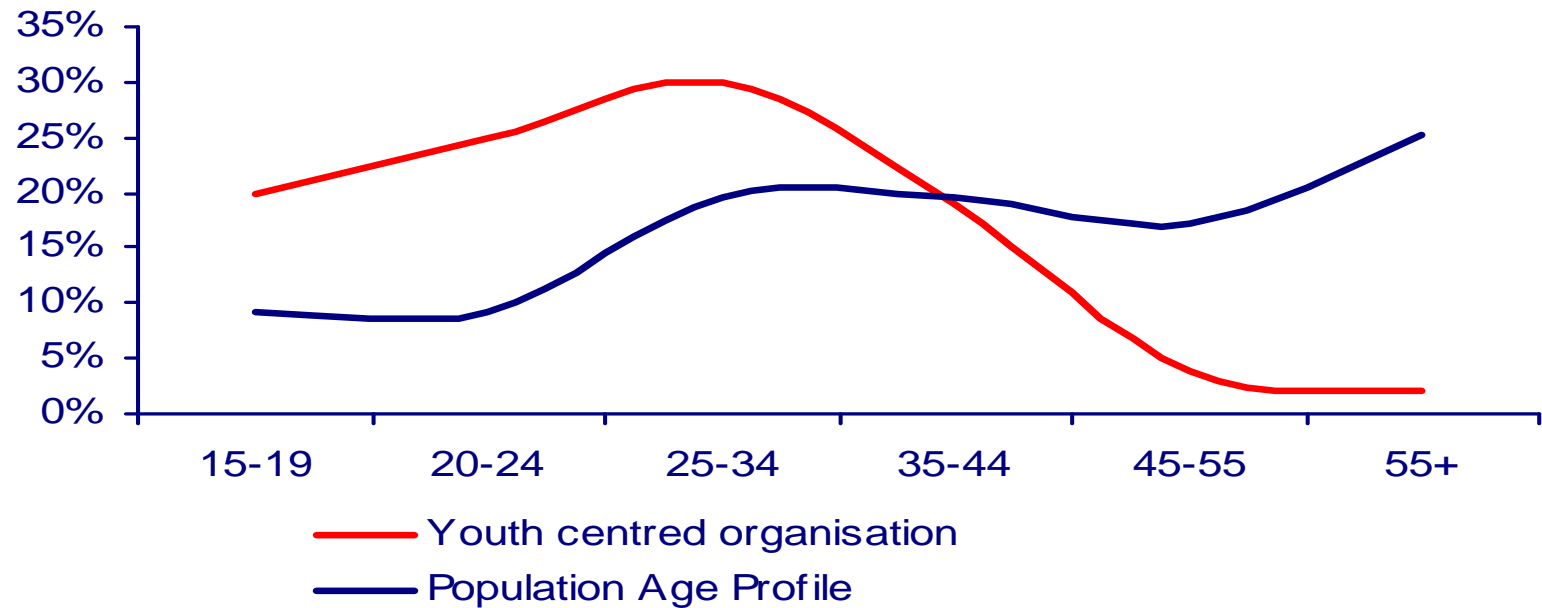
Organisational & Industry Risks

- ✓ Attaining adequate levels of labour supply as labour market growth diminishes
- ✓ Attracting and retaining critical skills
- ✓ Increased attrition amongst younger workers driving up costs
- ✓ Wage pressures - WA unemployment 2.7%
- ✓ Concentrated loss of people as the baby boomer generations retires
- ✓ Loss of difficult to replace organisational, technical management knowledge and skills
- ✓ Increasing occupational health and safety risk in some areas

Where are the people risks in your environment?

Understanding demographic influences at the organisational level

Youth centric organisation



It will be increasingly difficult for organisations with a significant over representation of younger people to maintain the staffing levels, manage retention and achieve management depth

Findings: Community Services

Most likely scenario

Growing polarisation between up-market segment and 'the rest'. Pressures likely to be solved with steady fall in service quality.

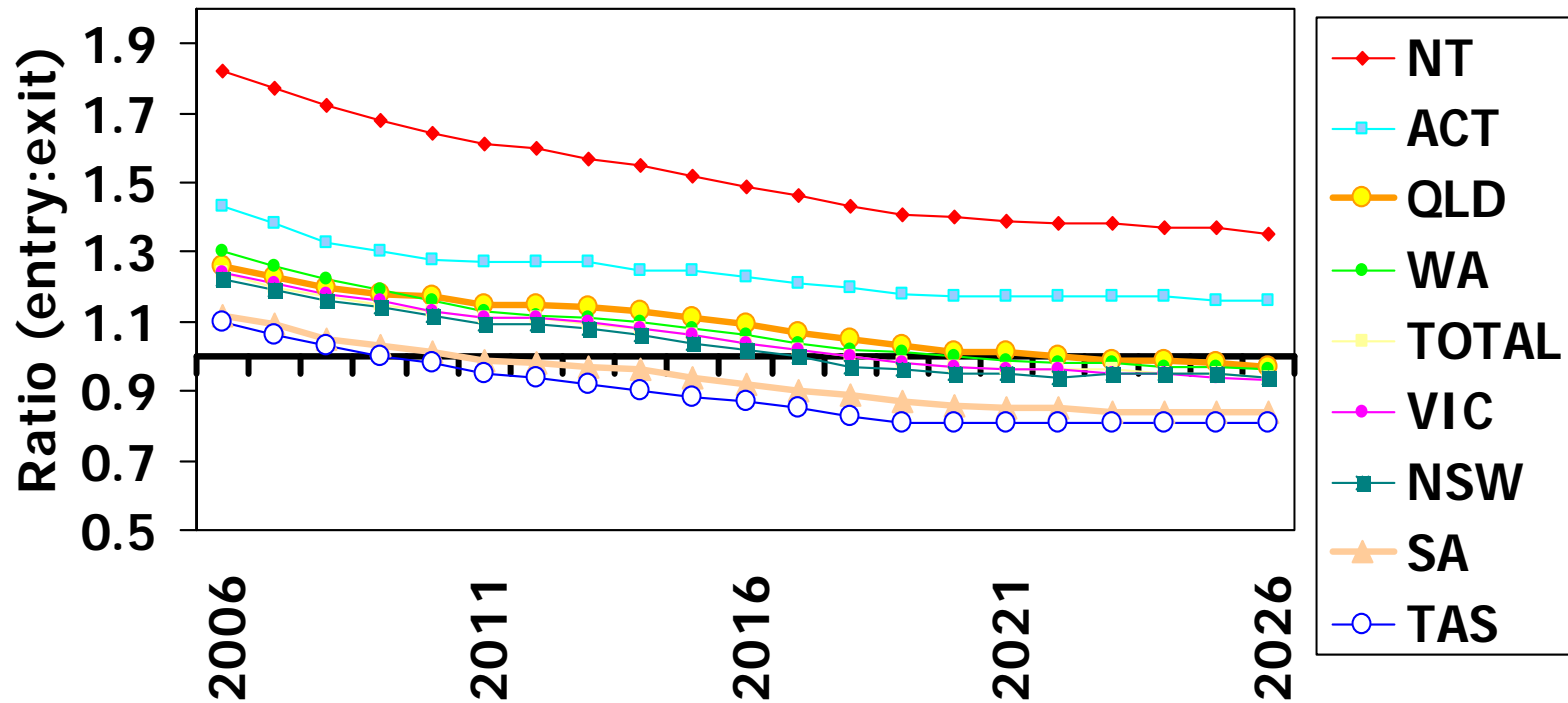
As skill level of jobs decline likely to be steady/increasing demand for VET level training

Key Challenges: Empirical Regularities

- ✓ Changing content of skill
 - What employers want: Cognitive + Behavioural + Technical
 - What workers have: 'wasted skills'
- ✓ Skill problems in job structures
 - Squeeze on-the-job training
 - Inadequate career paths
 - Challenge of middle management
- ✓ Changing life courses
- ✓ Formal training system: neither problem nor solution

Conceptualising the youth labour pool

Entry/Exit Ratios by State



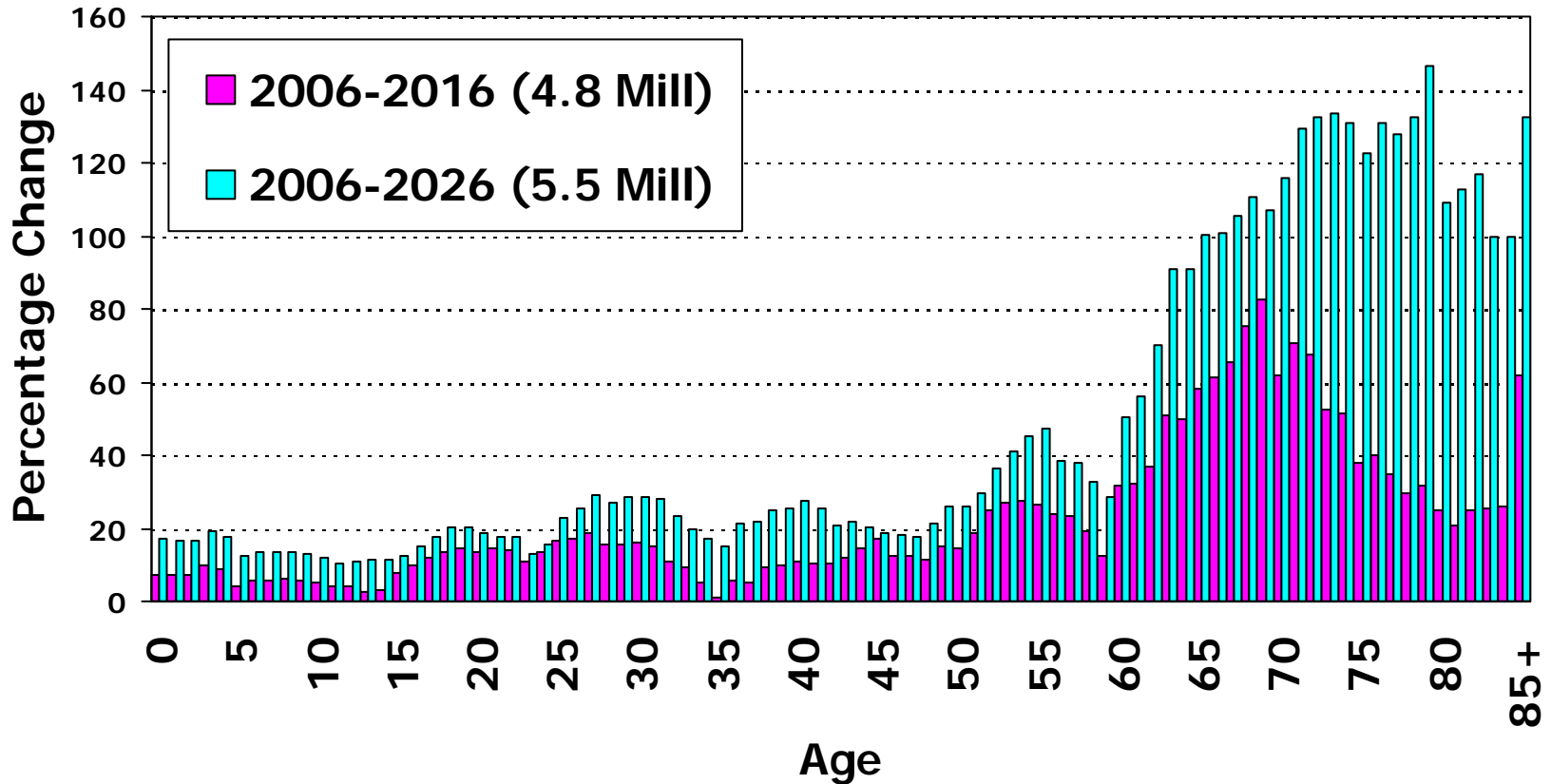
What will be the impacts?

- ✓ Increasing competition between industries for participation of same young people >> labour costs
 - Labour market and educational institutions

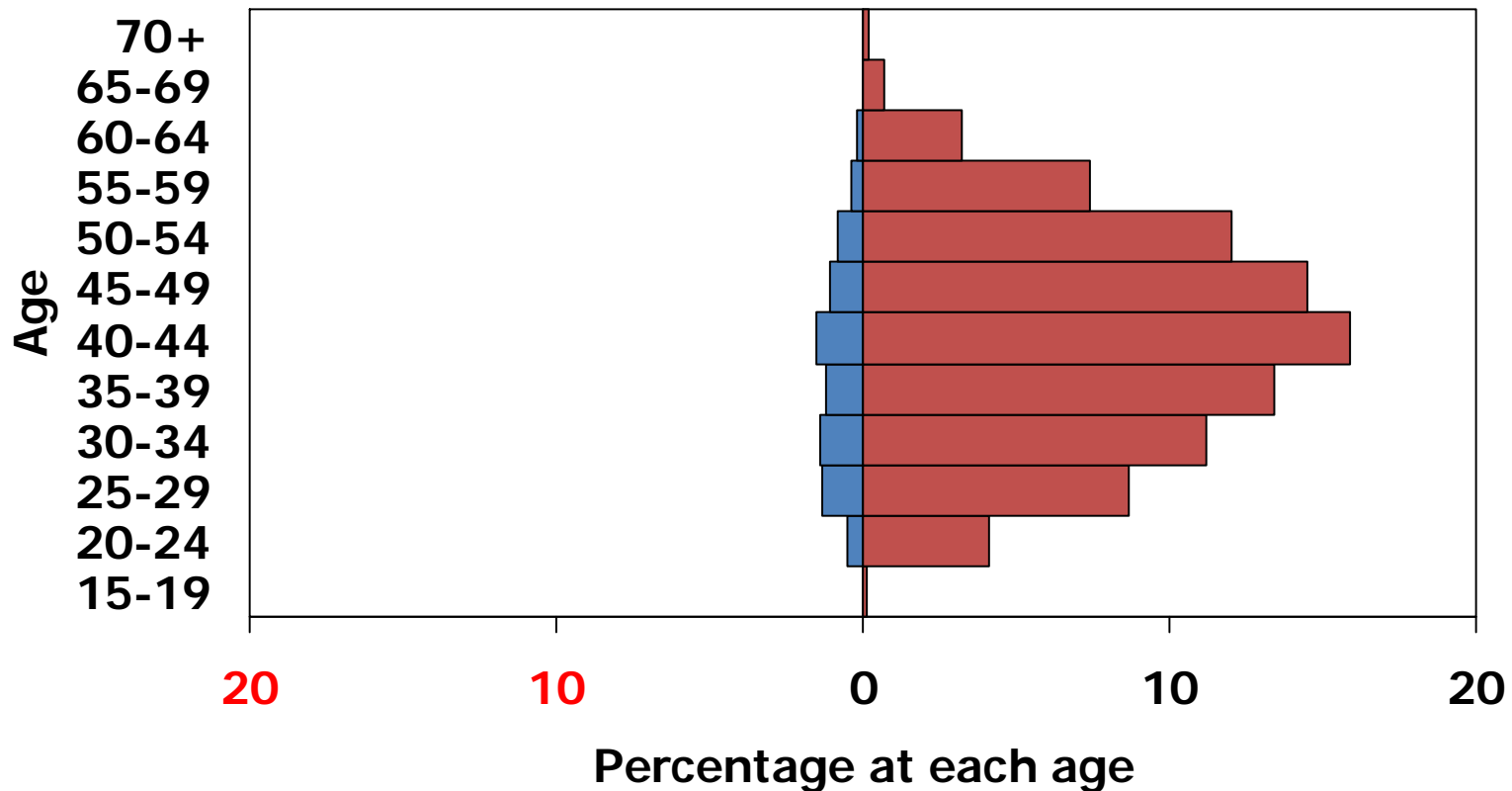
- ✓ Declining unemployment - less than 1% unemployment
- ✓ Declining post school education
 - Compounding skills shortages
 - Training implications

- ✓ Increasing incomes, especially for young
- ✓ Increasing opportunity structures, especially for females

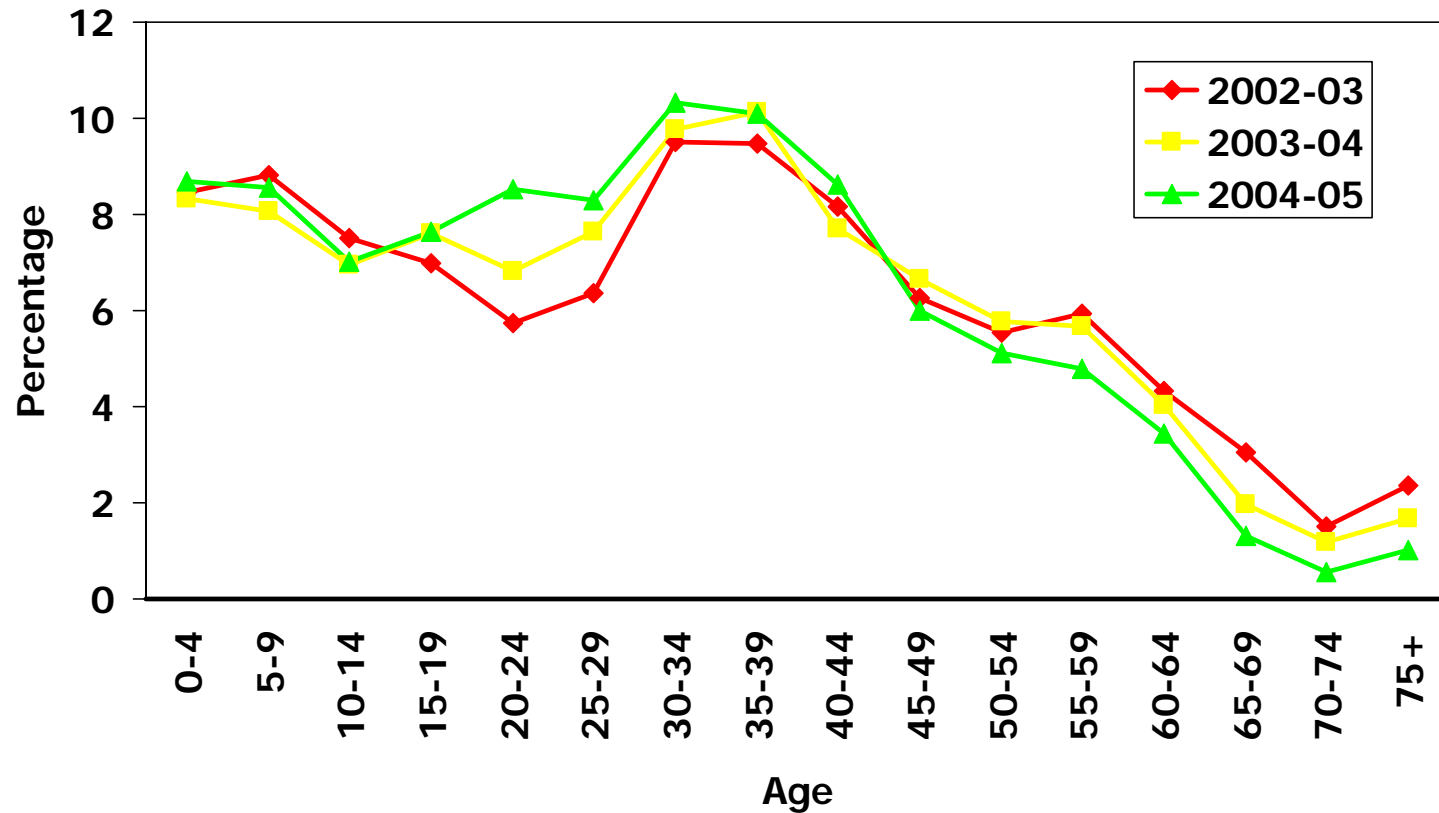
Projected change by age (%):



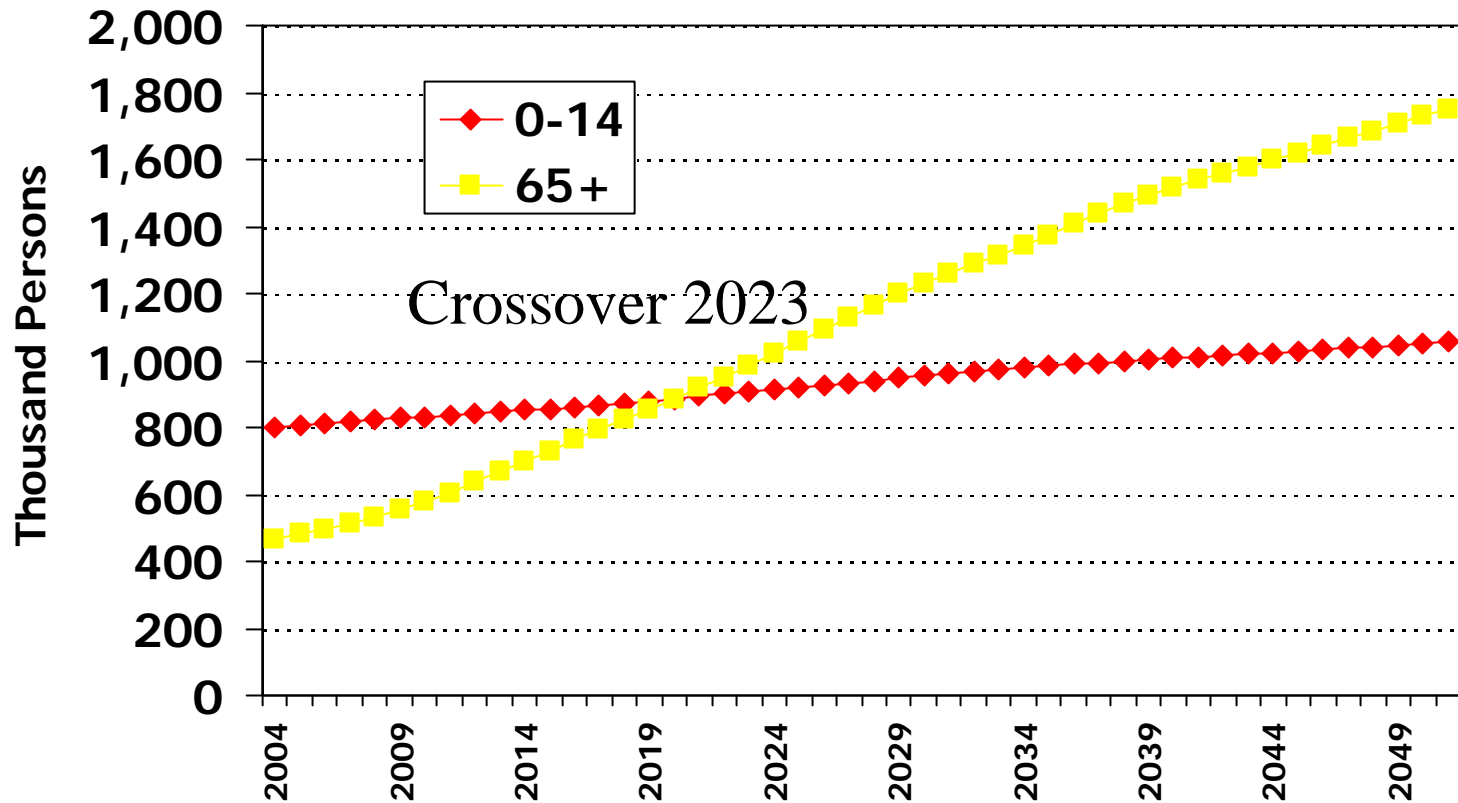
Nursing Professionals #8 (E/E = 0.8)



Queensland's migration age pattern (net interstate)



Queensland: Elderly/Children



And don't forget those tourists

- OECD countries: next 25 years, 70 million retirees..
- Nationally: 67,000 more 65+ next year than this year. By 2012, av. 135,000 additional 65+ *every year* for following 2 decades

The Message

- ✓ Structural ageing affects *all* age groups
- ✓ Trends differ by region
- ✓ Many positives (declining unemployment; increasing incomes for the young > housing)
- ✓ Many negatives (increasing labour market costs; probable declines in post-school education)
- ✓ Training/retraining will become ever more important

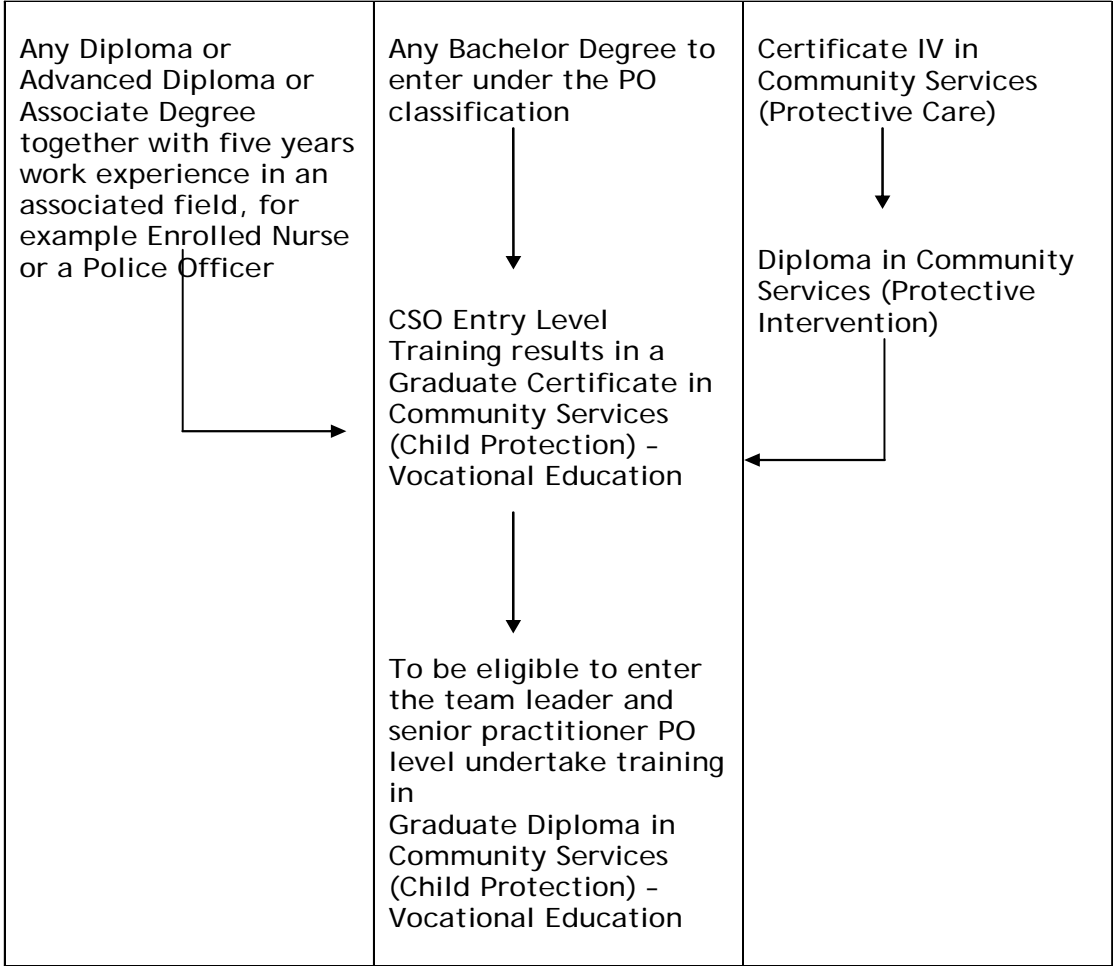
Industry Case Study

- The following is the response of the Department of Child Safety Queensland 2007 to 2010.

The Dilemma

- In 2007 at the peak of the skills shortage the then Department of Child Safety experienced 45% turnover of CSOs in the first 12 months.
- The training centre inducted over 400 staff a year to fill 800 positions.
- This cost over \$33 million annually
- The Current Model is unsustainable

POTENTIAL ENTRY & QUALIFICATION PATHWAYS



References

- “Frontline Job Design Project”
Department of Child Safety Corporate Communications Branch, 2007
- “Work and Ageing in Context”
Damien Woods, Manager Business Advisory Services, Ernst & Young, 2007
- “What is happening to Queensland’s Labour Supply? A demographic perspective”
Dr Natalie Jackson, University of Tasmania, 2007

Proposal 1

That the Department of Child Safety:

- ✓ Broaden the acceptable Bachelor degree level qualifications for Child Safety Officer positions to include the degrees outlined below;
- ✓ Use rigorous selection processes to ensure staff who hold these degrees are suitable for work in the Department of Child Safety; and
- ✓ Develop a training program to ensure these staff are integrated into the statutory child protection role through education and assessment pathways that support them to develop requisite frameworks and reconcile their discipline area with the child protection context

Bachelor Education (Early Childhood, P to10 and Senior)

Bachelor of Sociology

Bachelor Nursing

Bachelor Occupational Therapy

Bachelor Science (Health Sciences)

Bachelor of Arts (Anthropology)

Bachelor of Justice Studies

Bachelor of Criminology

Bachelor of Laws

Consultation Question 1

Considering the department's capacity to develop and support staff, which of the above Bachelor level qualifications could the department accept and which would be unacceptable, and why?

What would the on the job training need to be to support this transition?

Do you believe people from these disciplines who have participated in CSO training could fulfil all of the CSO role or part of it? If a part, which part?

Proposal 2

That the Training and Specialist Support Branch develop partnerships with relevant tertiary education providers to move CSO training in to the AQF (Attached Appendix 1) to issue Vocational Graduate Certificate qualifications at the completion of CSO training. Please refer to packaging rules (Attached Appendix 2) before answering this question

Consultation Question 2

Do you support or not support the Department of Child Safety partnering with appropriate tertiary education providers to issue Vocational Graduate Certificate in Child Protection?

Proposal 3

That people with three years work experience and accepted diplomas in related fields such as nursing, policing and teaching be accepted into Child Safety Officer training as a pathway to becoming a Child Safety Officer. In conjunction with proposal 2, this will promote pathways to a Vocational Graduate Certificate.

Consultation Question 3

Do you or do you not support Proposal 3 and why?

Consultation Question 3a

If you support this proposal which Diplomas would you suggest be considered acceptable?

Consultation Question 3b

What on the job training would be required to support these staff?

Consultation Question 3c

If you do not support this proposal are there elements of the CSO role that people with a Diploma and 3 years work experience could undertake?

Proposal 4

CSSOs who have completed the Certificate IV in Protective Care and are undertaking a Diploma in Community Services (Protective Care), be allocated some restricted non-statutory tasks that align with their skills and knowledge. These may include casework tasks, coordination of meetings, supportive record keeping associated with statutory tasks and assisted decision making which may serve to facilitate their transition to CSO work.

Consultation Question 4

Do you support proposal 4 and why?

What restricted duties do you believe a CSSO who has completed a Certificate IV in Community Services (Protective Care) and is enrolled in a Diploma could undertake and what supervision and training would they need?

Proposal 5

That the Department promote pathways for CSSOs by ensuring;

- ✓ The current Certificate IV Community Services (Protective Care) articulates to a Diploma; and
- ✓ Upon completion of this Diploma, (consistent with proposal 3) CSSOs will be eligible to seek employment as a Child Safety Officer and complete Child Safety Officer training;
- ✓ As outlined in proposal 2, completion of this training will result a Vocational Graduate Certificate

Consultation Question 5

Do you support the above proposal? If not, why?

Do you believe this will result in improved retention of staff with the department?

Do you believe this will result in a more diverse mix and experience among frontline staff?

Do you believe this will contribute to the stabilisation of the workforce in rural and remote areas?

Proposal 6

That the department explores mapping the Team Leader Training Program against a Vocational Graduate Certificate (Management) and designate this qualification as mandatory for completion in the staff member's first 12 months as a Team Leader.

Consultation Question 6.

Do you or do you not support Proposal 6 and why?

Where to from here?