

PROJECT WORK PLAN

NORTHERN TERRITORY ABORIGINAL AND TORRES STRAIT ISLANDER HOME AND COMMUNITY CARE (HACC) TRAINING RESOURCE PROJECT

NOVEMBER 2008-MAY 2009

DEPARTMENT
OF
HEALTH AND AGEING



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1. Project Work Plan

1.1. Overview

The Department of Health and Ageing engaged the services of Human Capital Alliance to undertake the Northern Territory Aboriginal and Torres Strait Islander Home and Community Care (HACC) Training Resource Project in November 2008 to provide the Department with high-level, strategic advice on the Aboriginal and Torres Strait Islander HACC workforce key skills sets and training needs in the Northern Territory. This document sets out HCA's Work Plan for the project commencing November 2008 and concluding May 2009. The Work Plan reflects the focus and timeline of the project, consistent with the proposal submitted to the Department and the deliverables as outlined in the contract.

1.2. Objective

The specific purpose of the consulting project is to:

- identify key skills for work in Aboriginal and Torres Strait Islander aged care organisations that deliver HACC services;
- assess and fill gaps in learning and assessment resources (including Recognition of Current Competency) for training Aboriginal and Torres Strait Islander community aged care employees in the NT;
- identify which of those resources are nationally applicable; and
- establish a business plan for a national clearing house to assist in future training and development of the Aboriginal and Torres Strait Islander community aged care workforce.

1.3. Personnel undertaking each work component

The team assembled from HCA's staff consultant and associate resources for this project includes:

1. Lee Ridoutt (LR) – HCA Principal
2. Kate Lee (KL) – Managing Director of the Darwin office
3. Dr. Lisa Jackson Pulver (LP) – HCA Associate
4. Michelle Strickland (MS) – HCA Managing Consultant of the Tasmanian Office
5. Heather O'Brien (HO) – Staff consultant of the Darwin office
6. Michelle Alley (MA) – HCA Associate
7. Dr. Ilse Blignault (IB) – HCA Associate
8. Joanne Bagnulo (JB) – HCA Staff Consultant
9. Sally Ali (SA) - HCA Staff Consultant

1.4. Timeline of project milestones and deliverables

A timeline of the project activities, tasks to be completed and submission of scheduled deliverables as well as the allocation of task responsibilities to project team members (as required by the contract) is illustrated in the table below. Responsibility allocation does not preclude other team members contributing to task completion. See previous section for key to team members.

Deliverable / consultant activity	Allocation of Tasks	2008						2009																	
		Nov		Dec				Jan				Feb			March				April			May			
Month		17 th	24 th	1 st	8 th	15 th	22 nd	5 th	12 th	19 th	26 th	2 nd	9 th	16 th	23 rd	2 nd	9 th	16 th	23 rd	30 th	6 th	13 th	20 th	27 th	4 th
Week Starting Monday																									
Project start up																									
Initial client consultations, establish parameters	LR, HCA, KL																								
Project Commencement	All																								
Development of final project work plan	HCA																								
Submission of final project work plan	HCA			21 st																					
Identify core skills for direct care workers and coordinators in ATSI HACC services																									
Collection of job descriptions	HO																								
Analysis of job descriptions	HCA, HO																								
Site visits to service providers	KL, LR, MA																								
Develop survey questionnaire	LR																								
Distribution of questionnaire	HCA																								
Collection of MDS data	LR																								
Interrogation of MDS data	LR																								
Construction of inventory of core skills for workers in ATSI HACC services	LR, KL																								
Draft up progress report including final list of core skills identified for Aboriginal and Torres Strait Islander HACC workers	LR, KL																								
Submission of progress report including final list of	HCA																								

Deliverable / consultant activity	Allocation of Tasks	2008						2009																		
		Nov		Dec				Jan				Feb				March				April				May		
Month		17 th	24 th	1 st	8 th	15 th	22 nd	5 th	12 th	19 th	26 th	2 nd	9 th	16 th	23 rd	2 nd	9 th	16 th	23 rd	30 th	6 th	13 th	20 th	27 th	4 th	
Week Starting Monday																										
core skills identified for Aboriginal and Torres Strait Islander HACC workers																										
Mapping of skill requirements to relevant units of competency in appropriate Training Packages/qualifications																										
Map the identified core skills to relevant competencies	LR, KL, HCA																									
Gather available learning & assessment resources relevant to identify skills/units of competence.	HCA, KL, HO																									
Establish and build a database of suitably rated resources.	LR, HCA																									
Develop and seek agreement on set of resources auditing criteria	LR, HO, LP																									
Audit resources against agreed criteria.	HCA, HO																									
Submission of database mapping the identified core skills to relevant competencies	HCA																									
Interrogate the database of resources to identify gaps in resource availability to support core training/learning needs.																										

Deliverable / consultant activity	Allocation of Tasks	2008						2009																		
		Nov		Dec				Jan				Feb				March				April				May		
Month		17 th	24 th	1 st	8 th	15 th	22 nd	5 th	12 th	19 th	26 th	2 nd	9 th	16 th	23 rd	2 nd	9 th	16 th	23 rd	30 th	6 th	13 th	20 th	27 th	4 th	
Week Starting Monday																										
Interrogate database to identify resource material gaps	HO, LR																									
Draft report identifying the current gaps in available resources	LR, KL																									
Submission of report identifying the current gaps in available resources	HCA																									
Discuss with client the resource development priorities	KL, LR																									
Preparation for presentation and workshop discussions.	KL, LR																									
Presentation and discussion at a workshop (or workshops) to be organised by the Department	KL, LR																									
Update Financial & M'ment training manual																										
Report outlining options for updating the Aboriginal and Torres Strait Islander Financial and Training Manual	LR, KL																									
Discuss/agree on parameters for manual update	LR, KL, HO																									
Update the ATSI HACC Financial & Management Training Manual	KL, HO																									
Submit draft modules of the	KL, HO																									

Deliverable / consultant activity	Allocation of Tasks	2008						2009																		
		Nov		Dec				Jan				Feb				March				April				May		
Month		17 th	24 th	1 st	8 th	15 th	22 nd	5 th	12 th	19 th	26 th	2 nd	9 th	16 th	23 rd	2 nd	9 th	16 th	23 rd	30 th	6 th	13 th	20 th	27 th	4 th	
Week Starting Monday																										
Aboriginal and Torres Strait Islander HACC Financial and Management Training Manual																										
Final updated Aboriginal and Torres Strait Islander HACC Financial and Training Manual	KL, HO																									
Develop a business plan	HCA, LJ, IB																									
Consult with stakeholders on an effective clearing house model for ATSI HACC workforce training resources	MS, LR																									
Design & cost an effective clearing house model for training resources	MS																									
Draft up second progress report including options for developing or adapting resources	HCA, LJ, IB, LR																									
Submission of second progress report including options for developing or adapting resources	HCA																									
Draft Business Plan for establishing a national clearing house for learning and assessment resources	HCA, LJ, IB																									
Final Business Plan for establishing a national clearing house for learning and assessment resources	HCA, LJ, IB																									

Deliverable / consultant activity	Allocation of Tasks	2008						2009																		
		Nov		Dec				Jan				Feb			March			April				May				
Month		17 th	24 th	1 st	8 th	15 th	22 nd	5 th	12 th	19 th	26 th	2 nd	9 th	16 th	23 rd	2 nd	9 th	16 th	23 rd	30 th	6 th	13 th	20 th	27 th	4 th	
Week Starting Monday																										
Draft Final Report	LR, HCA, KL																									
Final Report																										8 th

1.5. DOHA assistance required for the project

Successful completion of the project within the tight timeframe will require the support of the Department to deliver in the following areas:

- supply of the minimum data set (MDS) data by the 1st of December 2008 according to agreed specifications
- The master copy of ATSI HACC Financial & Management Training Manual
- Up to date contact list for all HACC and Flexible Aged Care Services in the NT
- Contact list for other stakeholders, eg NT Department of Health & Families and NT DoHA staff including name, phone number and email address.

1.6. Communication Strategy

1.6.1. Department/HCA

In order to implement the consultancy efficiently and to schedule, a two week time limit on feedback on draft reports to submitted reports is essential.

The Department should write a letter of introduction upon commencement of the project to each of the Shires and HACC Indigenous service providers in order to enhance their awareness of the project and engender positive support and participation in the project. The letter will inform key stakeholders as to the objectives and parameters of the project and introduce the consultant team.

Finally on completion of the project the Department will write a letter of acknowledgement to relevant stakeholders who have participated in the project in one capacity or another in order to ensure positive support in future. If possible a copy of the final report could be furnished to project participants.

1.6.2. Stakeholders/HCA

During the Northern Territory Aboriginal and Torres Strait Islander Home and Community Care (HACC) Training Resource Project, the Researcher plans to actively engage and promote the project to all relevant Aboriginal and Torres Strait Islander Home and Community Care (HACC) services across the Territory. Communication can be via:

- the Northern Territory Department of Health and Family's regular correspondence
- naturally occurring forums within the project timeframe including the planned workshop, and
- a posting on the HCA website which will allow interested stakeholders to register their desire to keep in touch with and contribute to the project.

Additionally, as part of the project methodology, HCA will seek opinion from a sample of 'key' stakeholders on specific issues. This will be in the form of, but not limited to distributed questionnaires, phone and face to face interviews. These communication efforts can also be used to convey information about the project.

1.7. Risk Analysis

Part of HCA's project management practice is to undertake a risk assessment at the commencement of each project. Issues that could pose a threat are identified and risks assessed according to likelihood of occurring and the consequences.

Areas of the project with a perceived risk, rated by their likelihood to occur and the expected impact if they did occur, are identified in the table below. Where appropriate a risk management strategy is suggested.

Risk factor	Likelihood	Impact	Risk management strategy
slow turnaround of feedback on project reports	low	high	agreed communication strategy / timelines
delayed receipt of MDS data	low	high	usage of data available on website
unavailability of key stakeholders/key informants for consultations	low	medium	engage alternative stakeholders
low response rate to questionnaire mail out	high	high	simple 1 page questionnaire & telephone follow up
environmental impacts such as flood or cyclone in the NT (given the time of year)	low	low	rescheduling of effected events
identified learning and assessment resources not made freely available - unbudgeted costs	low	medium	look at alternative recourses impress on copyright holders value of participation
no or incomplete contact list of stakeholders	low	low	work with known stakeholders
delayed receipt of ATSI HACC Financial and Training Manual	low	low	sufficient notice given for request of manual
politics around location of clearing house	medium	high	transparent process extensive consultations

The likelihood of such or other less than ideal happenings is not seen as a cause for concern at this stage, however the Researcher wishes the Department to be aware that in our experience such delays do happen from time to time, especially in projects with tight turn around times.

The impact of such at any stage in the project ranges from those of low consequence to those that could effect or delay timeframes or deliverables slightly to substantially. All efforts will be made to keep the project on time, on track and within budget.

Generally, we highlight the need for periodic communication not just within our team, but also with the project stakeholders. HCA will ensure project management strategies are in place in order to meet the outcomes and deliverables of the project as specified in the contract on time and of optimum quality.