

**Our ACCO
Ways of
Working
Capability
Framework**

A resource for
VACCHO Members



Acknowledgement of Country

The Victorian Aboriginal Community Controlled Health Organisation (VACCHO) acknowledge the strength of Aboriginal and Torres Strait Islander peoples and the power and resilience that is shared as members of the world's oldest living culture. We acknowledge Aboriginal and Torres Strait Islander people as Australia's First Peoples who have never ceded their sovereignty.

We acknowledge the richness and diversity of all Traditional Owners across these lands and waters, and we pay our deepest respect and gratitude to ancestors, Elders, and leaders – past, present, and emerging.

They have paved the way, with strength and fortitude, for our future generations.



Foreword by Jill Gallagher

Ngatta (which means hello in my traditional Guditjmarra language)

I am proud to introduce 'Our ACCO Ways of Working Capability Framework' .

The initiative marks a significant milestone for VACCHO and its Members, aligning closely with the strategic priorities of the [Victorian Aboriginal Health and Wellbeing Workforce Strategy](#).

By embracing and promoting the core principals of the ACCO sector, including working in a way that's grounded in Aboriginal community and culture, and cultivating respect and collaboration, we have an opportunity to greatly enhance recruitment and retention within the sector.

This Framework underscores VACCHO's commitment to championing Aboriginal culture, fostering robust and fulfilling careers, and nurturing an engaged, purpose-driven workforce.

I pay tribute to VACCHO's Members and their dedicated teams for their invaluable contributions to this Framework. Their dedication, and unwavering commitment to promoting Aboriginal ways of knowing, being, and doing is pivotal to supporting thriving, healthy Communities.



A handwritten signature in black ink that reads "Jill Gallagher".

Dr Jill Gallagher AO,
VACCHO CEO



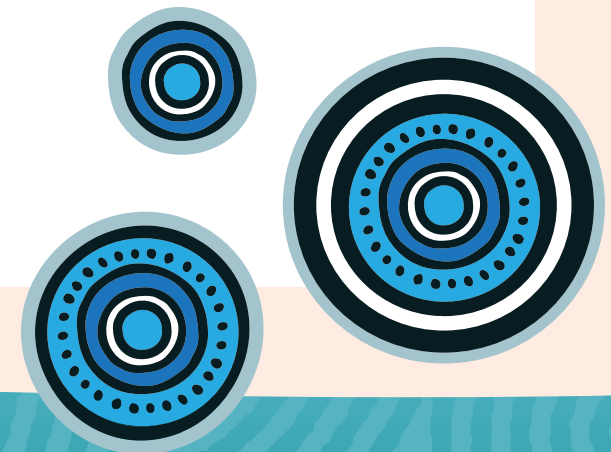
Purpose

The 'Our ACCO Ways of Working Capability Framework' describes the ways of working and capabilities required by all people working in Victoria's ACCO sector at VACCHO Member organisations, and is underpinned by the strategic priorities of the VACCHO Victorian Aboriginal Health and Wellbeing Workforce Strategy. It provides current and future staff, managers and volunteers with a common language for the knowledge, skills and personal attributes that are critical for Members and for individual roles.

This Framework is intended to differ from typical Capability Frameworks and be more reflective of the Victorian ACCO Sector. This includes accounting for different sizes and service offerings of the organisation based on Community need, relevant career pathways, as well as supporting staff who may be working across multiple service areas. Whilst VACCHO's Member ACCOs provide a holistic service offering based on Community need, ACCOs may differ in terms of number of services provided and number of workforce employed in comparison to their state-wide counterparts.

The intention of the Framework is to:

- Inform people working in VACCHO Member ACCOs, regardless of their professional discipline or background, to understand what capabilities (knowledge, skills and attributes) they need to meet the responsibilities of their role and Community needs
- Support managers and leaders to plan, develop and invest in professional development and learning, and with workforce planning, recruitment, retention and career development
- Enhance existing and/or create new position descriptions and statements
- Empower teams to consider their collective skills and expertise (now and into the future), and how best to use them to support Community health and wellbeing



Applying Our ACCO Ways of Working Capability Framework in Practice

ACCOs can use the Framework to:



Inform the development of Position Descriptions.



Inform the development of organisational, team and individual activity planning.



Assist in discussions with team members about performance enablement, continuous improvement and career pathways within the organisation and in the ACCO sector.



Assist in promoting career pathways in the ACCO sector on the organisation's website or at career events.



Help create and build a common understanding of ACCO Ways of Working, throughout an organisation and evaluating the impact that the Ways of Working have on all stakeholders.



Inform existing policies and procedures.

Although the Framework was developed in consultation with and for VACCHO Members, it can also act as an example to inform other organisations about the ACCO Model and Ways of Working.

How it applies to staff

Staff

The Framework can support you as a team member to:

- understand the knowledge, skills and attributes (capabilities) you need to work at your current level
- understand what you need to do to work at a different level or another service area
- identify any gaps in your skills, knowledge and ways of working that can be addressed
- identify opportunities for development which can be used as the basis for capability development discussions with your peers, team leaders, supervisors and managers.

Managers

The Framework can support you as a manager or team leader to:

- develop the skills, knowledge and ways of working of you and your team members
- plan across your team/s to identify strengths and capability gaps
- inform performance and career planning discussions and processes with your staff
- develop the position descriptions for roles, clarify expectations for your staff and to inform job advertisements
- form the basis of discussions with external training providers about your team's training requirements.

Leadership

The Framework can support you as a leader of a Member organisation to:

- inform resourcing decisions, for example, by helping you align staff to the strategic needs of your organisation
- assist you with a range of human resource functions including:
 - job design
 - recruitment and selection
 - performance management and development
 - career planning
- advocate to funders and stakeholders about supporting capability growth in particular service areas



The Framework has two components

1. The ACCO ways of working

VACCHO Member organisations are hugely diverse, with each delivering a unique range of programs and services for Aboriginal and Torres Strait Islander people depending on local Community needs. This means that some Members deliver a large volume of programs and services, while others may deliver a handful.

Despite their unique characteristics and service offerings, all Members share certain values to support Aboriginal community health and wellbeing outcomes which are reflected in their ways of working. All VACCHO Members deliver critical and often life-changing programs and services which:

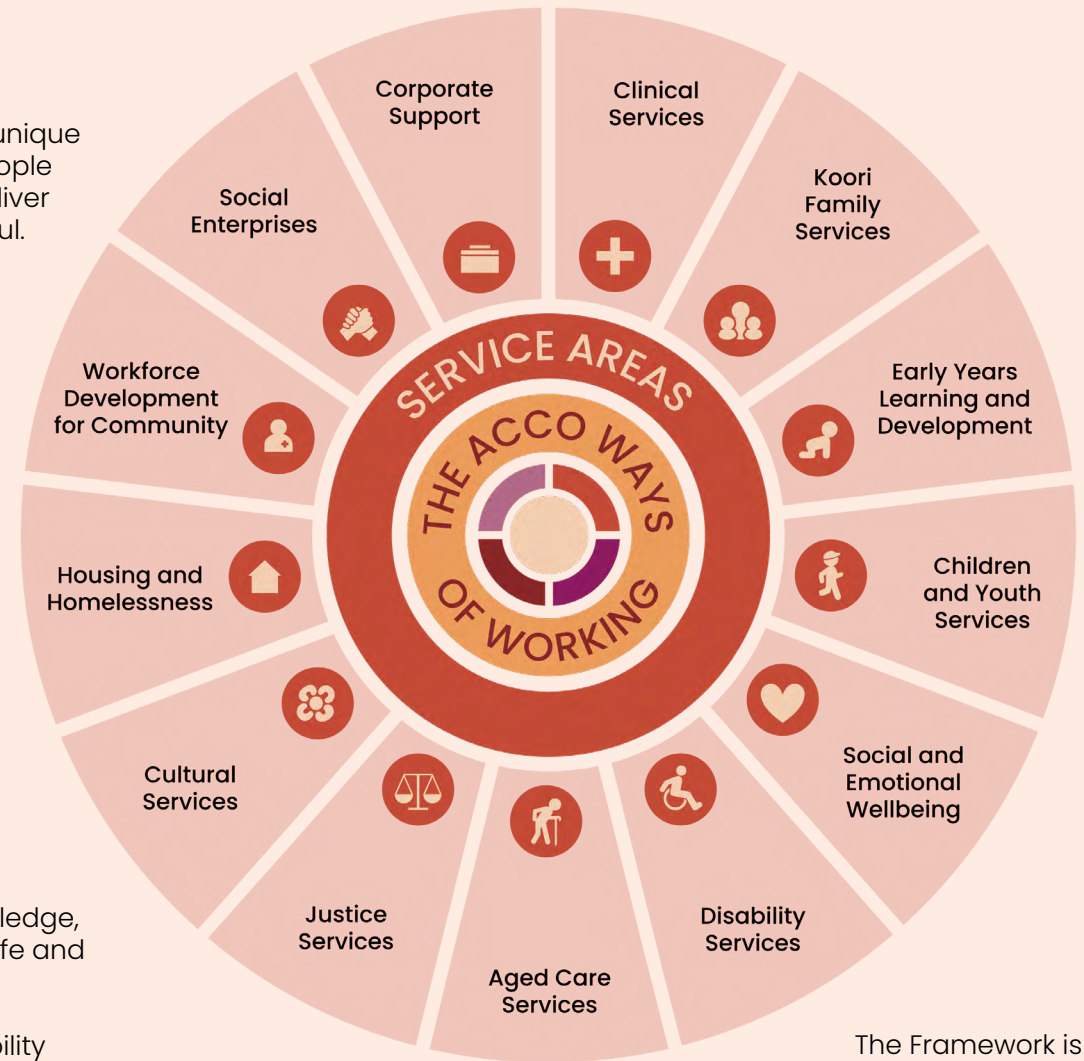
- are grounded in Aboriginal culture and community
- are respectful and collaborative
- are supportive of Aboriginal community needs
- are responsive to change
- effectively apply tools and resources.

2. Service Areas

Although each organisation has different service offerings that respond to the needs of the local Aboriginal community, the Member workforce deliver care across 13 service areas.

The people working within each of these service areas require certain knowledge, skills and attributes (i.e. capabilities) to succeed in their roles and deliver safe and effective care, support and treatment.

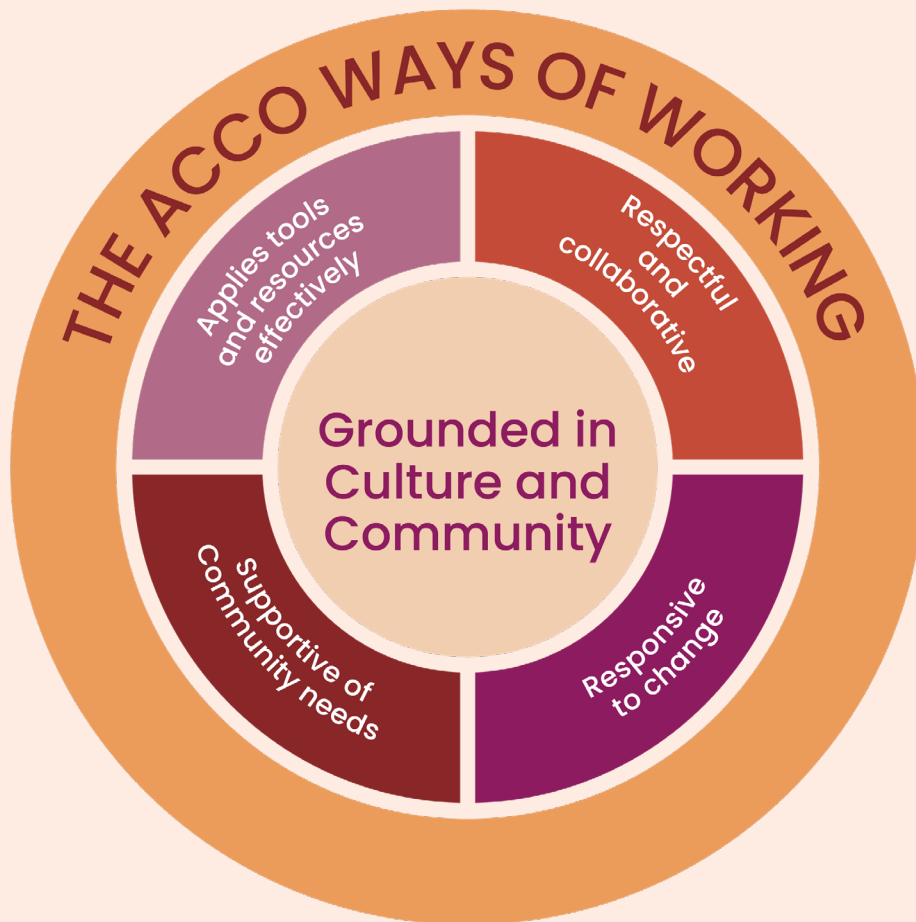
The *Our ACCO Ways of Working Capability Framework* describes the capability requirements for people working in each service area. The requirements of staff differs based on the service area.



The Framework is structured around these components as shown here.

The ACCO ways of working

All staff employed within Aboriginal Community Controlled Member organisations (i.e. Aboriginal and Torres Strait Islander and non-Indigenous staff), regardless of their service area or level of experience, are guided by the following ways of working.



All of my work ...

is grounded in Aboriginal and Torres Strait Islander culture and community

- I develop and maintain connections across the local Community
- I understand its diversity and emphasise Aboriginal cultural considerations when performing my role
- I respect Cultural protocols, such as family and kinship dynamics, recognising men's and women's business and understanding local contexts and histories (including the intergenerational impacts of colonisation).

is respectful and collaborative

- I build and maintain genuine, trust-based relationships with my colleagues and the Aboriginal Community to support holistic health and wellbeing outcomes
- I am accepting of all people, including those with diverse identities and lived experiences, and assist to create a supportive working environment that is free of racism
- I am able to manage personal and professional responsibilities proactively
- I respect and protect the rights of colleagues, clients and their families
- I always ensure that Community is involved in making decisions about the issues that affect them.

is supportive of Aboriginal and Torres Strait Islander community needs

- I am committed to supporting the needs of Community
- I understand health is not just about the physical wellbeing of an individual, but refers to the social, emotional and cultural wellbeing of the whole Community.
- I understand the relationship between broad topics like social justice, equity, and rights, as well as traditional knowledge, healing and connection to Country.
- I am committed to safe and inclusive spaces for diverse communities, including Rainbow Mob.

is responsive to change

- I am resilient and adaptable to changes in work or Community priorities
- I adjust my practices as required based on the specific needs of clients and the Community
- I support health and wellbeing outcomes by maintaining effective networks and making appropriate referrals.

applies tools and resources effectively

- I understand that effective service delivery relies on applying the right tools and resources
- I know the tools, technologies and software available to me and embrace these to improve program and service delivery
- I apply practices which are culturally safe and are consistent with evidence-based professional, legal and ethical frameworks or codes of conduct (including privacy and confidentiality).

Service Areas

In addition to the ways of working, all staff require certain capabilities that are specific to the Service Area where they work. These 'Service Capabilities' are the key requirements from staff to perform their roles. The capabilities of people working within each Service Area will differ based on the level of responsibility that they have within the organisation and Community, their lived experience, skills, relationships and aspirations.

The VACCHO Member workforce delivers programs and services across 13 Service Areas:

Corporate Support: Back-of-house support including advocacy, finance, human resources, quality and risk compliance, reform support, information communications and technology, legal, operational support, marketing, operational management, special projects, facilities, asset management and administrative roles.

Workforce Development for Community: The development and delivery of training, leadership and mentor programs to the workforce.

Social Enterprises: The delivery of organisation-led social business ventures such as hospitality, consulting, land management, health and wellbeing services.

Housing and Homelessness: Services to support Community members to attain temporary, semi-permanent or permanent housing through accommodation assistance and tenancy support programs.

Cultural Services: Cultural services provided to external parties such as cultural awareness, cultural tourism, Welcome to Country and Smoking Ceremony, Confirmation of Aboriginality, Sorry Business, men's and women's groups.

Justice Services: Services for people seeking assistance in justice or legal related matters. This includes sheriff support, crisis intervention, behavioral change and pre-release programs.

Aged care Services: The delivery of aged care, home care, domestic assistance, personal, respite and palliative care services. This also includes specialised support, Elders group, facilities and social support programs.

Clinical Services: Clinical healthcare services that meet the unique health and wellbeing needs of Community members. Examples include general practice, chronic disease management, allied health, preventative health promotion programs, dental, pharmacy and medical-related transport services.

Koori Family Services: Services that are tailored to meet the specific needs of Aboriginal and Torres Strait Islander families in Victoria. This includes family-led decision making, family violence, kinship care, out-of-home care, therapeutic counselling, intensive family and residential services.

Early Years Learning and Development: Services that support the ongoing learning and development of infants and children. Examples include playgroups, kindergarten, childcare and maternity services.

Children and Youth Services: Services that support the ongoing learning and development of children, youth and families. This includes youth groups, homework groups, leadership programs, youth engagement,

Social and Emotional Wellbeing: Services that support wellbeing and healing. This includes counselling, mental health, dual diagnosis, drug and alcohol treatment, detox, recovery, residential support, spiritual wellbeing, financial wellbeing, Bringing Them Home and other programs. engagement, holiday and after school programs.

Disability services: The delivery of domestic assistance, personal care, home maintenance, therapeutic, respite and disability social support.



Core Service Capabilities

The core capabilities for each Service Area are outlined in detail in the following pages. Additional self determined capabilities can be added by each ACCO as required.

-  **Clinical Services**
-  **Koori Family Services**
-  **Early Years and Development**
-  **Children and Youth Services**
-  **Social and Emotional Wellbeing**
-  **Disability Services**
-  **Aged Care**
-  **Justice Services**
-  **Housing and Homelessness**
-  **Cultural Services**
-  **Social Enterprises**
-  **Workforce Development for Community**
-  **Corporate Support**





Clinical Services

Suggested core capabilities *-Tick all that apply*

Service coordination and provision: I coordinate and deliver holistic, culturally responsive and evidence-based health services to meet client needs.

Community and client engagement: I communicate in a culturally safe way with clients, maintaining respectful and trusting relationships.

Multi-disciplinary teamwork: I contribute meaningfully to a positive team culture within a multi-disciplinary healthcare setting.

Regulatory understanding: I am familiar with the health sector's regulatory environment and understand my relevant compliance requirements.

Qualifications: I have a formal qualification in health care or have an equivalent level of experience.

Client Assessment: I complete client assessments that are detailed and comprehensive.

Referrals: I make appropriate referrals based on the needs of my client.

Record-keeping: I maintain accurate physical and digital records ensuring they are up to date and organised.

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*

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Koori Family Services

Suggested core capabilities *-Tick all that apply*

Culturally safe family services: I understand and take into consideration the unique cultural, historical and social factors essential to provide effective family and kinship services in Community.

Collaborative and holistic services: I have the knowledge and experience to provide holistic family support services in a culturally safe way.

Administration and reporting: I maintain high standards of administration and record keeping.

Safety and risk assessment: I use comprehensive needs, risk and safety assessments in alignment with best practice delivered in a culturally safe way.

Qualifications: I have a formal qualification in a related field like community services or social work or have an equivalent level of experience.

Relationship building: I build trusting relationships with families in Community.

Support and intervention strategies: I provide targeted support and intervention strategies with parents and families in the local Community to support well being outcomes.

Record-keeping: I maintain accurate physical and digital records ensuring they are up to date and organised.

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*

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Early Years and Development

Suggested core capabilities *-Tick all that apply*

Care and developmental strategies: I apply my expertise, understanding and cultural knowledge to develop effective strategies to support infants and young children.

Communication and relationships: I work effectively within a team setting, and communicate in a culturally responsive way to foster respectful and trusting relationships with families.

Program management and coordination: I deliver high-quality, holistic, culturally responsive and evidence-based Early Learning and Development programs.

Regulatory understanding: I understand and comply with the legislative or statutory requirements of my role.

Qualifications: I have a formal qualification in early childhood education and care or have an equivalent level of experience.

Record keeping: I maintain accurate physical and digital client records ensuring they are up to date and organised.

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*





Children and Youth Services

Suggested core capabilities *-Tick all that apply*

Strategic program development and leadership: I deliver high-quality, holistic, culturally responsive and evidence-based programs and care to children and youth.

Community engagement and collaboration: I communicate and collaborate with local schools, community organisations, clients and Community members to strengthen services.

Cultural understanding and experience: I provide culturally safe services that respond to the strengths and challenges affecting local children and youth.

Trauma informed care: I understand and apply trauma-informed practices in service delivery.

Qualifications: I have a formal qualification in early childhood education and care or have an equivalent level of experience.

Record keeping: I maintain accurate physical and digital client records ensuring they are up to date and organised.

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*





Social and Emotional Wellbeing

Suggested core capabilities *-Tick all that apply*

SEWB knowledge and understanding: I understand Aboriginal and Torres Strait Islander social and emotional wellbeing is a complex, multidimensional concept encompassing connections to land, culture, spirituality, ancestry, family, and Community.

Program development and delivery: I develop and deliver culturally safe programs, which are grounded in an understanding of Social and Emotional Wellbeing.

Client support: I build trust and understanding with clients to support their SEWB journey, communicating in a culturally safe way to enable respectful and trusting relationships.

Trauma informed care: I understand and apply trauma-informed practices in service delivery.

Service Coordination: I coordinate holistic and culturally responsive services with a range of stakeholders to meet client needs.

Record keeping: I maintain accurate physical and digital client records ensuring they are up to date and organised.

Referrals: I make appropriate referrals based on the needs of my client.

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*

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Disability Services

Suggested core capabilities *-Tick all that apply*

Program delivery and development: I provide support to people with disabilities in a culturally safe way, helping to develop care plans that are tailored to their needs and goals.

Cultural and client rights: I communicate in a culturally responsive way with clients, maintaining respectful and trusting relationships and advocating for their cultural and other needs.

Knowledge of disability services: I have (or am working towards) a formal qualification in Disability or Aged Care, with a level of understanding the relevant legislative frameworks and policies.

Administration and reporting: I maintain high standards of administration and record keeping.

Service Coordination: I coordinate holistic and culturally responsive services with a range of stakeholders to meet client needs.

Referrals: I make appropriate referrals based on the needs of my client.

Regulatory understanding: I understand and comply with the legislative or statutory requirements of my role.

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*

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Aged Care

Suggested core capabilities *-Tick all that apply*

Holistic service delivery: I support and provide assistance to Elders and their carers delivering high-quality, holistic, culturally safe and evidence based (where possible) care.

Aged care coordination: I am familiar with service coordination and communicate effectively with a range of stakeholders.

Knowledge of aged care services: I have (or am working towards) a formal qualification in Disability or Aged Care, with a level of understanding the relevant legislative frameworks and policies.

Administration and reporting: I maintain high standards of administration and record keeping.

Regulatory understanding: I understand and comply with the legislative or statutory requirements of my role.

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*





Justice Services

Suggested core capabilities *-Tick all that apply*

Client services and support: I support vulnerable and marginalised people in a culturally safe way, taking into account factors that impact the high representation of Aboriginal and Torres Strait Islanders in the Justice system.

Stakeholder engagement and collaboration: I collaborate effectively with various stakeholders, using my knowledge and understanding of the Justice sector including Police, Youth Justice, Courts, Child Protection and welfare systems.

Knowledge of Justice services for Aboriginal and Torres Strait Islander people: I have deep knowledge of the justice sector, with expertise in Aboriginal and Torres Strait Islander services.

Administration and reporting: I maintain high standards of administration and record keeping.

Understanding of relevant legal frameworks: I understand a range of legal frameworks and apply them to my work.

Referrals: I make appropriate referrals based on the needs of my client.

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*





Housing and Homelessness

Suggested core capabilities *-Tick all that apply*

Client-centred service delivery: I proactively support individuals facing housing challenges, working in a culturally safe way to provide assistance to clients.

Program management and administration: I manage administrative tasks related to housing and homelessness services in a multi-disciplinary team environment.

Stakeholder and Community engagement: I collaborate effectively with Community and various stakeholders in the housing sector including peak bodies, housing providers and government.

Knowledge of housing services: I understand the complexity of housing services and the regulatory environment.

Referrals: I make appropriate referrals based on the needs of my client.

Administration and reporting: I maintain high standards of administration and record keeping.

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*





Cultural Services

Suggested core capabilities *-Tick all that apply*

Cultural service provision: I have a deep understanding of how to deliver various cultural services effectively, including knowledge of the local service ecosystem.

Communication and engagement: I communicate with respect and sensitivity and can confidently engage with diverse clients.

Driving continuous learning: I actively seek to deepen my understanding of the cultural values, strengths, protocols and challenges faced in Community.

Training and Workshop facilitation: I deliver training sessions and workshops in a culturally responsive way.

Administration and reporting: I maintain high standards of administration and record keeping.

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*

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Social Enterprises

Suggested core capabilities *-Tick all that apply*

Program support and management: I deliver Social Enterprises in my organisation in a culturally responsive and appropriate way.

Understanding and compliance: I am familiar with the Aboriginal Community Controlled Health (ACCO) Sector, and understand the compliance requirements for the Social Enterprise I deliver.

Multi-disciplinary teamwork: I contribute meaningfully to a positive team culture within a multi-disciplinary healthcare setting.

ACCO Self determined capabilities *- Fill in as many as needed*

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Workforce Development for Community

Suggested core capabilities *-Tick all that apply*

Training and workshop facilitation: I deliver training sessions, workshops and workforce development programs in a culturally responsive way.

Stakeholder engagement: I communicate with respect and sensitivity and manage relationships with a broad range of stakeholders and can confidently engage with diverse clients.

Workforce development: I am familiar with the workforce development needs of my organisation, apply innovative and effective learning theories to meet them.

Administration and reporting: I maintain high standards of administration and record keeping.

ACCO Self determined capabilities *- Fill in as many as needed*

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Corporate Support

Suggested core capabilities *-Tick all that apply*

Organisation support: I apply coordination and time management skills that enable me to deliver projects and tasks that contribute to and support the organisation's corporate operations.

Stakeholder engagement: I communicate with respect and sensitivity in a culturally safe way working collaboratively across different teams and key external stakeholders.

Corporate governance: I understand the organisational structures and key corporate functions, as well as their associated compliance requirements.

Administration and reporting: I maintain high standards of administration and record keeping.

Qualifications: I have a formal qualification in a related field or have an equivalent level of experience.

Regulatory understanding: I understand regulatory environments and corporate governance as it applies to my organisation in different areas (for example my organisation's response to vicarious trauma)

ACCO Self determined capabilities *- Fill in as many text boxes as needed.*

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Thank you

In order to develop this work, Members contributed through consultations both online and face-to-face; thank you to all those who participated and contributed to this work.

VACCHO would also like to thank and acknowledge the Workforce Projects Steering Committee for their guidance in developing this framework, as well as PricewaterhouseCoopers Indigenous Consulting (PIC) for earlier drafts of this work.

Artwork by Dixon Patten (Gunnai, Yorta Yorta, Gunditjmarra, Dhudhuroa).

