



NCETA

THE NATIONAL CENTRE FOR
EDUCATION AND TRAINING
ON ADDICTION

Australia's National Research Centre on AOD Workforce Development



FLINDERS
UNIVERSITY
ADELAIDE
AUSTRALIA

FROM THE CHAIR OF THE BOARD OF MANAGEMENT

The National Centre for Education and Training on Addiction (NCETA) is an internationally recognised research Centre that works as a catalyst for change in the alcohol and drugs (AOD) field.

In line with international trends and changes in the AOD sector, the focus of the Centre over the last few years has shifted from training and education to workforce development (WFD).

We felt it important to clearly communicate our strategic directions to our stakeholders.

This brochure provides information on these directions as well as an overview of the operation of the Centre.

In all of NCETA's ventures the Centre will continue to work in close collaborative partnerships with practitioners in the alcohol and drug field.

Professor Lindon Wing

Chair
Board of Management
National Centre for Education
and Training on Addiction
Flinders University

FROM THE DIRECTOR

The promotion of WFD principles, research and evaluation of effective practices is now officially NCETA's core business.

We are working to influence the systems that affect workers, through policy, legislation, recruitment strategies and best practice guidelines.

We concentrate on those areas, or points of leverage, where a targeted effort has the potential to make a real difference.



Professor Ann Roche

Director
National Centre for Education
and Training on Addiction
Flinders University

OUR MISSION

To advance the capacity of health and human services organisations and workers to respond to alcohol and other drug-related problems.

OUR PRINCIPLES

We are committed to:

- harm minimisation
- national and international research
- research dissemination
- an evidence-based approach to workforce development and practice change
- research based on sound theoretical models
- a multidisciplinary approach
- working in partnership.

A CENTRE OF EXCELLENCE

Established in 1992, NCETA is a collaborative venture between Flinders University and the South Australian Department of Health. Since 1999 NCETA has been funded by the Australian Government Department of Health and Ageing through the National Drug Strategy. NCETA is located within the School of Medicine at Flinders University in South Australia.

NCETA is one of three national research centres in the AOD field. The other Centres are the National Drug and Alcohol Research Centre (NDARC) in Sydney and the National Drug Research Institute (NDRI) in Perth.

OUR STAKEHOLDERS

NCETA works with a wide range of professionals involved with AOD issues in both government and non-government sectors including:

- alcohol and other drug specialist workers
- health workers (medical practitioners, nurses, psychologists)
- volunteer workers in a variety of community groups (eg, parent and family groups, church groups, counselling support groups)
- police and law enforcement professionals
- welfare professionals (social workers, youth workers and other community-based workers)
- teachers and academics.



OUR AIMS AND GOALS

1. To provide leadership on issues relating to the alcohol and other drugs workforce.
2. To raise awareness and understanding of workforce development and its implications for alcohol and other drugs strategy.
3. To identify and promote best practice in developing and managing the workforce in the alcohol and other drugs field.

WORKFORCE DEVELOPMENT

The AOD workforce includes anyone who comes into contact with AOD issues as part of their role, including medical specialists, nurses, police, teachers, bar staff, managers and health and safety officers.

Workforce development (WFD) is a multi-faceted, systemic approach to building the capacity and sustainability of the AOD workforce. WFD offers a comprehensive way of thinking about and responding to the complex interplay of issues that affect the AOD workforce.

A workforce development approach means moving the focus from individual workers to organisations and systems. It shifts the emphasis from skills deficit to systems enhancement by:

- identifying and influencing the high-level systems that shape the workforce (eg legislation, policy, resources)
- identifying and addressing systems and structures that affect performance and outcomes (eg support, resources and supervision)
- developing strategies to support and improve individual performance (eg education, training, best practice guidelines) as well as workers' wellbeing
- implementing strategies to ensure a sufficient pool of skilled workers for the future.

The foundations of WFD rest on the recognition that a range of interactive factors impact on effective AOD work. The key components include:

- knowledge, skills and experience
- organisational structures, systems and culture
- government policies and strategies
- work conditions and opportunities.

KEY STRATEGIES FOR 2004-08

1. Monitoring developments in the field

NCETA will:

- act as a high-level think tank, keeping abreast of international WFD and AOD developments
- identify and raise awareness of needs, trends and 'hot spots'.

2. Keeping decision makers well informed

NCETA will:

- distil the latest national and international developments relevant to the AOD workforce and make them available to decision makers.

3. Promoting a workforce development approach

NCETA will:

- foster increased awareness and understanding of workforce development principles and practice
- demonstrate the practical benefits of adopting workforce development strategies.

4. Identifying points of leverage and intervention strategies

NCETA will:

- identify parts of the system where change could make a significant measurable impact

- provide advice on strategies to improve the effectiveness of the AOD workforce (eg legislation, policy, resources, supports).

5. Managing projects aimed at supporting effective AOD work practice and wellbeing of the AOD workforce

NCETA will conduct projects in priority areas to:

- improve understanding of key WFD challenges and identify solutions
- trial and evaluate best practice approaches to WFD interventions.

OUR ROLE

Working in partnership with various stakeholders in the AOD field, NCETA undertakes, commissions, disseminates and translates research for organisations and professionals in the AOD workforce.

We work with organisations, committees, or individual practitioners on WFD projects in the AOD field.

Depending on the project, NCETA may:

- coordinate or contribute to a formal partnership
- provide project management and evaluation
- conduct, commission or collaborate on research
- translate and disseminate research findings
- identify the need and potential for change and facilitate the capacity of others to develop related projects.



PROJECT EXAMPLES

Building Bridges: this project involves the development of a unique range of user-friendly and practical WFD tools and resources for the AOD workforce. The aim is to enhance both understanding of WFD and capacity to implement WFD interventions and programs.

The 3Rs: Reward, Recruitment and Retention in the AOD field: a national study to identify individual and organisational factors that impact on the recruitment, retention and reward (satisfaction and wellbeing) of AOD workers.

Stress and Burnout: NCETA is developing materials which will assist to identify and prevent stress and burnout among workers in the alcohol and drug field.

Clinical Supervision: a project that addresses the importance of clinical supervision and maps out strategies for its implementation in the AOD field.

Evaluation (program and training): a multi-faceted program of work that addresses the development of the practical skills and tools needed for

workers and organisations to undertake both program and training evaluations.

Workplace projects: a series of projects examining various AOD-related issues in the context of the workplace. Particular emphasis is placed on the role of workplace culture, and its impact on behaviours such as risky drinking, and strategies to manage this.

A THREE-TIERED APPROACH

We work at three inter-related levels across the AOD workforce.

1. Building system capacity

NCETA will:

- identify barriers and facilitators to effective work practices in priority professions and sectors
- provide advice and guidance on systemic strategies for WFD
- disseminate emerging information to key decision makers in relevant sectors and government.

2. Increasing organisational capacity

In collaboration with stakeholders NCETA will:

- raise management's understanding of a need for an evidence-based, systematic approach to practice change and WFD
- identify barriers to effective AOD work practice
- provide advice on evidence-based strategies to support workers' wellbeing and effective practice.

3. Influencing and supporting frontline work practice

NCETA will establish projects in targeted areas to:

- provide WFD tools and resources
- identify evidence-based strategies for effective work practice and practice change.

BOARD OF MANAGEMENT 2004

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Visit our website for up-to-date, comprehensive information on workforce development and practice, and the latest related research.