National Workforce Competencies for Settlement Practitioners

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SETS CoP

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MYAN

Welcoming Australia

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Introduction

Background to the National Workforce Competencies for Settlement Practitioners

The settlement sector has a long history of supporting people from migrant and refugee backgrounds and their communities. The settlement workforce is built on settlement practitioners who possess significant settlement experience, in addition to a broad range of other skills and capabilities, such as cultural competency, bi-lingual and bi-cultural capability, social, interpersonal, and some clinical skills. The workforce also draws on the unique knowledge, experiences, perspectives and attributes associated with lived experience of migration and settlement.

Despite the extensive skill sets and commonalities across the sector, to date, there is no shared framework to articulate best practice and evidence-based practitioner competencies that are fundamental to this workforce. There is great variation in settlement practice and outcomes, as each settlement service provider defines necessary skills and competencies through respective recruitment processes and organisational culture. Noting the diversity of approaches, it is acknowledged that the settlement practitioner workforce possesses relevant experience and skills, and pursues ongoing professional development.

The National Workforce Competencies for Settlement Practitioners (the Workforce Competencies) will help support further professionalisation of the settlement workforce and will contribute to the establishment of competency-based practice, ethics and conduct, scope of practice, and evidence-based methodologies. Application of the Workforce Competencies across the sector will enhance standardisation and consistency, while promoting a culture of continuous improvement through ongoing learning and development, which will lead to enhanced program outputs and settlement outcomes for individuals and communities.

The distinct nature of settlement practice

While migration is the physical journey from the place of departure to the place of destination, settlement is the human journey that begins on arrival, the time of adjustment and transformation from being an established member of one community, culture and shared understanding, to becoming a member of another. Settlement is a multifaceted and complex process, yet one which benefits both migrants and the host community - by enriching society, boosting economies, and enhancing social cohesion.

The essence of settlement practice is the people it supports. While new migrants bring unique characteristics, strengths and skills, they require the right support to settle successfully. In particular, they require support that is tailored to their individual needs and settlement goals. Effective settlement complements the unique experience of every new migrant, empowering them and affording them agency and ownership over their settlement journey, while enhancing their social, economic and civic participation.

Settlement practice plays a crucial role in guiding new migrants through the settlement process, which involves navigating a multitude of services concurrently. Settlement practitioners facilitate enhanced coordination between government- and community-based services and support, while addressing systemic barriers to successful settlement along the way.

Purpose

The Workforce Competencies apply to the settlement workforce across the breadth of settlement services in Australia.

The purpose of the Workforce Competencies is to:

1. Support and inform ongoing learning and development of the settlement workforce
2. Guide education, training and professional development of settlement practitioners
3. Provide a benchmark and enhance consistency across the sector, aligning skill sets and competencies to roles
4. Facilitate continuous improvement and striving for excellence across the settlement workforce
5. Support the alignment of the workforce to the settlement outcomes.

A competency-based curriculum delivering comprehensive outcomes-focused learning content and activities will be developed to support the operationalisation of the Workforce Competencies. The curriculum will be delivered via e-learning methodologies and will encompass the knowledge, skills and attitudes required to meet the competency standards.

Complementarity

The Workforce Competencies are complementary to the following settlement frameworks:

- **Australian Government National Settlement Framework:** a high-level blueprint for the three tiers of government—Commonwealth, State and Territory, and Local Government—to work in partnership to effectively plan and deliver services that support the settlement of migrants in Australia
- **Settlement Sector Quality Framework:** a framework comprising an overview of the intended outcomes of effective settlement support across all programs, agencies and levels of government (National Settlement Outcomes Standards) and the principles and practices that form the foundation of quality settlement service delivery (Key Settlement Sector Principles and Practices)
- **National Youth Settlement Framework:** a good practice framework for service delivery across the youth and settlement sectors.

The Workforce Competencies complement the service-level scope of the above settlement frameworks by providing a critical practitioner-level focus, supporting continuous improvement across service delivery and contributing to the ongoing development of the workforce.

While focusing exclusively on the workforce, the Workforce Competencies draw on the key elements of the above frameworks to ensure close alignment. Namely, the Workforce Competencies are structured around the foundational principles and domains of practice, both of which are aligned closely with the above frameworks.

Development of the Workforce Competencies

The Workforce Competencies were developed in consultation with SETSCoP (the Community of Practice bringing together 112 organisations that deliver the Settlement Engagement and Transition Support program), the broader settlement sector, settlement peak bodies, and Department of Home Affairs (the Department).

The process was driven by the SETSCoP CEO Forum and particularly the members of the CEO Settlement Sector and Workforce Sustainability steering group, which was established to guide the data collection, consultation and conceptualisation work towards the Workforce Competencies. The steering group was instrumental in identifying the need for the Workforce Competencies, as well as co-designing and facilitating the competency mapping activity. The mapping data was provided by the steering group and other SETSCoP members. A number of targeted interviews were also undertaken to inform this work.

Theoretical frameworks that inform the Workforce Competencies

The framework is developed using the following theoretical frameworks:

- The Trauma-Informed Practice, based on Translating Trauma-Informed Principles into Social Work Practice, Levenson (2020)
- The Psychosocial Approach, based on Social Work Practice (5th edition), Coulshed and Orme (2012)
- The Vision, Alignment and Execution model, based on The Work of Leaders: How Vision, Alignment and Execution will Change the Way You Lead, Straw, Scullard, Kukkonen and Davis (2013)
- The Human Rights Based Approach, based on From Principle to Practice: Implementing the Human Rights Based Approach in Community Organisations, Victorian Equal Opportunity and Human Rights Commission (2008)
- The Five Behaviours of a Cohesive Team model, based on The Five Dysfunctions of a Team: A Leadership Fabel, Lencioni (2002).

Intended users of the Workforce Competencies

The intended users of the Workforce Competencies are leaders and managers within settlement organisations for the purposes of recruitment and professional development of the settlement workforce and settlement practitioners to whom the competencies are directly applicable. The Workforce Competencies are not an externally accredited standard or directly related to any applicable industrial awards. Rather, it is envisaged that the Workforce Competencies serve as a practical tool for settlement organisations to guide and self-regulate the ongoing learning and development of their workforce.

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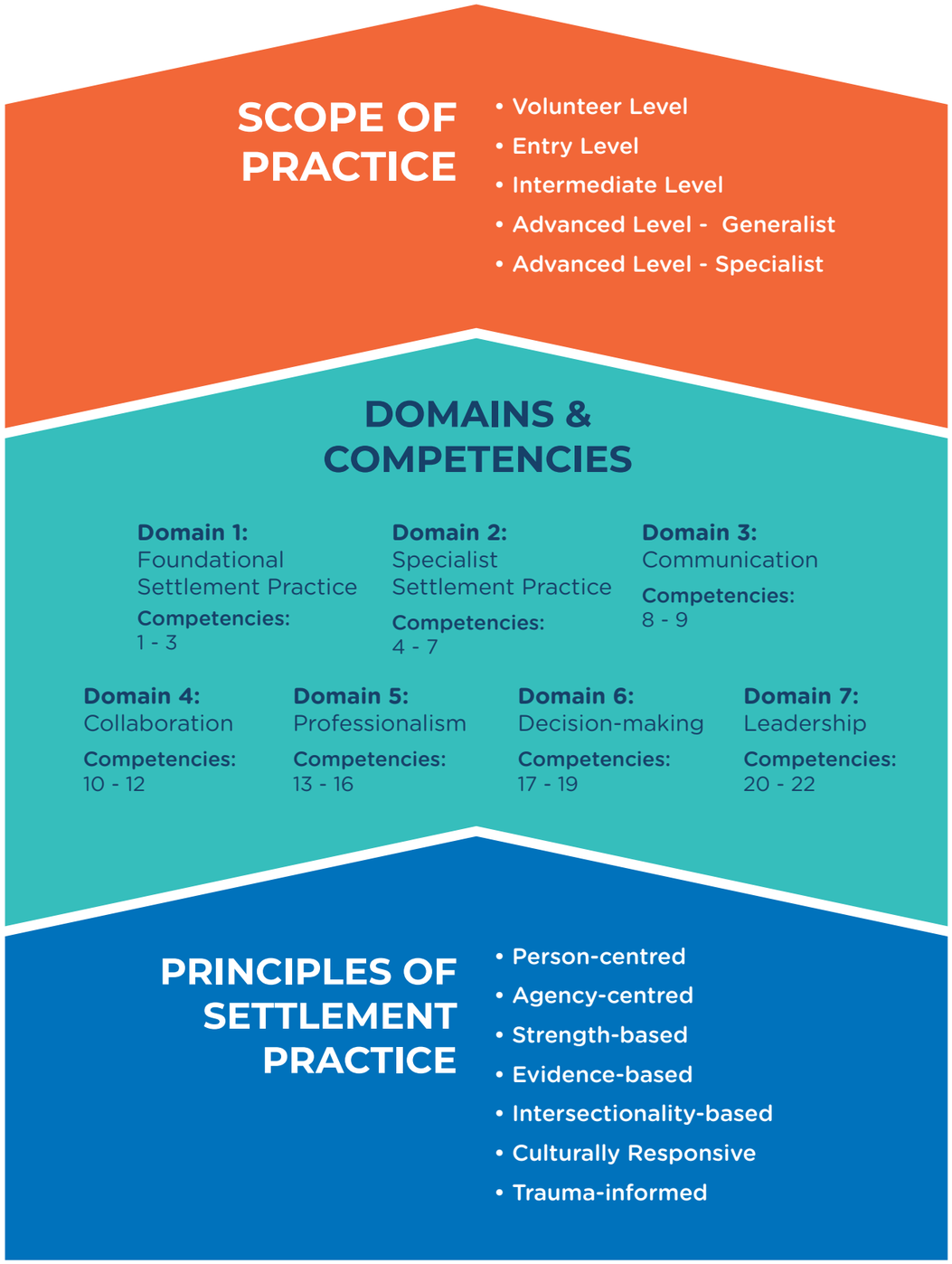
Overview of the Workforce Competencies

The Workforce Competencies are built on a foundation of core principles and encompass 22 competencies that are grouped into seven domains. The competencies are depicted in the figure below.



Principles

The Workforce Competencies are based on the underpinning principles of settlement practice, which are:

- Person-centred
- Agency-centred
- Strength-based
- Evidence-based
- Intersectionality-based
- Culturally responsive
- Trauma-informed.

The principles draw on the Key Settlement Sector Principles under the Settlement Sector Quality Framework.

In the Workforce Competencies:

Person-centred means an approach to practice where the individual (i.e., person) is at the centre of all practice and service decisions are made with the individual's unique considerations in mind. Practitioners and individuals develop mutually beneficial partnerships which are respectful of, responsive to, and organised around the preferences, needs and values of the individual.

Agency-centred means an approach to practice that recognises the power individuals possess to think and act for themselves. This approach prioritises the individual's ownership over their goals and pathways to achieve them. Agency can take individual and collective forms.

Strength-based means an approach to practice that focuses on the inherent strengths of individuals, families and communities, and tapping into those strengths to facilitate enhanced outcomes.

Evidence-based means an approach to practice that is based on established knowledge and considered judgments from stakeholders and experts to benefit the needs of individuals or communities.

Intersectionality-based means an approach to practice that embeds an understanding of the overlapping and interdependent systems, structures, and socially ascribed categories or identities (such as race, gender, class) that determine a person's relevant position of privilege or disadvantage in society, noting that privilege and disadvantage are not binary opposites and can be experienced simultaneously.

Culturally responsive means an approach to practice that is respectful of, and relevant to, the cultural, ethnic, religious and linguistic needs of individuals and communities.

Trauma-informed means an approach to practice that is based on knowledge and understanding of how trauma affects individuals' lives and their support needs to ensure that individuals are not re-traumatised.

Structure of Workforce Competencies

The Workforce Competencies are structured around seven high-level integrated domains of settlement practice comprising 22 related competencies. The domains draw on the Key Settlement Practices under the Settlement Sector Quality Framework. Further, the Workforce Competencies identify 29 behaviours that embody these competencies and describes what each of the behaviours mean for every level that the competencies apply to.

The domains are aspects of practice defined by the related competencies and associated behaviours that are appropriate for practitioners at specified levels.

While some of the competencies are generalist and applicable beyond settlement practice, the Workforce Competencies identify a range of competencies that are specific to settlement practice and support the provision of quality settlement services.

Scope of practice

The Workforce Competencies identify the following five distinct levels with regard to the scope of practice:

- Volunteer level
- Entry level
- Intermediate level
- Advanced level – Generalist
- Advanced level – Specialist

The **Volunteer level** roles include all volunteers engaged to provide direct client support or undertake other work as part of a settlement program delivery.

The **Entry level** roles includes junior practitioners and trainees.

The **Intermediate level** roles include case workers, case managers, training facilitators and community development practitioners.

The **Advanced level - Generalist** roles include area managers.

The **Advanced level – Specialist** roles include settlement practitioners specialising in specific settlement outcomes, such as employment and economic participation, mental health, family and domestic violence, youth settlement, and community capacity building.

The majority of the domains are applicable to the five levels, with only the Settlement Specialist and the Leader domains targeted exclusively at the Advanced level. The levels are tiered, with each level building on competency requirements from the Volunteer and Entry levels to the Advanced level. Therefore, the entire 22 competencies, as well as all of the 29 behaviours, are applicable only to the Advanced level scope of practice.

Competencies and behaviours

Competencies are a practitioner's ability to integrate knowledge, skills and attitudes, demonstrated through behaviours. Competencies are durable, trainable and, through the expression of behaviours, measurable. They represent ongoing habits that are not task-specific, but rather, enable the performance of different roles and responsibilities in varying situations.

Competencies are interrelated and are often demonstrated simultaneously. Effective settlement practice may require integration of competencies across multiple domains. For example, the competencies of communication, decision-making and collaboration are necessary to develop a case management plan. Similarly, a settlement practitioner may need to gather information, make a judgement, conduct analysis, communicate difficult news and arrange for a referral in a single client interaction.

A person's competencies can be observed through the demonstration of the specified behaviours in the context of the tasks performed. The competencies that are relevant to effective settlement practice are not, in themselves, unique to the sector. However, the behaviours that demonstrate the competencies are described in the context of settlement practice. The expression of behaviour is within the remit of a settlement practitioner; practitioners control their actions or their response to a situation.

Competency-based curriculum, learning and supervision

The operationalisation of the Workforce Competencies will be delivered via a curriculum-based learning component encompassing the knowledge, skills and attitudes required to meet the competency standards.

A competent settlement practitioner consistently integrates the required competencies and behaviours into their practice at the defined level of practice. As settlement practitioners increase their proficiency, behaviours become more intuitive and less deliberate. Proficiency continues to develop through practice, following completion of the learning component, and may increase depending on the stage of learning or entrusted scope of practice.

Learning should be further supported through effective supervision, requiring those engaging in supervision to have achieved competence at the level of practice that they are supervising.

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Domains and Competencies

Summary of Domains and Competencies

Domain 1 – Foundational Settlement Practice

1. Promotes the principles of settlement practice
2. Advocates for individual settlement needs
3. Facilitates community capacity building

Domain 2 – Specialist Settlement Practice

4. Provides specialist settlement support in employment
5. Provides specialist support in youth settlement
6. Provides specialist settlement support that enhances mental wellbeing & recovery
7. Provides specialist settlement support in family and domestic violence

Domain 3 – Communication

8. Proactively manages interactions with all stakeholders
9. Manages information sharing and documentation

Domain 4 – Collaboration

10. Engages in collaborative practice with all stakeholders across organisational and sectoral boundaries
11. Builds and maintains partnerships with colleagues based upon trust
12. Proactively manages tension and conflict

Domain 5 – Professionalism

13. Maintains reflective practice and professional boundaries
14. Demonstrates high standards of ethical and professional conduct
15. Contributes to a culture of safety and continuous quality improvement
16. Manages own health and wellbeing

Domain 6 – Decision-making

17. Takes an adaptive, collaborative, rigorous and solutions-oriented approach to decision-making
18. Adapts to unexpected or changing situations
19. Contributes to risk management

Domain 7 – Leadership

20. Crafts a vision
21. Builds alignment
22. Champions execution

Domain 1 – Foundational Settlement Practice

This domain relates to the principles-based settlement practice, advocacy for individual settlement needs, and community capacity building.

DOMAIN 1: FOUNDATIONAL SETTLEMENT PRACTICE	Volunteer Level	Entry Level	Intermediate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 1: Promotes the principles of settlement practice					
1.1 Places the person at the centre of all practice	✓	✓	✓	✓	✓
Behaviours – Volunteer	**Description** - Understands the importance of the person being at the core of all activities and the reason for volunteering and working in settlement. - Demonstrates a focus on the person above all else. - At all times provides support to the person that is safe.				
Behaviours – Entry					
Behaviours – Intermediate	**Description** - Understands the importance of the person being at the core of all activities and the reason for working in settlement. - Demonstrates a focus on the person above all else. - At all times provides support to the person that is safe. - Provides a whole of person and intersectionality-based settlement support that is effective and equitable. - Adapts practice to the needs of the individual, including physical, cognitive, cultural, emotional, linguistic, social and other influences on their settlement experience. - Proactively seeks feedback from the individual on their experiences with settlement support.				
Behaviours – Advanced Generalist					
Behaviours – Advanced Specialist					
1.2 Promotes individual agency	✓	✓	✓	✓	✓
Behaviours – Volunteer	**Description** - Supports indiviudals and families to develop their systems literacy. - Demonstrates respect for the goals, perspectives, preferences and priorities of individuals and families. - Identifies the strengths of individuals and families and encourages their development.				
Behaviours – Entry					
Behaviours – Intermediate	**Description** - Supports individuals and families to develop their systems literacy. - Demonstrates respect for the goals, perspectives, preferences and priorities of individuals and families. - Promotes shared decision-making with the individuals and families. - Supports individuals and families to develop strategies, or access the tools, to manage their own settlement experience. - Fosters self-reliance in individuals. - Identifies the strengths of individuals and families and encourages their development.				
Behaviours – Advanced Generalist					
Behaviours – Advanced Specialist					

DOMAIN 1: FOUNDATIONAL SETTLEMENT PRACTICE	Volunteer Level	Entry Level	Intermediate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 1: Promotes the principles of settlement practice					
1.3 Promotes contemporary evidence-based practice	✓	✓	✓	✓	✓
Behaviours – Volunteer	**Description** - Understands the importance of evidence-based settlement practice. - Identifies the need for additional evidence. - Seeks evidence from a range of authoritative sources.				
Behaviours – Entry					
Behaviours – Intermediate	**Description** - Understands the importance of evidence-based settlement practice. - Identifies the need for additional evidence. - Seeks evidence from a range of authoritative sources. - Critically appraises the limitations, quality, relevance and significance of evidence. - Maintains awareness of contemporary evidence-based settlement practice. - Integrates evidence into practice. - Promotes evidence-based practice among colleagues. - Uses and adapts digital technology and information management tools for case management and engagement. - Participates in the generation of evidence.				
Behaviours – Advanced Generalist	**Description** - Understands the importance of evidence-based settlement practice. - Identifies the need for additional evidence. - Seeks evidence from a range of authoritative sources. - Critically appraises the limitations, quality, relevance and significance of evidence. - Maintains awareness of contemporary evidence-based settlement practice. - Integrates evidence into practice. - Applies specialist knowledge of migration and settlement pathways and their impact on settlement experience. - Promotes evidence-based practice among colleagues. - Uses and adapts digital technology and information management tools for case management and engagement. - Participates in the generation of evidence.				
Behaviours – Advanced Specialist					
1.4 Provides culturally responsive support	✓	✓	✓	✓	✓
Behaviours – Volunteer	**Description** - Demonstrates compassion, empathy and respect for all people. - Adopts an approach to practice that is non-blaming, non-discriminatory, non-judgemental and non-stigmatising. - Maintains self-awareness of own beliefs, biases, emotional responses and values. - Demonstrates cultural humility. - Embraces cultural diversity and individual differences. - Challenges the causes and consequences of discrimination, exclusion, prejudice, stigma and other barriers to participation.				
Behaviours – Entry					
Behaviours – Intermediate					
Behaviours – Advanced Generalist					
Behaviours – Advanced Specialist					

DOMAIN 1: FOUNDATIONAL SETTLEMENT PRACTICE		Volunteer Level	Entry Level	Intermediate Level	Advanced Level Generalist	Advanced Level Specialist
Behaviours	**1.5 Provides trauma-informed support**	✓	✓	✓	✓	✓
	Volunteer Entry	**Description** - Demonstrates an understanding of traumatic pre-migration and migration related experiences in individuals and families. - Demonstrates an understanding of the principles of trauma-informed practice.				
	Intermediate Advanced Generalist Advanced Specialist	**Description** - Demonstrates an understanding of traumatic pre-migration and migration related experiences in individuals and families. - Demonstrates an understanding of the principles of trauma-informed practice. - Collects, documents and shares with relevant stakeholders the critical information to facilitate a trauma-informed approach. - Adapts practice to the trauma related needs of individuals and families.				
Competency 2: Advocates for settlement needs						
Behaviours	**2.1 Facilitates referral pathways into services and supports with a view to effective settlement**			✓	✓	✓
	Intermediate Advanced Generalist Advanced Specialist	**Description** - Supports individuals in identifying barriers and potential solutions. - Identifies opportunities for advice or referral to relevant support services. - Represents individuals in processes to facilitate better access. - Helps individuals understand information about pathways to participation, express themselves, ask questions or ask for help. - Facilitates settlement practice that is aligned with the National Settlement Framework and the National Settlement Outcomes Standards. - Provides pathways into services across the following priority areas: *education and training *employment *health and wellbeing *housing *language services *transport *family and social support *justice *finance *civic participation.				
Behaviours	**2.2 Facilitates sector advocacy**				✓	✓
	Advanced Generalist Advanced Specialist	**Description** - Engages effectively with government, non-government, settlement service providers and other civil society organisations to facilitate equitable access, experience and outcomes for individuals and communities.				

DOMAIN 1: FOUNDATIONAL SETTLEMENT PRACTITIONER		Volunteer Level	Entry Level	Intermediate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 3: Facilitates community capacity building						
Behaviours	**3.1 Works with the community and other local stakeholders for enhanced community agency**			✓	✓	✓
	Intermediate Advanced Generalist Advanced Specialist	**Description** - Develops linkages with the community for increased social participation. - Develops leaders within the community. - Networks and engages with local government and community actors.				

Domain 2 – Specialist Settlement Practice

This domain is specific to the Advanced level scope of practice and is intended for practitioners who hold specialist roles in employment, youth, mental health practice and family and domestic violence.

DOMAIN 2 : SPECIALIST SETTLEMENT PRACTICE	Volunteer Level	Entry Level	Intermedi-ate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 4: Provides specialist settlement support in employment					
4.1 Facilitates extended intensive job readiness, employer engagement and workplace integration					✓
Behaviours **Description** - Explores soft entry points for individuals to social environments that facilitate English language acquisition. - Engages with local employers to facilitate employment opportunities for individuals. - Develops value propositions for employing refugees and vulnerable migrants in alignment with employer needs. - Completes pre-employment training for individuals. - Undertakes extended intensive job-readiness activities with individuals. - Determines the needs of employed individuals and provides workplace integration support. - Actively supports employers with workplace integration of individuals. - Engages with communities for workplace integration support. - Understands where to seek assistance in business start-up activities for individuals.					

DOMAIN 2 : SPECIALIST SETTLEMENT PRACTICE	Volunteer Level	Entry Level	Intermedi-ate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 5: Provides specialist support in youth settlement					
5.1 Facilitates speacialist support that is aligned with the National Youth Settlement Framework					✓
Behaviours **Description** - Has an understanding of the issues experienced by youth within the settlement context. - Has an understanding of the components that provide the basis for understanding and facilitating good settlement for young people, which include: 1. Understanding the refugee and migration experience for adolescents 2. Understanding the Australian settlement context 3. Understanding youth work in the Australian context 4. Facilitating good youth settlement through active citizenship 5. Facilitating active citizenship through good practice capabilities. - Has an understanding of the good practice capabilities that are foundational for effective settlement service delivery for youth: 1. Cultural competence 2. Youth-centred 3. Strengths-based 4. Youth development 5. Youth participation 6. Trauma-informed 7. Family-aware 8. Flexible and responsive 9. Collaboration 10. Advocacy 11. Reflective practice 12. Outcomes focused 13. Rights-based - Supports individuals in identifying barriers and potential solutions to youth related issues and concerns. - Provides support addressing youth related issues in the settlement context. - Represents individuals in processes to facilitate better access. - Helps individuals understand information about pathways to participation, express themselves, ask questions or ask for help. - Identifies opportunities for advice or referral to relevant support services (eg. economic participation)					

DOMAIN 2 : SPECIALIST SETTLEMENT PRACTICE	Volunteer Level	Entry Level	Intermedi-ate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 6: Provides specialist settlement support that enhances mental wellbeing & recovery					
6.1 Facilitates settlement support that promotes mental wellbeing and recovery from trauma					✓
Behaviours **Description** - Understands common mental health symptoms and referral options. - Applies principles of trauma informed practice in settlement practice. - Provides psychosocial supports that facilitate wellbeing and recovery and are complementary to formal interventions. - Provides services that are responsive to cultural considerations in the understanding of mental health and wellbeing. - Promotes help seeking behaviour including a commitment to treatment and self care. - Provides basic and culturally responsive psychoeducation to support general prevention-focused approaches in mental health. - Helps individuals understand information about pathways to participation, and supports self-efficacy in accessing and engaging with services. - Works collaboratively with mental health service providers to ensure complementary supports are provided.					
Competency 7: Provides specialist settlement support in situations of family and domestic violence					
7.1 Facilitates settlement support with regards to family and domestic violence					✓
Behaviours **Description** - Understands family and domestic violence support needs of individuals in the settlement context. - Supports individuals in understanding and recognising family and domestic violence issues. - Conducts accurate risk assessment. - Provides culturally- and gender-responsive family and domestic violence support. - Facilitates effective and relevant referrals to specialist family and domestic violence services. - Provides follow-up support for individuals. - Provides basic culturally appropriate family and domestic violence education. - Helps individuals understand information about pathways to participation, express themselves, ask questions or ask for help.					

Domain 2 is applicable to the Advanced Level – Specialist settlement practitioner only. Domain 2 acknowledges the specialist nature of four roles within settlement practice that provide detailed support in the following areas:

1. Employment
2. Youth
3. Mental health
4. Family and domestic violence

Further, the four competencies within this Domain align directly to each specialisation and, as such, it is likely that only one competency is applicable to the respective specialist.
The competencies within Domain 2 are not intended to cover the full extent of such roles and their specific specialist practice but rather address the high-level behaviours of specialist roles as they pertain to the settlement context. Typically, this involves the ability to:

- Understand the individual's support needs within the specialisation
- Provide culturally- and gender-responsive support within the specialisation
- Provide follow-up support within the specialisation
- Be able to identify issues as they pertain to the specialisation
- Conduct risk assessments where applicable within the specialisation
- Provide culturally appropriate education and information with regard to the area of specialisation
- Assist in understanding pathways for individuals with regard to participation and expression
- Identify referrals to relevant specialist services.

The competency with regard to the Employment specialisation is aligned to the Settlement Service Providers' Guide to Working Effectively with Employers.

Domain 3 – Communication

This domain focuses on tailoring communication approaches to the interactions and effectively sharing relevant information with stakeholders.

DOMAIN 3 : COMMUNICATION		Volunteer Level	Entry Level	Intermediate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 8: Proactively manages interactions with all stakeholders						
	8.1 Facilitates effective interactions with others	✓	✓	✓	✓	✓
Behaviours	Volunteer	**Description** - Supports others to communicate effectively, ask questions and openly express experiences, feelings, ideas and opinions. - Maintains an approach that supports calm, compassionate, empathetic, respectful, sensitive and tactful communication. - Conveys information purposefully, clearly, coherently, concisely and organised logically. - Engages in active listening.				
	Entry					
	Intermediate	**Description** - Supports others to communicate effectively, ask questions and openly express experiences, feelings, ideas and opinions. - Maintains an approach that supports calm, compassionate, empathetic, respectful, sensitive and tactful communication. - Conveys information purposefully, clearly, coherently, concisely and organised logically. - Engages in active listening. - Identifies when and how to initiate, conduct and close an interaction. - Clarifies the goal(s) for an interaction. - Expresses own opinions and perspectives with clarity, confidence and respect. - Adopts tactics that encourage a common understanding of information and decisions.			
	Advanced Generalist					
	Advanced Specialist					
	8.2 Mitigates communication barriers and the physical environment for interactions	✓	✓	✓	✓	✓
	Volunteer	**Description** - Identifies the need for and engages practitioners with bi-cultural/bi-lingual skills, where appropriate, including using own bi-cultural/bi-lingual skills.				
	Entry	**Description** - Identifies the need for and engages practitioners with bi-cultural/bi-lingual skills, where appropriate, including using own bi-cultural/bi-lingual skills. - Identifies the need for, engages, and works effectively with interpreters.				
	Intermediate	**Description** - Identifies the need for and engages practitioners with bi-cultural/bi-lingual skills, where appropriate, including using own bi-cultural/bi-lingual skills. - Identifies the need for, engages, and works effectively with interpreters. - Manages the physical environment for interactions considering the impact of noise, temperature, space, comfort and privacy.				
	Advanced Generalist					
	Advanced Specialist					
	8.3 Adapts communication to the goals and sensitivity of the interaction	✓	✓	✓	✓	✓
	Volunteer	**Description** - Seeks to mitigate the impact of own beliefs, biases, emotional responses, opinions and values on verbal and non-verbal communication. - Uses a range of verbal, non-verbal, visual, written and digital communication tools and techniques that are language-appropriate and culturally-sensitive.				
	Entry					
	Intermediate	**Description** - Seeks to mitigate the impact of own beliefs, biases, emotional responses, opinions and values on verbal and non-verbal communication. - Uses a range of verbal, non-verbal, visual, written and digital communication tools and techniques that are language-appropriate and culturally-sensitive. - Uses relevant terminology, translating complex content into lay-terms as necessary.				
	Advanced Generalist					
	Advanced Specialist					
Competency 9: Manages information sharing and documentation						
	9.1 Collects relevant information and keeps relevant stakeholders informed	✓	✓	✓	✓	✓
Behaviours	Volunteer	**Description** - Collects and documents information using appropriate information management tools and maintains case management records. - Shares appropriate, relevant, accurate and complete information with applicable stakeholders in a timely manner. - Complies with ethical and legal requirements for obtaining, recording, sharing, retaining and destroying information acquired in an occupational capacity.				
	Entry					
	Intermediate					
	Advanced Generalist					
	Advanced Specialist					

Domain 3 is applicable to all levels of the scope of practice.

Communication is fundamental to how settlement practitioners guide, inform, support and collaborate with individuals, families and communities for whom they provide settlement services, as well as with other members of their team.

Settlement practitioners understand the impact of linguistic differences on communication and adjust communication practices to suit the needs of people from vulnerable migrant and refugee backgrounds. Settlement practitioners are committed to communicating effectively through written and verbal forms.

Effective communication is a process that requires settlement practitioners to manage their own verbal and non-verbal communication, respond to the verbal and non-verbal communication of others and complete documentation. Not all communication takes place face-to-face or in writing, and different situations may require settlement practitioners to communicate using augmentative and alternative communication tools and methods, telephones, interpreting services and digital technologies. Listening is a fundamental competency within the domain.

Competencies within this domain address behaviours around bi-lingual skills and the use of interpreting services. Adaptation by the settlement practitioner to mitigate their own biases, emotional responses, beliefs, views and values in all communication is vital when working within the settlement sector.

Part of communication is competency in managing information sharing and documentation applicable to all settlement practice levels, including ethical handling of information. Information collection, retention, sharing, destruction, and timeliness are critical to this competency.

Domain 4 – Collaboration

This domain relates to collaboration with stakeholders, teamwork and the development of partnerships based on trust.

DOMAIN 4 : COLLABORATION		Volunteer Level	Entry Level	Intermediate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 10: Engages in collaborative practice with all stakeholders across organisational and sectoral boundaries						
10.1 Is an active member of the team in partnership with all stakeholders		✓	✓	✓	✓	✓
Behaviours	Volunteer	**Description** - Strives towards shared outcomes, goals and values, replacing personal agendas for team priorities. - Draws upon the skills, including language and communication capabilities and the lived experience of settlement practitioners from refugee and migrant backgrounds. - Is loyal to the absent.				
	Entry	**Description** - Strives towards shared outcomes, goals and values, replacing personal agendas for team priorities. - Draws upon the skills, including language and communication capabilities and the lived experience of settlement practitioners from refugee and migrant backgrounds. - Is loyal to the absent. - Fulfils agreed ways of working within the team.				
	Intermediate	**Description** - Promotes shared outcomes, goals and values, replacing personal agendas for team priorities. - Supports and leads a diverse group of people including volunteers. - Draws upon the skills, including language and communication capabilities and the lived experience of settlement practitioners from refugee and migrant backgrounds. - Is loyal to the absent. - Fulfils agreed ways of working within the team. - Enables others to make their contribution to the team.				
	Advanced Generalist	**Description** - Develops and promotes shared outcomes, goals and values, replacing personal agendas for team priorities. - Supports and leads a diverse group of people including volunteers. - Draws upon the skills, including language and communication capabilities and the lived experience of settlement practitioners from refugee and migrant backgrounds. - Is loyal to the absent. - Fulfils agreed ways of working within the team. - Enables others to make their contribution to the team, encouraging all team members to weigh in on discussions. - Negotiates roles and responsibilities to maximise strengths within the team and to provide clarity. - Creates a sense of urgency and common purpose within the team.				
	Advanced Specialist					

DOMAIN 4 : COLLABORATION			Volunteer Level	Entry Level	Intermedi-ate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 11: Builds and maintains partnerships with colleagues based upon trust							
Behaviours	**11.1 Maintains constructive and collaborative working relationships characterised by respect, support and trust with colleagues, while maintaining ethical boundaries**		✓	✓	✓	✓	✓
	Volunteer	**Description** - Seeks, and learns from, constructive and timely feedback, support and advice. - Speaks up, shares thoughts, ideas and asks questions.					
	Entry						
	Intermediate	**Description** - Seeks, and learns from, constructive and timely feedback, support and advice. - Speaks up, shares thoughts, ideas and asks questions. - Provides constructive, sensitive and timely feedback, support and advice. - Engages in opportunities to improve collaboration within and between teams. - Develops a culture of vulnerability based trust, where colleagues can speak openly without fear.					
	Advanced Generalist						
	Advanced Specialist						
Competency 12: Proactively manages tension and conflict							
Behaviours	**12.1 Anticipates, identifies, acts upon and learns from tensions or potential areas for conflict**					✓	✓
	Advanced Generalist	**Description** - Focuses on the sources of tensions rather than arising conflicts. - Supports a blame-free environment, in which one is safe to question and seek support and guidance. - Uses diplomacy to mediate, negotiate, de-escalate or persuade, and considers different perspectives when seeking compromise, consensus or a decision. - Takes positive actions to avoid and dispel abuse, harassment or other disruptive behaviours.					
	Advanced Specialist						

Domain 4 is applicable to all levels of the scope of practice. Settlement practitioners collaborate with relevant stakeholders across a range of sectors and industries, including government, mainstream services, specialist services, civil society organisations and communities.

The philosophy of teamwork underpins settlement, involving collaboration with other settlement sector colleagues, inter-sectoral collaboration and collaboration with individuals, families and communities. Some settlement practitioners have responsibilities to lead teams and may take a more formal role to facilitate teamwork as explored through the practice activities. However, all settlement practitioners are part of multiple formal and informal teams in the course of their practice.

Specific advantages of teamwork include:

- Teams make better and faster decisions
- Teams tap into skills and opinions of all members, maximising the collective strengths of the team
- Teams avoid wasting time and energy on negative politics, confusion, and destructive conflict
- Teams remain focused on the bigger picture and create a competitive advantage
- Team members enjoy being part of a cohesive team.

Domain 4 is built upon one of the most respected and effective models of teamwork—the Five Behaviours of a Cohesive Team model, based on Patrick Lencioni's The Five Dysfunctions of a Team.

Whilst there have been multitudes of teamwork models and approaches over the years, the Five Behaviours of a Cohesive Team model is one that is easy to understand but like all approaches to teamwork takes effort and time to master.

These are not five distinct behaviours and as such cannot be addressed in isolation. The model is expressed below as five layers that build upon each other, demonstrating that the base of the pyramid is the foundation upon which teamwork is created.

Domain 5 – Professionalism

This domain focuses on the professional and ethical standards for settlement practice that is evidence-based and grounded in continuous improvement, health and safety, and wellbeing of self.

DOMAIN 5 : PROFESSIONALISM	Volunteer Level	Entry Level	Intermedi-ate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 13: Maintains reflective practice and professional boundaries					
13.1 Adheres to the duties, obligations and codes of conduct defined by occupational standards, legal regulations and organisational procedures	✓	✓	✓	✓	✓
Behaviours: Volunteer, Entry, Intermediate, Advanced Generalist, Advanced Specialist	**Description** - Works within the scope of practice and competence and seeks guidance when encountering situations beyond scope. - Seeks to address any negative impact of own attitudes, behaviours and gaps in competence or practice. - Engages in continuous formal and informal learning linked to current and emerging practice responsibilities. - Learns from what works and what has not gone well.				
Competency 14: Demonstrates high standards of ethical and professional conduct					
14.1 Upholds legal and ethical principles including confidentiality, consent, conflict of interest, duty of care, dignity, privacy, capacity, personal boundaries and safeguarding	✓	✓	✓	✓	✓
Behaviours: Volunteer, Entry, Intermediate, Advanced Generalist, Advanced Specialist	**Description** - Acts with honesty, integrity and transparency. - Uses physical, human and financial resources efficiently, while avoiding the overuse or misuse of resources. - Takes responsibility for own decisions and their consequences. - Consults with others in situations with ethical implications. - Refuses individual gifts or other forms of influence intended to coerce or invite personal favour.				
Competency 15: Contributes to a culture of safety and continuous quality improvement					
15.1 Works to work health and safety policies and procedures and participates in continuous improvement activities	✓	✓	✓	✓	✓
Behaviours: Volunteer, Entry, Intermediate, Advanced Generalist, Advanced Specialist	**Description** - Adheres to work health and safety protocols that avoid adverse events, incidents of harm and unsafe practice. - Has a work health and safety mindset. - Offers suggestions for improvement to address identified problems. - Actively participates in continuous quality improvement.				

DOMAIN 5 : PROFESSIONALISM	Volunteer Level	Entry Level	Intermedi-ate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 16: Manages own health and wellbeing					
16.1 Engages in self-care practices that promote emotional resilience, health and wellbeing	✓	✓	✓	✓	✓
Behaviours: Volunteer, Entry, Intermediate, Advanced Generalist, Advanced Specialist	**Description** - Monitors own mental and physical health and wellbeing. - Uses a range of tactics to manage fatigue, ill health, stress, vicarious trauma and the impact of exposures to distressing situations. - Seeks help or support where needed for own health and wellbeing.				

Domain 5 is applicable to all levels of the scope of practice.

Settlement practitioners are committed to providing services that demonstrate professional practice. The way that settlement practitioners conduct themselves in the course of their practice has implications for safety and quality in settlement practice and fostering trust.

Competencies in this domain outline the legal and ethical principles that guide a settlement practitioner in their day to day practice, and also their rights and responsibilities in managing their own health, workplace health and safety, engaging in lifelong learning and working within the scope of practice.

Settlement practitioners are devoted to continuous improvement, health and safety, the use of digital technologies and ethical practices. Further, the domain has a particular focus on wellbeing of self.

The health, safety and wellbeing of people employed in the settlement service provider, or people affected by the work of settlement, is everyone's priority and must be considered during all work performed in the settlement practice. People are organisations' most important asset and workplace health and safety is everyone's responsibility. The safety of individuals accessing services and the public is given equal priority to that of settlement practitioners.

Settlement practitioners can take a proactive role in identifying and resolving challenges when issues do arise, ultimately to ensure their own health, wellbeing and competence, which in turn will benefit the individuals and community they serve.

Domain 6 – Decision-making

This domain relates to settlement practitioner decision making that is informed by critical evaluation, risk awareness, and reflection. It also covers the adaption to change and ambiguity.

DOMAIN 6 : DECISION-MAKING		Volunteer Level	Entry Level	Intermedi-ate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 17: Takes an adaptive, collaborative, rigorous and solutions-oriented approach to decision making						
Behaviours	**17.1 Adopts the approach to decision making that reflects the complexity, urgency and consequences of decisions**			✓	✓	✓
	Intermediate	**Description** - Approaches decisions analytically and methodically, and demonstrates critical thinking to reach decisions that are well-reasoned, ethical, evidence-informed, and feasible. - Decisions are timely. - Knows what information is missing and does not get into analysis by paralysis. - Takes initiative to mitigate anticipated problems. - Focuses on end goals and results and creates pragmatic solutions to identified problems.				
	Advanced Generalist	**Description** - Approaches decisions analytically and methodically, and demonstrates critical thinking to reach decisions that are well-reasoned, ethical, evidence-informed, and feasible. - Makes timely decisions. - Knows what information is missing and does not get into analysis by paralysis. - Takes initiative to mitigate anticipated problems. - Focuses on end goals and results and creates pragmatic solutions to identified problems.				
	Advanced Specialist	**Description** - Approaches decisions analytically and methodically, and demonstrates critical thinking to reach decisions that are well-reasoned, ethical, evidence-informed, and feasible. - Makes timely decisions. - Knows what information is missing and does not get into analysis by paralysis. - Takes initiative to mitigate anticipated problems. - Focuses on end goals and results and creates pragmatic solutions to identified problems. - Demonstrates high levels of critical thought. - Balances head and heart with expansive thinking, seeking involvement from others in decision-making.				
Competency 18: Adapts to unexpected or changing situations						
Behaviours	**18.1 Demonstrates flexibility, patience and a calm demeanour under pressure**	✓	✓	✓	✓	✓
	Volunteer Entry Intermediate Advanced Generalist Advanced Specialist	**Description** - Adjusts priorities to changing situations. - Is able to deal with ambiguity.				

DOMAIN 6 : DECISION-MAKING		Volunteer Level	Entry Level	Intermedi-ate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 19: Contributes to risk management						
Behaviours	**19.1 Participates in identifying and managing risk**	✓	✓	✓	✓	✓
	Volunteer Entry	**Description** - Adopts a risk-aware approach.				
	Intermediate	**Description** - Adopts a risk-aware approach. - Identifies when and how to complete a risk assessment.				
	Advanced Generalist Advanced Specialist	**Description** - Adopts a risk-aware approach. - Identifies when and how to complete a risk assessment. - Demonstrates the development of a risk management approach.				

Domain 6 is applicable to all levels of the scope of practice.

Decision-making is at the heart of all settlement practice, it is not the sole responsibility of managers and senior staff. Decisions do, however, become more impactful as the level of responsibility increases at senior levels. The quality of decision-making is influenced by the ability of the individual to manage the rapid developments of the settlement service provision environment, adapt to changing situations and circumstances, as well as think deeply and critically.

In doing so, and in concert with the development of a culture of risk awareness within the organisation, settlement practitioners will be better placed to make decisions within a risk management framework, ideally consistent with ISO 31000, Risk Management.

However, a fast-paced environment, constant connection to information (meetings, email, social media, etc.), one's emotional state and the rate of change, all work against effective and expansive thinking.

In general, decision-making is along a continuum. It ranges from being implicit and based on intuition to the other end of the continuum, where at its extreme, it can be explicit, rational, and analytical.

Those at the implicit end tend to act before they think, whereas those at the other end tend to think before they act. In most organisations, there is a tendency for decision-making to be biased towards the explicit end, while some organisations have processes and controls in place that keep or even mandate decision-making at the far end of

explicit. This is done to ensure that all decisions are rational but most importantly to mitigate risk and assure rigour. While the approach is rational, it does not always result in more effective decision-making.

Research into the quality of decision-making is relatively rare and it is hard to measure quality of decision-making as it often cannot be separated from the execution of the decision. The one factor that has been confirmed within research is that a good decision is directly related to the speed of decision-making. This becomes problematic in view of the processes, systems and behaviours related to more explicit decision-making that effectively slow the decision-making process down.

Decision-making at the explicit end is often adopted to remove the emotion from the process. However, how the individual feels about the decision is very important. Tacit knowledge developed over years of experience is an important and valuable aspect to decision-making and cannot be easily dismissed. It often manifests as gut feel and is vital in decision-making often making the settlement practitioner consider non-technical factors, issues and information, as part of the decision-making process.

The ideal decision-making process is one that moves up and down the continuum as dictated by the situation, the decision-maker knowing what they know and do not know so as to dive deep into analysis or move quickly to a result.

Domain 6 is based on the following works by contemporary neuroscience, decision-making and emotional intelligence scholars and practitioners:

- *Quiet Leadership*, Rock (2007)
- *Thinking Fast and Slow*, Kahneman (2012)
- *Making Fast Decisions in High Velocity Envrionments*, Eisenhardt (1989)
- *The New Leaders*, Goleman (2011).

Domain 7 – Leadership

This domain is specific to the Advanced level scope of practice and encompasses competencies related to leading teams, including setting a clear end-state objective, building alignment to change, and championing execution.

DOMAIN 7 : LEADERSHIP		Volunteer Level	Entry Level	Intermediate Level	Advanced Level Generalist	Advanced Level Specialist
Competency 20: Crafts a vision						
Behaviours	**20.1 Clearly articulates the end-state**				✓	✓
	Advanced Generalist	**Description** - Prioritises the big picture. - Remains open and is bold during exploration of the end-state. - Tests assumptions.				
	Advanced Specialist					
Competency 21: Builds alignment						
Behaviours	**21.1 Engages the team to gain buy-in**				✓	✓
	Advanced Generalist	**Description** - Understands the change curve. - Communicates the rationale for change with clarity. - Engages in dialogue and is open to different perspectives. - Delivers messages with inspiration that speaks to people's hearts.				
	Advanced Specialist					
Competency 22: Champions execution						
Behaviours	**22.1 Is able to turn the vision into reality**				✓	✓
	Advanced Generalist	**Description** - Develops and maintain momentum. - Provides structure through solid project planning. - Provides feedback that addresses problems while offering praise.				
	Advanced Specialist					

Domain 7 is applicable to only the advanced levels of the scope of practice.

Leadership with Domain 7 is based upon the Vision, Alignment and Execution (VAE) model based on. *The Work of Leaders*, Julie Straw, Mark Scullard, Susie Kukkonen, Barry Davis, 2013.

The VAE model was developed through a comprehensive leadership literature review which included analysis of 55 works by recognised thought leaders in the leadership field, personality-based leadership research, 3600 leadership research, training industry studies, leadership prototypes, subject matter expert reviews, classroom testing, quantitative and qualitative feedback, and supplemental research.

The model articulates that leaders have three responsibilities:

1. **Crafting a Vision** – imagining an improved future state
2. **Building Alignment** – getting to the point where everyone in the group understands and is committed to the direction
3. **Championing Execution** – ensuring the conditions are present for the imagined future to be turned into reality.

All three are dynamic and, while they do not have to be sequential, it is reasonable to complete the model in sequence. However, it is important to note that most leaders are reshaping their visions on a continual basis. The second responsibility, Alignment, is an ongoing activity.

Within each VAE responsibility there are three drivers. These are core elements which form the steps of the process within each responsibility. Within each driver there are two behaviours or best practices that support the driver.

These are shown in the table below.

Vision	Alignment	Execution
Exploration • Remaining open • Prioritising the big picture	**Clarity** • Explaining the rationale • Structuring messaging	**Momentum** • Being driven • Initiating action
Boldness • Being adventurous • Speaking out	**Dialogue** • Exchanging perspectives • Being receptive	**Structure** • Providing a plan • Analysing in depth
Testing assumptions • Seeking counsel • Exploring implications	**Inspiration** • Being expressive • Being encouraging	**Feedback** • Addressing problems • Offering praise